

Appendix A

Partnership Arrangements – Contents of Protocols

A. Rationale

1. Who the Partnership is between?
2. Why the Partnership exists?
3. What are its agreed aims?
4. How does this Partnership add value?
5. How will the Partnership know whether funds are being well spent?
6. How will the public know this?

B. Governance

1. How do the Partnership's corporate governance arrangements link to those of individual partners?
2. How are decisions made and recorded?
3. Who makes sure they are acted on?
4. Who scrutinises them?
5. To whom are they reported?

C. Performance Management

1. How do you know which targets of the partnerships you are meeting and which you are failing to meet?
2. Who manages and reports progress?

D. Financial Management

1. Who provides the money?
2. Who decides how to spend it?
3. Can the money be re-allocated?
4. What are the financial reporting arrangements?

E. Risk Management

1. How do you know when things are going wrong?
2. Who can take action when things are going wrong?
3. How do you resolve conflicts of interests?

Appendix A

F. Termination

1. What happens when the partnership comes to an end?
2. Or if one or more partners decides no longer to be involved?
3. How will resources be re-allocated back to partners?

G. Serving the Public

1. How should the partnership communicate in the most effective way with the public?
2. How can the public and service users obtain redress when things go wrong?
3. What is the complaints and suggestions process the public should use?