



REPORT FOR HAMPSHIRE FIRE AND RESCUE AUTHORITY

REVIEW OF PARTNERSHIP ARRANGEMENTS

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(SOLACE ENTERPRISES SENIOR ASSOCIATE)





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Executive summary

SOLACE Enterprises was commissioned, following a competitive tendering exercise in the summer of 2005, to undertake a review of:

'the effectiveness of current partnership arrangements and to make recommendations on how these could be improved to help fulfil the Authority's corporate aims'

The review was to include:

- ***identification of good and poor practice in the Authority's current approach to, and management of, partnership working to be obtained from a survey (questionnaire) of a representative group of partnerships***
- ***follow-up interviews with selected key partner contacts and respective HFRS lead officers to assess the effectiveness of current engagement***
- ***identification of any good practice in the management of partnership arrangements operating in other fire and rescue authorities***
- ***proposals for a simple 'diagnostic' or 'toolkit' to help the Authority assess and prioritise the potential value and key requirements for the management of effective partnerships***

The Review has shown that the Hampshire Fire and Rescue Authority has a genuine commitment to work in partnership with a wide range of local, regional and national organisations in delivering its vital services to the communities in Hampshire. All those involved in current partnership work, both inside and outside the organisation, were positive about the potential benefits of the partnership approach and there is an impressive range and quality of partnership activity in place.



It is regrettable that the Authority does not yet receive the recognition it deserves for its track record of successful partnership working. The recent establishment of more effective mechanisms for getting this message across effectively both inside and outside the organisation is to be welcomed.

However, there is also a general acceptance that the Authority has entered into too many partnerships, most of which are either dormant or of uncertain benefit to any of the partners involved. The Review will build on the recent rationalisation of the current Partnership register to help the Authority both to further rationalise its current partnerships and to help it assess the worthwhile of entering into new partnerships in the future.

The Review has shown that in general terms the Authority does have a reasonably robust process for managing current active partnerships. However the recommendation is that those partnerships that survive the current review should be subject to a 'light-touch' audit to reassure all parties that all the critical questions set out in a checklist of key questions about partnership working can be satisfactorily answered. This checklist should be used universally in respect of future partnership proposals to ensure that the Authority commits only to partnerships that have demonstrable added value and where the commits itself management and governance arrangements are wholly 'fit for purpose'.

Specific recommendations arising from the Review are that:

- 1. the Authority considers the assessment of the current arrangements for the management of its partnership working and seeks ways of building on the strengths of its current approach to ensure it is fully 'fit for purpose' in respect of the Audit Commission's principles of good governance for partnership working.**



- 2. the Authority builds on the recent rationalisation of current partnerships by undertaking a further 'light touch' audit of the arrangements for those partnerships that remain using the checklist provided in the Report to reassure itself and its partners that the criteria for partnership working are satisfied.**

- 3. That the checklist be used by the Authority at both a strategic and an operational level in its assessment of all future partnership proposals.**



1 Introduction and background

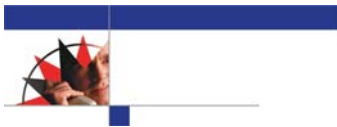
'A partnership is a voluntary relationship between two or more free and independent bodies which is designed to secure shared objectives'

(Hampshire Fire and Rescue Services Authority definition)

- 1.1 SOLACE Enterprises was commissioned, following a competitive tendering exercise in the summer of 2005, to undertake a review of:

'the effectiveness of current partnership arrangements and to make recommendations on how these could be improved to help fulfil the Authority's corporate aims'

- 1.2 The Authority wanted to carry out the review in 2005/06 as part of its Integrated Risk Management Plan (IRMP) and improvement planning process. Given the significant workload and competing priorities involved in pursuing the challenges of the modernisation agenda for the Fire and Rescue Service, the Hampshire Fire and Rescue Service (HFRS) concluded that it did not have sufficient capacity to undertake the reviews 'in-house' and felt that it lent themselves particularly well to being undertaken by an external consultant.
- 1.3 The review was to commence in October and be completed by the end of March 2006. Outcomes and recommendations are to be reported to the Authority's Performance Review Committee.



