Cyfarfod Cyswllt Cynghorau Tref a Chymuned	**Town and Community Councils Liaison Meeting**
Nos Iau, 28 Ebrill 2016 7.00 yh – 8.30 yh	**Thursday, 28 April 2016 7.00 pm – 8.30 pm**
Siambr y Cyngor Swyddfeydd y Cyngor Llangefni LL77 7TW	Council Chamber Council Offices Llangefni LL77 7TW
Rhaglen	**Agenda**

1. Croeso ac Ymddiheuriadau	**1. Welcome and Apologies**
2. Cadarnhau Cofnodion	**2. Confirmation of Minutes**
Cadarnhau cofnodion y cyfarfod a gynhaliwyd ar 19 Tachwedd 2015. **(Papur A)**	To confirm the minutes of the meeting held on 19 November 2015. **(Paper A)**
3. Grwp Rhanddeiliaid	**3. Stakeholder Group**
3.1 Cofnodion	**3.1 Minutes**
Cyflwyno cofnodion y cyfarfodydd gynhaliwyd ar y dyddiadau canlynol:	To submit the minutes of the meetings held on the following dates:
- 3 Chwefror 2016 **(Papur B)**	- 3 February 2016 **(Paper B)**
- 9 Mawrth 2016 (Is-Grwp Canolbarth Môn) **(Papur C)**	- 9 March 2016 (Canolbarth Môn Sub-Group) **(Paper C)**
- 6 Ebrill 2016 **(Papur Ch)**	- 6 April 2016 **(Paper Ch)**
3.2 Teclyn Partneriaethol (Papur D – i ddilyn)	**3.2 Partnerships Toolkit (Paper D – to follow)**
(a) Lansio'r Teclyn.	(a) Launch of the Toolkit.
(b) Cwestiynau o'r llawr.	(b) Questions from the floor.
(c) Argymhellion gan yr Arweinydd	(c) Recommendations by the Leader

3.3 Rhannu Arfer Dda
(Menter Môn)

(a) Cyngor Tref Llangefni

(b) Gwasanaeth Llyfrgelloedd

(c) Y 5 Tref

4. Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015

Cyflwyniad ar oblygiadau'r Ddeddf uchod i Gynghorau Tref a Chymuned.

5. Diogelwch Cymunedol – rhannu gwybodaeth.

3.3 Sharing Good Practice
(Menter Môn)

(a) Llangefni Town Council

(b) Library Service

(c) The 5 Towns

4. Well-being of Future Generations (Wales) Act 2015

Presentation on the implications of the above Act for Town and Community Councils.

5. Community Safety – sharing of information.

Minutes of Town and Community Councils Liaison Forum Meeting
Thursday, 19 November 2015 – 7pm

Council Chamber, Council Offices, Llangefni

Present	**Representing Town and Community Councils**
Gwynn Jones	Amlwch
Stan Zalot	Beaumaris
Margaret A Thomas	Llangefni
Llinos G Jones	Llangefni
Janice M Davies	Llangefni
Cliff Everett	Holyhead
Richard Barker	Menai Bridge
Meinir Davies	Menai Bridge
Bill Rowlands	Trearddur Bay
Alan Benson	Trearddur Bay
Geraint Parry	Llangoed & Llanddona
Anna Jones	Tref Alaw
Diana Roberts	Llanfair ME
Gordon Browne	Valley
Gwenda Owen	Valley
Mavis Swaine-Williams	Valley
Mairede Thomas	Cwm Cadnant
Ian Owen	Llanfihangelesceifiog
Einion Parry Williams	Llanfihangelesceifiog
Eifion Jones	Pentraeth

Representing the Isle of Anglesey County Council

Councillor Ieuan Williams (Chair)	Leader of Isle of Anglesey County Council
Councillor HE Jones	Portfolio Holder – Finance
Councillor Ken Hughes	Portfolio Holder – Education
Councillor Derlwyn Hughes	Chair of Partnership and Regeneration Scrutiny Committee
Councillor A Mummery	Vice Chairman Partnership and Regeneration Scrutiny Committee
Councillor Gwilym O Jones	Vice Chairman Corporate Scrutiny Committee
Councillor Carwyn Jones	Diversity Champion – IOACC
Dr Gwynne Jones	Chief Executive
Gwen Carrington	Director of Community
Annwen Morgan	Assistant Chief Executive
Caroline Turner	Assistant Chief Executive
J Huw Jones	Head of Democratic Services
Anwen Davies	Interim Corporate Scrutiny Manager
Geraint Roberts	Scrutiny Officer

 Apologies:-

Trewalchmai Community Council	
Councillor R Meirion Jones	Isle of Anglesey County Council

1. Confirmation of Minutes

The minutes of the meeting held on 9th July, 2015 were confirmed as a true record subject to noting under item 6. AOB – Town and Community Council websites - that Menai Bridge Town Council had now applied for funding.

