

R3L+ Criteria and Indicators: Partnership

CORE QUALITY CRITERIA: PARTNERSHIPS AND NETWORKS Main aspects important for quality assurance in the case of a specific quality area (i.e. Partnerships and networks)	INDICATORS : (CORE AND ADDITIONAL DESCRIPTORS) What might indicate quality in the partnership?	EVIDENCE TO SUPPORT INDICATORS What evidence is available to support the inclusion of the indicators?	EXAMPLES FROM CASE STUDY: Dundee UK (Macro level: Dundee partnership) Concrete examples drawn from case study analysis
Common and shared vision of the partnership/network explicitly defined and promoted	Opportunities are created to commonly map and exchange expectations and scenarios about possible futures	Members' engagement in mapping future expectations and exchange about vision statement, meetings, workshops have taken place	Dundee Partnership and the Scottish Government, have agreed a Single Outcome Agreement which sets out their shared commitment to the delivery of an agreed set of outcomes which reflect local and national priorities.
Definition: The vision statement describes what the network wants to be. The vision focuses on the future, gives shape and direction to the future, inspires people, groups and communities and above all shall be relevant for many years.	The partnership capitalizes on previous experience available from Learning Regions / Cities initiatives. There are clearly defined principles and methods to seek/gain input on hopes and aspirations for the partnership and to gain, analyse and prioritize common themes for the partnership and region/city as well. Furthermore there is a methodology set up to draft the vision statement from common themes	Knowledge from assessment is available to partnership. A critical mass of input is gained according to the guiding principles and methods agreed, themes are documented, a draft vision statement is issued	*Through Our Partnership, Dundee: <ul style="list-style-type: none"> ◇ will be a vibrant and attractive city with an excellent quality of life where people choose to live, learn, work and visit; ◇ will offer real choice and opportunity in a city that has tackled the root causes of social and economic exclusion, creating a community which is healthy, safe, confident, educated and empowered; ◇ will have a strong and sustainable city economy that will provide jobs for the people of Dundee, retain more of the universities' graduates

			and make the city a magnet for new talent
<p>Key question: What is the future you want to create for the network? Such as collaborative action and building long lasting relations among network members.</p>	<p>The vision statement is adopted and assimilated into the organizations' culture. The vision statement is easy to understand, regarding clarity and lack of ambiguity, a vivid and clear picture, description of a bright future, memorable and engaging wording, realistic aspirations, alignment with organizational values and culture.</p> <p>There is a clear public expression of the vision statement and clear responsibilities to communicating the vision regularly, creating narratives that illustrate the vision, acting as role-models by embodying the vision, creating short-term objectives compatible with the vision, and encouraging others to craft their own personal/organisational vision compatible with the partnership/network's overall vision.</p> <p>It is ensured that the vision statement of the partnership/network is reviewed and revised if necessary, based on achievements and progress.</p>	<p>Network actors cite/relate the common vision statement in strategy documents of organisations. Feedback from network actors and target audience indicates a common understanding of vision statement.</p> <p>Vision expressed in partnership/network official documents, reports, website, press release, news letters etc. Visual identity of the partnership: logos, letter head/header, posters, etc.</p> <p>Procedures for review are in place, review periods and targets are scheduled, amendments are communicated and documented</p>	<p>The Dundee Partnership website contains:</p> <ul style="list-style-type: none"> ▲ Dundee's Community Plan, Local Community Plans and Single Outcome Agreement, along with progress reports on what the Partnership has achieved • how the Dundee Partnership works, including minutes of all the key groups <p>The Dundee Partnership Management Group meets four times a year, and is chaired by the Chief Executive of Dundee City Council. This group consists of Chief Executives and senior officers from the public sector partner organisations, along with the chairs of each theme group and representatives from the private, community and voluntary sectors. Its job is to develop the overall strategy of the Partnership, agree priorities and maximise inter-agency co-operation.</p>
Common mission of the partnership/networks explicitly defined	There is working methods in place to stimulate discussion and gain input on aims and objectives, as well as mutually agreed principles to identify and prioritize aims and objectives of the partnership / network	Joint agreement on working method and principles	<p>The Partnership has 3 formal bodies:</p> <ul style="list-style-type: none"> • The Dundee Partnership Forum meets twice a year, with meetings taking the form of participatory workshops on key strategic issues. The Forum has a broad membership and is chaired by the Leader of Dundee City Council • The Dundee Partnership Management Group meets four times a year, and is chaired by the Chief Executive of Dundee City Council. This group consists of Chief