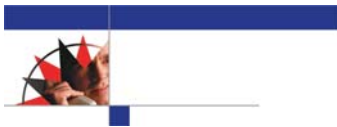
1.3 The review was to include:

- ***identification of good and poor practice in the Authority's current approach to, and management of, partnership working to be obtained from a survey (questionnaire) of a representative group of partnerships***
- ***follow-up interviews with selected key partner contacts and respective HFRS lead officers to assess the effectiveness of current engagement***
- ***identification of any good practice in the management of partnership arrangements operating in other fire and rescue authorities***
- ***proposals for a simple 'diagnostic' or 'toolkit' to help the Authority assess and prioritise the potential value and key requirements for the management of effective partnerships***



2. The review process

- 2.1 I was appointed by SOLACE Enterprises to undertake the review and commenced my work in December 2005. To familiarise myself with the situation I reviewed the background documentation immediately available (including the Authority's Register of Partnerships' that gave details in excess of 300 existing 'partnerships'). I then undertook a series of 'face to face' interviews with the Chief Officer and all the senior management team of the Hampshire Fire and Rescue Service during December 2005 and January 2006 to ensure that I fully understood the overall approach to partnership working by the Service. I also conducted telephone interviews with two Group Managers, the Head of Marketing and Communications and a member of the Fire and Rescue Authority. Appendix 2 provides a list of all those that I interviewed.
- 2.2 I was provided with additional information and documentation about the partnership work currently in place and was given details to enable me to contact key individuals in a range of external organisations involved in this work. I conducted telephone interviews with a number of these contacts (listed at Appendix 3) to obtain an objective assessment from them of the strengths and weaknesses of the partnership arrangements as well as the positive outcomes that have resulted from the particular partnership.
- 2.3 The remainder of this report provides further details of the review that I have carried out. I then provide a summary of the strengths and weaknesses of the Authority's current approach to and management of its partnership work. Finally, I provide a simple and accessible 'toolkit' building on the assessment of strengths and weakness to help the Authority assess the potential 'added value' of partnership arrangements and the key requirements for the effective management of those partnerships.



3. Partnership working

3.1 Partnerships are a significant feature of public service delivery in the UK. In its report on **'Governing Partnerships'** in 2005 the Audit Commission estimated that there are currently over 5,500 partnerships in the UK accounting for some £4 billion worth of public expenditure.

3.2 The Audit Commission Report concluded that:

'Partnerships can bring significant benefits. They are a response to the complex and multi-faceted problems that face society and that cannot be tackled effectively by any individual body working alone. They can provide flexibility, innovation and additional financial and human capital resources to help solve problems. These are powerful incentives for organisations to work with others.'

3.3 Many public bodies believe strongly and implicitly in the power of partnerships to deliver better outcomes for service users. Partnership working can help to focus on service planning, commissioning and delivery and can bring in more resources to enhance service provision.

3.4 Partnerships vary in size, service area, membership and function. They include statutory and voluntary partnerships, executive and non-executive partnerships, strategic service delivery partnerships and strategic partnering for private sector procurement (such as PFI). Some partnerships are strategic, others are operational in focus. Some attract dedicated funding, others do not. Some are limited companies, others are charitable trusts and most are unincorporated associations. The governance arrangements for different forms of partnership working are determined by their legal form. The local partnership landscape is getting more complex. To date most partnerships have paid a lot of attention to establishing good relationships and that is important in ensuring that the partnership works well. But concern with process is not enough – public bodies need to give more thought to the risks that partnership working brings and the consequences of failure.



- 3.5 This Review of partnership working by the Hampshire Fire and Rescue Authority is timely and to be applauded for that reason particularly.
- 3.6 There is no 'one size fits all' model of governance for partnerships – governance arrangements should be proportionate to the risks involved. Partners need to strike the right balance between the need to protect public money and ensure value for money, and the innovation and flexibility that results when organisations collaborate. The governance of partnerships should promote good internal accountability between partners and better external accountability to service users. Shared responsibility should not mean diminished accountability.
- 3.7 Not enough public bodies have clear and formal agreements in place for their key partnerships. Such agreements are the basis for better governance and the management of risks. The Audit Commission research shows that where there is not a comprehensive partnership agreement in place then it is twice as likely that problems will be encountered. Inevitably not all partnerships work smoothly and strong corporate governance is need to create a clear and shared focus on users and on value for money.
- 3.8 The Audit Commission Report points out that there are considerable risks in partnership working that can result in a complexity and ambiguity that can generate confusion and weaken accountability. The Audit Commission argues that public bodies should be more critical about their approach to partnership working which may not be the best solution in every situation. It proposes that public bodies should ask two key questions about their current and potential partnerships:
- (i) **How does the partnership add value?** – there is evidence that partnership working can bring real benefit but this evidence is mainly qualitative and even anecdotal. Partnership working actually extracts as well as adds value in both time and resources – but very little hard information seems to be available about the impact of working in partnership.