2. Meeting the Challenges: Budget Consultation 2016/17

2.1 Update on the meeting of the Town and Community Council Stakeholder Group held on 21 October 2015

The Leader highlighted the main issues discussed at the focus group meeting held on 21 October 2015 between the Council and designated representatives of Town and Community Councils. The purpose of the initial meeting was to explore options for the delivery of partnership arrangements between Town and Community Councils and the Council. Discussion focussed on the Council's financial position; service transformation, reduced budgets available and the potential for some services to be devolved to Town and Community Councils, building on existing models. e.g. Canolfan Beaumaris and CCTV. The Leader also noted that the next phase of the work would be to prepare a more detailed work programme following the budget process and regular meetings of the Stakeholder Group.

Arising from discussion, Holyhead Town Council highlighted the role of Town and Community Councils in relation to the Well-being and Future Generations (Wales) Act 2015 and the establishment of a new Public Services Board for Ynys Môn, focussing on the wellbeing of local communities in the area.

The Chief Executive also referred to future requirements under this Act and emphasised the duty on public bodies, including Town and Community Councils, to work in partnership to address wellbeing needs of communities and sustainability of local services.

Resolved to note the information.

2.2 Consideration of the Executive's initial budget proposals for 2016/17

The Leader gave an overview of the Executive's initial budget proposals and presented slides on key headline messages set out in the public consultation document, referring in particular to the following:

- Reducing costs of management, democracy and bureaucracy
- Ensuring good value for money
- Transforming services legally bound to deliver
- Maximising income generation
- Collaboration
- Challenging the continuation of non-statutory services

The Portfolio holder for Finance also referred to the Council's overall financial position, budget gap going forward and the timetable over the next 3 months prior to the Council meeting on the 10th March to set the budget.

Views were then invited from Town and Community Councils in response to the Executive's initial budget proposals. Comments were requested by the 31 December, 2015

Observations:

General

Holyhead Town Council - need for all Town and Community Councils to consider the impact of County Council's reduced budgets when precepts are set in the New Year.

Specific

Household Waste Collection Service

Holyhead Town Council – proposed impact of changes to household waste collections to 3 or 4 week cycle and potential for more fly tipping and higher costs.

Cwm Cadnant – impact of 3 weekly collection service on families and young children. Also the adequacy of information provided to the public and particularly the elderly which can lead to potential confusion. In addition, the provision of smaller bins should be considered and more regular collection service to assist young families. On the issue of larger bins, the public could be asked to pay for these.

Trearddur Community Council – more information should be provided to the general public on the importance of recycling more material. Also there is a need for recycling facilities in Trearddur and more bins in general, especially during the summer period.

On the issue of recycling in general, the Chief Executive highlighted the important role of all Town and Community Councils to encourage residents to recycle more in the future in order to reduce costs and meet central Government targets for each local authority area and avoid potential penalties.

Street Trading

Llanfairpwll Community Council – Is there scope for greater income generation via opportunities to cater for tourists.

Second Homes

Beaumaris Town Council referred to the high percentage of second homes in the town and impact on the local economy, especially during the winter months. In response, the Leader noted that the Council would be considering formulating a policy in the New Year on Council tax premiums on second homes and long term empty properties.

3rd Sector Grants

Menai Bridge Town Council referred to the potential input of any further cutbacks on the 3rd sector and the resilience of voluntary groups to maintain services in the future.

Action: (i) IOACC to circulate a copy of the presentation to all Town and
              Community Councils

              (ii) IOACC to provide data to Town and Community Councils on recycling
              rates across Ynys Môn

3. Diversity in Democracy – Welsh Government Mentoring Programme

Councillor Carwyn Jones, Diversity Champion, gave an overview of the Mentoring Programme, together with information available on the Welsh Government's website to promote diversity in democracy leading up to local elections in 2017. Various documents are now available on line to encourage under represented groups to participate in the mentoring programme

4. Scrutiny Forum

The Interim Scrutiny Manager summarised the work programmes of the two Scrutiny Committees and work undertaken to date by the various Scrutiny Outcome Panels set up to consider specific issues.

Due to limited time available at the meeting to present information it was agreed that a copy of the presentations prepared, be circulated to all Town and Community Councils.

Action: IOACC to circulate a copy of the presentation to all Town and Community Councils

Town and Community Councils Stakeholder Group - 3.2.16

Present:

Cliff Everett	Holyhead Town Council
Richard Barker	Menai Bridge Town Council
Margaret Thomas	Llangefni Town Council
Gwynn Jones	Amlwch Town Council
Stan Zalot	Beaumaris Town Council
Einion Williams	Llanfihangelesceifiog Community Council
JE Lewis	Llangristiolus/Llangefni Community Councils
Councillor Ieuan Williams	IOACC
Annwen Morgan	IOACC
Anwen Davies	IOACC
Gethin Morgan	IOACC
Huw Jones	IOACC
Gerallt Llewelyn	Menter Môn

1.   Purpose of the meeting

Annwen Morgan outlined the background and purpose of the meeting and the need to develop possible options and models for local service delivery. There was also a need to consider the best way of managing services by holding a dialogue with local communities.