			<p>Executives and senior officers from the public sector partner organisations, along with the chairs of each theme group and representatives from the private, community and voluntary sectors. Its job is to develop the overall strategy of the Partnership, agree priorities and maximise inter-agency co-operation.</p> <ul style="list-style-type: none"> • The Dundee Partnership Co-ordinating Group meets every two months, and is chaired by Dundee City Council's Assistant Chief Executive. The group includes a representative of each public sector partner and the theme group chairs. Its job is to co-ordinate the implementation of community planning.
<p>Definition: The mission statement describes the reasons for existence, fundamental purpose and values of the network. It describes the means that will be used to achieve the desired future. It defines the target group and the critical processes. It informs about the desired level of performance.</p>	<p>The partnership capitalizes on previous experience available from Learning Regions/Cities initiatives</p> <p>Availability of founding document of partnership/network expressing joint agreements</p> <p>Clear public expression of aims, objectives and target groups of the partnership/network</p>	<p>Knowledge from assessment is available to partnership</p> <p>Founding document signed by all relevant actors and stakeholders</p> <p>Mission expressed in partnership/network official documents, reports, website, press release, news letters etc. Visual identity of the partnership: logos, letter head/header, posters, etc.</p>	<p>Single Outcome Agreement 2009-2012</p> <p>Single Outcome Agreement Delivery Plan 2010-2012 (these set out the outcomes which Community Planning partners in Dundee have agreed to work towards, the actions to which they have committed and the indicators by which we will measure progress)</p> <p>The relevant actions from the Improvement Plan agreed following the Best Value Audit. See Best Value 2 Pathfinder Audit - Report to Dundee City Council on 28 June 2010</p> <p>(this sets out the organisational changes which the partners are making to improve structures and governance)</p>

<p>Key questions: What do we do? For whom do we do it? What is the impact?</p>	<p>The mission statement is adopted and assimilated into the organizations' culture</p> <p>The mission statement is easy to understand, regarding clarity and lack of ambiguity, realistic aspirations, alignment with organizational values and culture.</p> <p>There is a clear public expression of the mission statement and responsibility to communicating the mission regularly, creating narratives that illustrate the mission, acting as role-models by embodying the mission, creating short-term objectives compatible with the mission, and encouraging others to craft their own personal/organisational mission compatible with the partnership/network's overall mission statement</p> <p>It is ensured that the mission statement of the partnership/network is reviewed and revised if necessary, based on achievements and progress</p> <p>A common business plan for the use and possible marketing of products/services from the projects is developed and commonly decided</p>	<p>Network actors cite/relate to the common mission statement in strategy documents of organisations</p> <p>Feedback from network actors and target audience indicates common understanding of vision statement</p> <p>Mission statements included in partnership/network official documents, reports, website, press release, newsletters etc.</p> <p>Visual identity of the partnership: logos, letter head/header, posters, etc.</p> <p>Procedures for review are in place, review periods and targets are scheduled, amendments are communicated and documented</p> <p>Business plan agreed, signed by all stakeholders and adopted by providers of educational goods and services</p>	<p><u>Single Outcome Agreement 2009-2012</u></p> <p><u>Single Outcome Agreement Delivery Plan 2010-2012</u></p> <p>(these set out the outcomes which Community Planning partners in Dundee have agreed to work towards, the actions to which they have committed and the indicators by which we will measure progress)</p>
<p>Objectives and quantifiable targets specified and commonly shared</p>	<p>Action plan is set up, including quantifiable targets, time-lines, milestones and mechanisms to monitor progress</p> <p>Agreements are elaborated into concrete projects</p>		<p><u>Single Outcome Agreement 2009-2012</u></p> <p><u>Single Outcome Agreement Delivery Plan 2010-2012</u></p>
<p>Principles and protocols to govern ongoing collaboration are explicit and shared</p>	<p>Opportunities to stimulate discussion and gain input on working methods of the partnership, analysis and matching of agreement content</p> <p>Partnership agreements elaborated</p>	<p>Agreements signed by all members of the partnership</p>	

Clear channels of communication between partners and networks exist	<p>Means of communication are agreed by network actors and stakeholders, communication strategy is formulated and channels are in place</p> <p>Guidelines for use of communication means are elaborated</p> <p>Follow up of communication processes is ensured</p>	<p>Qualitative and quantitative use of communication means</p> <p>Guidelines on use of communication means published</p> <p>Follow up periods fixed, communication processes are documented</p>	
Formal structures exist for managerial and operational responsibilities	Roles and tasks are allocated, and mutually agreed	Organisational/operational chart available	<p>Co-ordinating Group</p> <p>Management Group</p> <p>Dundee Partnership Forum</p> <p>Minutes and reports are publicly available</p>
The partnership has clear strategic direction and focus	<p>Strategic opportunities are identified, based on analysis of strengths, weaknesses, opportunities and threads</p> <p>Partnership competencies are analysed, and reflected within strategy. Competency management in place.</p>	SWOT analysis available (or alternative methods in place)	<p>Strengths: Dundee has achieved growth in the knowledge economy sectors in education, science and creative digital medial industries. Overall the number of jobs in the city rose by 3,000 between 2005 and 2008.</p> <p>Dundee is the regional employment, education and retail hub and 300,592 people live within a 30 minute drive time. The city has benefited from expanded Higher and Further Education institutions and a new award-winning retail centre.</p> <p>The public sector provides skilled employment for the city and is performing comparatively well based on positive service user satisfaction results and other comparable performance indicators.</p> <p>Dundee has a strong track record on environmental issues in relation to recycling and reducing the amount of waste going to landfill.</p> <p>Weaknesses: By far the biggest weakness</p>