- (ii) **Who is in charge of the partnership?** – the Audit Commission's work shows that while there is often a lot of commitment to partnership working as a 'good thing', things can easily go wrong with partnerships when there is weak leadership, poor decision-making, ineffective scrutiny and under-developed systems and processes such as risk management.

3.9 The Audit Commission defines a partnership as:

'an agreement between two or more independent bodies to work collectively to achieve an objective'

The Report outlines the principles of good partnership governance with a checklist of key questions to help public bodies engaged in partnership working to assess how well they are equipped to meet those challenges:

1. ***What policies does the organisation have about getting engaged in partnerships? And about disengaging from partnerships?***
2. ***How do you assess the costs and benefits of engaging in different forms of partnership working against other ways of achieving the same ends (for example formal contracts or bilateral arrangements)?***
3. ***How do you decide when simple collaboration or liaison should become a formal partnership?***
4. ***How do your partnerships differ in size, scope and impact?***
5. ***What formal partnerships are you already involved in? Who takes responsibility for them?***



6. ***How do you monitor and mitigate the risks associated with working across a wide variety of partnerships? Is your monitoring proportionate as well as effective?***

7. ***How do you know that your own organisational governance arrangements are adequate both to support and to manage the risks of working in partnership?***

3.10 In reviewing the approach of the Hampshire Fire and Rescue Authority to its partnership working I have used the Audit Commission's checklist of key questions as the basis for my assessment. I have also provided a more comprehensive 'toolkit' (at Appendix 1) to help the Authority assess and prioritise the potential value and key requirements for the effective management of individual partnerships



4. The approach by Hampshire Fire and Rescue Authority to partnership working

- 4.1 There is no doubt that the Fire and Rescue Authority is committed to partnership working. All those that I spoke to as part of this Review, both inside and outside the Service, expressed positive views about the benefits of partnership working.
- 4.2 The recent Corporate Performance Assessment of the Authority by the Audit Commission assessed its approach to strategic partnership working in the following terms:

'The Fire Authority demonstrates a robust strategic approach for considering the use of partnership working. For example, the Fire Authority has been progressive in evaluating their involvement in strategic partnership and has considered whether they want to be actively involved and the resources this would require. They chair the Hampshire-wide strategic partnership body and chair the Hampshire Local Strategic Partnership. They have made a strategic decision that sitting on all strategic partnerships is not necessarily the best use of resource. Group managers are active in the local Crime and Disorder Reduction Partnership'.

- 4.3 The Assessment refers to a number of examples of what it describes as:

'a number of initiatives in place which demonstrates a strong approach to considering and achieving an efficient and effective service'


and

'well-developed and imaginative partnerships'



Examples included the 'successful' partnership with Hampshire County Council through which the Authority has a seconded officer working to support the development of a joint risk assessment approach to County Council buildings. Further examples included the effective use of fire station facilities – the Coastguard rents space in one station – and community use of facilities by groups such as Scouts and Guides supporting greater community engagement.


- 4.4 The Assessment also points to the way the Fire and Rescue Authority is using a wide range of partnerships and community-based projects to contribute to the delivery of its IRMP. Projects mentioned include the schools education programme, training for neighbourhood wardens and the co-responders scheme in collaboration with the local Ambulance Trust.
- 4.5 However, it is also clear that this very positive approach to partnership working has been somewhat 'scatter gun' in its approach and that this has resulted in a large number of so-called 'partnerships', which have no real rationale. The current Partnership Register contains details of over 200 'partnerships' many of which are little more than business relationships with companies such as Initial Clothing – which supplies uniforms for YFA volunteers – and organisations like the Southampton Institute that provide services such as education and training. Some of those 'partnerships' listed have never been active, some are 'lapsed' and of the remainder not many fit in with the HFRSA definition of partnership.
- 4.6 The member of the Fire and Rescue Authority that I interviewed by telephone considered that the 'can do' culture of the Service is welcomed by its partners but that the 'scatter gun' approach needs to be critically re-thought. He believes strongly that Authority members have a bigger potential part to play in monitoring and reviewing the Service's partnership activity but that any new arrangements should not stifle innovation and enterprise.

