



Partnership Structures & Roles

Partners should collectively establish appropriate roles and structures for the delivery of the partnerships shared aims and targets.

The Partnership should set out its structure and membership clearly in its partnership agreement or constitution (sometimes referred to as Terms of Reference or TOR's). The constitution should also set out how any sub-groups or committees will be created, managed and ended. Examples can be found on the partnerships website.

It should agree an appropriate management structure which is fit for purpose and appropriate to it's size, including to whom the partnership as a whole is accountable. The leadership of the partnership should be identified and agreed.

The partnership must agree a clear, transparent decision-making process, including quoracy levels. Partners may at times, need to be able to make decisions on behalf of the organisation they represent. Therefore without suitable commitment, at the appropriate senior level, the partnership may lack the ability to achieve its objectives.

The partnership must establish it's shared key aims an objectives, agree the resources required to deliver these objectives, and how the resources will be assigned or allocated. The partnership should establish how success will be measured (SMART targets), and ensure adequate monitoring & reporting arrangements are in place.

All partners should fully accept their role in the partnership, and be mutually responsible for the achievement of shared outcomes, responsibilities, risks and rewards.

The leadership should provide direction and motivation, and recognise the value of diversity.

Membership of the partnership should be reviewed periodically to ensure appropriate representation of all relevant agencies, groups, the voluntary sector, the business community and the local community. The membership must also take account of any existing or forthcoming responsible authorities to be represented within the partnership

The constitution should also provide for how the partnership should be ended and how any disputes or conflict will be resolved.

TOP TIPS & KEY QUESTIONS

- ~ Does your partnership have a constitution?
- ~ Does the constitution cover all relevant issues and topics?
- ~ When was the last time your partnership reviewed its constitution?
- ~ When was the last time the membership was reviewed?
- ~ What is the process for resolving any dispute or conflict?