			<p>in Dundee is the high concentration of deprivation. Of the 179 datazones in the city 53(30%) including 28.9% of the population are in the 15% most deprived according to the Scottish Index of Multiple Deprivation.</p> <p>The effect of this level of inequality is that Dundee has outcomes in relation to learning, health and employability which are significantly lower than the Scottish average.</p> <p>Threats: The UK economy moved into recession in late 2008 and claimants of Job Seekers Allowance in Dundee rose to 4.4% compared to the Scottish average of 3.0%. This threatens the economic momentum of the city and increases the risk of deepening inequalities.</p> <p>Population projections indicate an overall reduction of 9.2% between 2006 and 2031 and an older age profile. This may lead to reduced public sector funding but an increase in demand for services.</p> <p>Opportunities: Dundee can deliver sustainable economic growth for Scotland in international markets. The economic growth sectors in Dundee are well positioned for the future global knowledge economy. This includes the potential to develop as a renewables capital.</p> <p>The strong consensus on the Dundee city development strategy based on the City Waterfront can provide the surrounding region with a high quality education, employment and retail centre.</p>
Definition: The partnership's strategic direction establishes intent and identity. It	Long-term goals are identified, which are challenging, building upon and		SOA takes as its starting point these key strategic outcomes for Dundee.

<p>mobilizes key stakeholders towards activities that are consistent with its mission.</p>	<p>stretching the partnership's core competencies, and draws from all levels of the network.</p> <p>Abstract goals of partnership are transformed into a concrete mission with guiding principles for action</p> <p>Goals of partnership are transformed into operational objectives</p>		<p>Dundee Partnership Strategic Outcomes</p> <p>1 Dundee will be a regional centre with better job opportunities and increased employability for our people</p> <p>2 Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture</p> <p>3 Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included</p> <p>4 Our people will experience fewer health inequalities</p> <p>5 Our people will have improved physical and mental well being</p> <p>6 Our people will receive effective care when they need it</p> <p>7 Our communities will be safe and feel safe</p> <p>8 Our people will experience fewer social inequalities</p> <p>9 Our people will live in stable, attractive and popular neighbourhoods</p> <p>10 Our people will have high quality and accessible local services and facilities</p> <p>11 Dundee will have a sustainable environment (SOA, p15)</p>
<p>Coverage: scope of stakeholders represented in partnership</p>	<p>Key stakeholders, primary and secondary stakeholders are identified and determined</p> <p>Mapping of stakeholders has taken place, in order to determine who they should be and establish with greater exactitude the asymmetries affecting them</p>		<p>Local Community Planning Partnerships and Community Engagement</p> <p>Local Community Planning Partnerships have been established in each of the eight electoral wards in Dundee. These bring together elected members, community representatives and partner agencies in a</p>

	Stakeholder model established, which illustrates the relationships among different group of actors in and around the network		<p>new relationship to achieve local outcomes which improve communities. Over the last 9 months each new LCPP has worked within neighbourhoods and with other stakeholders to develop an outcome-based local community plan and action plan.</p> <p>Extensive community engagement shaped individual local community plans and, when taken together, key issues emerged which influence the wider Partnership agenda and, consequently, the Single Outcome Agreement. (SOA, p16)</p>
Nature of roles and responsibilities of partners is formally constituted	<p>Roles and tasks of partners are allocated, and mutually agreed</p> <p>Roles, tasks and responsibilities are allocated among partners in accordance with statutory rights and duties, legislative frameworks and regulatory schemes</p> <p>Governance principles are formulated, and agreed by all partnership members</p>	<p>Organisational chart available</p> <p>Agreements signed by all partners</p> <p>Agreement signed by all partners</p>	<p>Co-ordinating Group</p> <p>Management Group</p> <p>Dundee Partnership Forum</p> <p>Single Outcome Agreement 2009-2012</p>
Policy areas partnership seeks to address are clear	Framework of action is elaborated, which describes fields of activity in relation to European, national and local policy aims and objectives	Planning document agreed by partners	<p>Theme groups:</p> <ul style="list-style-type: none"> ⤴ Building Stronger Communities ⤴ Children and Young People ⤴ Community Safety ⤴ Dundee's Environment ⤴ Health and Wellbeing ⤴ Learning and Culture ⤴ Work and Enterprise <p>Other partnership groups:</p>

			<ul style="list-style-type: none"> ⤴ <u>Alcohol and Drug Partnership</u> ⤴ <u>Community Involvement Group</u> ⤴ <u>Equality and Diversity Partnership</u> ⤴ <u>Towards a Mentally Flourishing Dundee</u>
Trust and openness amongst partners exists (even within competitive conditions)		<p>Conditions and communication channels are ensured that information is shared among partners.</p> <p>Conditions are ensured that disagreements that could occur are managed through a constructive dialogue by all members of the network.</p> <p>Achievements are recognised within partnership and impact of specific results are documented/promoted within the network.</p>	<u>Co-ordinating Group</u> <u>Management Group</u> <u>Dundee Partnership Forum</u>