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- 4.7 My telephone interviews with the two Group Managers confirmed that the Service's proactive and enthusiastic approach to partnership working is not just strategic in nature. At an operational level there is clearly a real commitment to partnership working but also a recognition that so far this has been largely 'opportunistic':

“if it looks worthwhile in principle then we give it a go to see where it might lead”.

There is nevertheless an understanding at the operational level that there has to be some identifiable 'added value' from partnership working with a positive contribution to the delivery of the Service's IRMP objectives but sometimes this is not clear enough at the outset of a partnership relationship.

- 4.8 The ten Group Managers have each been allocated an annual budget of £10k for supporting local partnership work. However, both Group Managers that I interviewed feel that if partnership working at local level is to be mainstream rather than a 'bolt-on' it does require the allocation of appropriate resources to support the work properly – and that this needs to be recognised and responded to by both the Authority and senior management.
- 4.9 There is a real concern at an operational level that, even though as relative newcomers to the world of partnership working they are getting steadily better at it, there is a danger that the proactive/opportunistic approach (to some extent encouraged by the freedom in deploying the £10k annual budget) could result in the Service overreaching itself with expectations from other partners needing to be dampened down.
- 4.10 Both Group Managers concluded that a 'checklist' to improve on the current partnership pro-forma would be helpful - providing it doesn't stifle innovation or constrain enthusiasm. There is a view that any such Service-wide 'checklist' would need 'tweaking' to reflect local circumstances - this must be resisted if the Authority is to ensure that there is a consistent approach to engagement in partnership.



4.11 The Performance Review Manager has recently undertaken a review of the Partnership Register and asked those officers responsible for the partnerships to check whether or not the partnership meets the definition and, if so, to then ask the following questions:

- 1. Is the partnership 'alive' and 'active'?***
- 2. Is there a record or recent meetings (within the last quarter)?***
- 3. Is there a 'protocol' for the partnership in existence?***
- 4. Would the partnership file stand scrutiny by the Audit Committee?***

The Partnership Register is now being reconstructed to include only these partnerships that meet all these tests. This will be a very helpful process as the Authority considers its future strategy in respect of current and future partnership working. As an indicator of the extent of this 'cull' the Senior Divisional Officer (Safety and Risk Management) told me that his review of the 80 or so 'partnerships' for which he had responsibility had resulted – through applying the questions above to those partnerships – in only one of the current partnerships surviving.



5. Current approach by the Authority to the management of partnership working

5.1 Following my interviews with those inside and outside the Service involved in partnership working I used the checklist of key questions (paragraph 3.9) provided in the Audit Commission report to critically assess the approach of the Hampshire Fire and Rescue Authority to the management of its partnership working. The seven questions that form the checklist resulted in the following assessment:

1. What policies does the organisation have about getting engaged in partnerships? And about disengaging from partnerships?

It is clear that the Authority does not have specific policies about getting engaged in partnership but it does have objectives around joint working/collaboration to achieve its corporate aims. There is a 'template' that is used to assist decision-making in respect of partnership proposals including a basic risk analysis. The current review of partnership arrangements is seen as a way of establishing criteria to judge whether a proposed initiative met one or more corporate objectives

There is no clear policy about disengaging from partnerships either. Currently a view would be taken about whether or not a partnership was delivering any added value and whether the extent of any added value justified the investment of resources. Decisions have been taken in the past to 'pull the plug' on individual partnerships for that reason.



2. How do you assess the costs and benefits of engaging in different forms of partnership working against other ways of achieving the same ends (for example formal contracts or bilateral arrangements)?

The current template approach could be adapted for this purpose but currently the costs and benefits for proposals for partnership working are not assessed in terms of 'options' and consequently there is no option analysis. It would be a useful improvement in the decision-making process to incorporate this key question to ensure it is addressed as a matter of course.

In terms of any current cost/benefit considerations proposals are not assessed in that way. If there is a significant potential cost to the Authority of a particular proposal then it is referred to the Authority for approval.

3. How do you decide when simple collaboration or liaison should become a formal partnership?

Currently this is not a matter that is formally assessed. If there appear to be potential risks in a particular partnership arrangement then it is seen as appropriate from a risk-management perspective to enter into a formal Agreement or Memorandum of Understanding.

4. How do your partnerships differ in size, scope and impact?

There is huge variation in the size, scope and impact of current partnerships. The ongoing review of the Partnership Register by the Performance Review Manager is a sensible attempt to reduce the number of theoretical partnerships to a core of genuine partnerships. It will be interesting to see how many current 'partnerships' survive the application of the questions in paragraph 4.11. At that point the Authority can have an informed view of current activity in this area of its work and make rational decisions



about which should continue and what new partnerships should be entered into using the checklist at Appendix 1 of this Report.

5. What formal partnerships are you already involved in? Who takes responsibility for them?

The comments above apply also to the first part of this question. So far as the second part of the question is concerned it has been the practice to devolve responsibility for each partnership to the appropriate function head. That is a rational and sensible approach to take and seems well embedded in the organisational arrangements for managing the Authority's partnerships.

Clearly if there were many fewer real partnerships to manage as a result of the review of the Partnership Register and the application of the Appendix 1 checklist to 'surviving' partnerships it would make it much easier for function heads to have a better grip on those for which each is responsible.

6. How do you monitor and mitigate the risks associated with working across a wide variety of partnerships? Is your monitoring proportionate as well as effective?

The comments above apply equally to this question. Given that responsibility for individual partnerships is already devolved to appropriate function heads and once the number of surviving partnerships is much smaller than currently it should make the monitoring of each partnership and the mitigation of any risks associated with each partnership much more effective. There is a responsibility on those who manage the partnerships to ensure senior colleagues on the Senior Management Team are regularly informed of progress and problems with partnerships and this needs to be formalised. Formal Agreements also need to set out clearly the management and monitoring arrangements being used by each partner so that there is clarity about this key issue and how partners will keep each other informed.



7. *How do you know that your own organisational governance arrangements are adequate both to support and to manage the risks of working in partnership?*

This Review has been commissioned partly to answer that question and it is to the credit of the Authority that it has sought assistance to ask that very question. My conclusion is that the existing governance arrangements are reasonably robust.

There are a number of control mechanisms already in place including the 'Activity Report' that the Chief Officer presents to meetings of the Authority and that includes detail of individual partnership work. Members of the Authority also take the opportunity to ask questions and seek information about partnership activity at meetings of the Authority. The Senior Management Team also acts currently as something of a 'gatekeeper' for proposed partnership initiatives although as has been suggested above the review of partnership activity across the Authority should also take place at SMT here rather than assuming that the devolved responsibility to function heads is adequate for this purpose. SMT currently only seems to review particular partnership activity when something goes wrong. There is also a potential role for members of the Authority in monitoring and reviewing partnership work to ensure that it is addressing the Authorities strategic objectives.

- 5.2 My assessment of the current approach to decision-making about partnership working demonstrates that there are already considerable strengths in the approach the Authority has taken in the past. There are areas where the current approach could be strengthened by putting in place enhanced arrangements around decision-making (including options analysis), risk-assessment, monitoring and review – but this is more about building on and 'tweaking' what currently happens rather than major changes in process.



- 5.3 During the Review it became clear that those involved in partnership work are concerned that the Authority does not get the recognition that it deserves both inside and outside the organisation. Certainly other Fire and Rescue Authorities seem to have been more successful at getting recognition for their work in a number of areas - the recent Audit Commission Report on '**Improvement in Fire and Rescue Authorities**' includes a number of interesting case studies, none of which were drawn from the Hampshire Authority.
- 5.4 The view of the Head of Marketing and Communications is that the marketing and communications function has been underdeveloped to the detriment of the reputation of the Service. This is now being addressed with a number of new initiatives both internally and externally. The Staff Magazine is proving to be a good vehicle for presenting information about successful partnership initiatives and other innovative work of the Service. It is intended that this Magazine will shortly be circulated externally. There will also be a 'case study card bank' of best practice in partnership working based on a consistent template. It is widely recognised that the Authority needs to be more proactive in learning about 'what works' both from within the Hampshire Service and from other Fire and Rescue Authorities, and that external networks for information-sharing and exchange need to be put in place.



6. Good practice in the management of partnership arrangements operating in other Fire and Rescue Authorities

- 6.1 The Review was to include the identification of any good practice in the management of partnership arrangements operating in other Fire and Rescue Authorities. In practice it has been very difficult to find sources of information about this aspect of the work of Authorities. The CPA reports on other Services including those in Family Group 4 – the comparator group for the Hampshire Service – include few specific references to the management of partnership arrangements.
- 6.2 There are also very few case-study examples in the Corporate Performance Assessment reports and even the section on '**Governing Partnerships**' in the recently published Audit Commission report on '**Learning from CPA for the fire and rescue service in England 2005**' only has one case study on partnership arrangements drawn from the Dorset Fire Authority Corporate Performance Assessment. The case study concludes:

'The Authority is committed to partnership working and its work is well regarded by partners. Partnerships are used effectively and deliver successful outcomes.....The Authority is increasing capacity and delivering efficiencies through partnership working.....Management of partnership work is sound. Staff have a clear view of how they contribute to the wider agenda and initiatives. The Fire Authority is a performance-focused organisation and this flows through to its partnership approach. There is good budgetary control over partnership working. Performance information is shared well with partners to improve cooperative working and the service provided to the community'.



Whilst this is an interesting summary of the approach taken by the Dorset Authority it does not provide any specific material to assist the Hampshire Authority (which could already be seen to have a comparable approach to that in Dorset).

- 6.3 In more general terms, as a result of its involvement in conducting Corporate Performance Assessments in Fire and Rescue Services in England, the Audit Commission has concluded that working in partnership to deliver local priorities will grow in importance. Although Fire and Rescue Authorities are relatively new to partnership working they have shown themselves to be keen and often proactive partners. Furthermore, other partners tend to be enthusiastic about having Fire and Rescue Authorities involved in partnership work. Additional capacity to deliver local and national priorities is being realised through partnership across the fire and rescue community.
- 6.4 However, the Audit Commission also concluded that many partnership approaches lack a clear strategy to focus resources where the greatest priorities of Fire and Rescue Authorities lie. As a result there is evidence of initiative overload resulting from a lack of a coordinated approach to partnership activity. Use of the resources available must deliver useful outcomes. The Commission considers that Authorities should develop strategies and performance frameworks to evaluate the impact of their partnership work - hopefully this Review will assist the Hampshire Fire and Rescue Authority to respond to that imperative.



7. Conclusion

- 7.1 The Hampshire Fire and Rescue Authority is to be congratulated for its obvious and genuine commitment to work in partnership with a wide range of local, regional and national organisations in delivering its vital services to the communities in Hampshire. All those involved in current partnership work to whom I spoke in the course of this review, both inside and outside the Service, were positive about the potential benefits of the partnership approach and I was impressed with the range and quality of the partnership activity that was used to exemplify the approach of the Authority.
- 7.2 It is regrettable that the Authority does not yet receive the recognition it deserves for its track record of successful partnership working. The recent establishment of more effective mechanisms for getting this message across effectively both inside and outside the organisation is to be welcomed.
- 7.3 However, there is also a general acceptance that the Authority has entered into too many partnerships, most of which were either dormant or of uncertain benefit to any of the partners involved. So it is to the credit of the Authority that it has commissioned this Review to build on the rationalisation of the current Partnership register and to help it both to further rationalise its current partnerships and to help it assess the worthwhile of entering into new partnerships in the future.
- 7.4 The Review has shown that in general terms the Authority does have a reasonably robust process for managing current active partnerships. I have recommended that those partnerships that survive the current review should be subject to a 'light-touch' audit to reassure all parties that the critical questions set out in the checklist at Appendix 1 can be satisfactorily answered. I have also recommended that this checklist be used universally in respect of future partnership proposals (including those that originate at Group Manager level) to ensure that the Authority commits only to partnerships that have demonstrable added value; and, where the management and governance arrangements are wholly 'fit for purpose'.



8. Recommendations

- 1. That the Hampshire Fire and Rescue Authority considers the assessment of the current arrangements for the management of its partnership working set out in paragraph 5 of this Report and seeks ways of building on the strengths of its current approach to ensure it is fully 'fit for purpose' in respect of the Audit Commission's principles of good governance for partnership working.**

- 2. That the Hampshire Fire and Rescue Authority builds on the recent rationalisation of current partnerships through the review of the Partnership register by undertaking a further 'light touch' audit of the arrangements for those partnerships that remain using the checklist in Appendix 1 of this Report to reassure itself and its partners that the criteria for partnership working are satisfied.**

- 3. That the checklist in Appendix 1 be used by the Hampshire Fire and Rescue Authority at both a strategic and an operational level (recognising that much partnership work is initiated by Group Managers) in its assessment of all future partnership proposals.**

Richard Penn
SOLACE Enterprises Associate

April 2006



Appendix 1

'Toolkit' to help the Authority assess and prioritise the potential value and key requirements for the management of effective partnerships

The Authority needs to use a 'checklist' of questions for considering whether to enter new or to continue with current individual partnership arrangements. This checklist can be used either for the Authority to consider individually or, preferably, in collaboration with current or proposed partners. Not all of these questions will be relevant for all of the current or potential partnerships involving the Authority but it is still a useful discipline to use the complete checklist in respect of all individual partnerships:

Rationale for the partnership:

- a. Why does (or should) the partnership exist?
- b. What are its agreed aims
- c. To what extent does it help deliver one or more of the Authority's corporate objectives?
- d. Where have these aims been published or captured?
- e. Is there a better way of serving the public other than through this partnership



Potential 'added value' resulting from the partnership:

- a. How does this partnership add value
- b. How do you demonstrate this added value to the public?
- c. How do you know whether the resources involved are being well spent?
- d. How does the public know that partnership funds are being well spent?

Governance arrangements:

- a. How do the partnership's corporate governance arrangements link to those of the individual partners?
- b. How are decisions made by the partnership?
- c. How are they recorded?
- d. Who makes sure they are acted on?
- e. Who scrutinises the decisions?
- f. To whom are decisions reported?

**Performance management:**

- a. How do you know which partnership targets are being met and which are not?
- b. Who manages performance and reports progress and to whom?

Financial management:

- a. Who provides resources to the partnership?
- b. Who decides how to use the resources?
- c. What are the financial reporting arrangements?

Risk management:

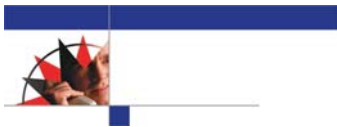
- a. How do you know when things are going wrong?
- b. Who can take action when things are going wrong?
- c. How do you deal with conflicts of interest?

**Termination arrangements:**

- a. What are the arrangements if the partnership comes to an end?
- b. Or if a decision is made to no longer be involved?
- c. How will resources be reallocated back to partners?

Serving the public:

- a. How effectively does this partnership communicate with the public (if appropriate)?
- b. How can the public and service users obtain redress when things go wrong?
- c. Is there a complaints and suggestions process the public can use?



Appendix 2

Hampshire Fire and Rescue Service personnel interviewed

C O Bonney	Chief Officer
Alan House	Deputy Chief Officer (Community Fire Safety and Operations)
Dave Curry	Deputy Chief Officer (Training, Human Resources, Safety and Risk Management)
David Howells	Director of Corporate Services
Kevin Butcher	Senior Divisional Officer (Operations Delivery)
Bob Ratcliffe	Senior Divisional Officer (Training)
Charlie House	Senior Divisional Officer (Safety and Risk Management)
Mark Rayner	Senior Divisional Officer (Community Fire Safety and Operations - Support)
Jenny McNeill	Head of Human Resources



Wendy Lambert

**Financial and Office Services
Manager**

Phil Webb

Performance Review Manager

Carlton Kerr

Group Manager

Fred Brown

Group Manager

Laura Small

**Head of Marketing and
Communications**

Councillor David Simpson

**Member of the Hampshire Fire
and Rescue Authority**



Appendix 3

Representatives of partner organisations interviewed

Nick Jordan	Fire and Risk Manager, The National Trust
Jim Hunt	Hampshire Ambulance Trust
Bruce Lomax	Community Housing Department, Portsmouth City Council
Paddy May	Strategy Unit, Portsmouth City Council
Jill Lovelock	Partnership Manager, Hampshire County Council
Steve Clow	Head of Architecture, Hampshire County Council