2.   Good practice

Cliff Everett outlined the scope and potential for Town and Community Councils to manage services and also the powers available under the Local Government Act 1972 to raise funds through Council Tax. Reference was made to examples in Holyhead where the Town Council have undertaken service planning and provision e.g. public toilets and play areas. Another model which could be developed further could be one based on the 5 Town Councils – management of CCTV. Town and Community Councils would be able to identify specific schemes based on local need and provision would be required in budgets.

Gethin Morgan also provided feedback on information received at a recent seminar in London on community engagement and the potential for communities, rather than local authorities, to manage services. However, it was important to develop a local consensus with regard to the needs/aspirations of communities.

3.   Moving Forward – Assistance

Gerallt Llewelyn referred to the potential for Menter Môn officers to provide capacity to support Town and Community Councils with regard to the necessary background work on the management of services. The need to support and provide capacity for Town and Community Councils when considering the transfer of management responsibilities was noted. There was also scope to consider models in other areas e.g. in the Bala area where Community Councils work together to provide local services.

In addition, the need to consider funding issues and the possibility of grant funding as part of the transfer of services was noted.

4.   **Partnerships Toolkit**

A report was given by Anwen Davies summarising the work currently in progress on preparing a document on the County Council's partnership policy, guidelines in toolkit form and a list of current partnerships that will be reviewed annually. A report will be submitted to the Executive on 14 March 2016. Information will be included on the Council's website shortly.

5.   **Going forward – next steps**

The following matters were agreed:

1.   that a meeting is held with representatives of Llangefni Town Council and the Community Councils within the Canolbarth Môn ward to discuss options for managing services, using Llangefni as the focal point. Menter Môn to provide officer support to report back to the next meeting of this group with a specific timescale for the work. In addition, the local members of the County Council should be invited to the meeting.

2.   that the County Council prepares a list noting the timescale for externalising services, for discussion with Town and Community Councils.

3.   that there was a need to discuss financial matters with Town and Community Councils in terms of the transfer of services.

4.   to request feedback from Cliff Everett on the Partnership Toolkit which is being prepared.

Sub-Group of the Town and Community Councils Stakeholder Group (Canolbarth Môn)

Notes of the meeting held on 9 March 2016.

Present:

Cllr Edna M Jones	Trewalchmai Community Council
Margaret Price	Trewalchmai Community Council
Cllr J Egryn Lewis	Bodffordd Community/ Llangefni Town Councils
Cllr Bob Parry OBE	Isle of Anglesey County Council (Canolbarth Môn/Bryngwran Community Council
Cllr Dylan Rees	Isle of Anglesey County Council (Canolbarth Môn)
Cllr Margaret A Thomas	Llangefni Town Council
Janice M Davies	Llangefni Town Council
Cllr Ieuan Williams (Chair)	Isle of Anglesey County Council
Annwen Morgan	Isle of Anglesey County Council
Delyth Molyneux	Isle of Anglesey County Council (item 2)
Carol Sorahan	Isle of Anglesey County Council (item 2)
Rachel Rowlands	Isle of Anglesey County Council (item 2)
Bethan Hughes Jones	Isle of Anglesey County Council (item 2)
Rhian Wyn Jones	Isle of Anglesey County Council
Jackie Lewis	Menter Môn
Elfyn Roberts	Menter Môn

1. Welcome / Purpose of meeting

The Chair explained that the Town and Community Councils Stakeholder Group that met on 3 February 2016 agreed that this meeting should be convened with representation from Llangefni Town Council and the Community Councils within the Canolbarth Môn ward to discuss options for managing services, using Llangefni as a focal point.

2. Transformation of Library Services

A presentation was given by Rachel Rowlands, the County Council's Library Services Manager, on the latest position with regard to the transformation of library services. It was emphasised that no decision will be made until October 2016 at the earliest and that a detailed consultation on the possible options would be undertaken before that. It was noted that three public meetings were due to take place the following week to begin discussions.

For the purpose of this meeting, a general discussion took place on some options with regard to the Llangefni Library, including community use of the building outside library opening hours and use of some vacant rooms.

3.   **Options**

The Chair stated that he was keen to initiate wider discussions about how Town and Community Councils could work together on community initiatives. Some initial suggestions were made - eg open spaces/parks, libraries, car parks and public toilets – emphasising that there was a need to think of innovative ideas that could ultimately generate profit for the communities concerned. He referred to the transfer of Llangefni Golf Course to the Llangefni Partnership as a good example of what could be achieved through partnership working.

Community Council representatives were of the opinion that the Town Council was better placed to consider taking responsibility for buildings as the majority of communities did not have such assets within their boundaries. The Chair suggested that services in open spaces, eg grass cutting, would be more appropriate for those Community Councils to consider.

Arising from the discussion on open spaces, Cllr Dylan Rees referred to problems caused by dog fouling and noted that some councils use private companies to patrol these areas and issue fines to the offending dog-owners. The Chair agreed that this should be looked at further.

Annwen Morgan stated that the County Council received consistent messages from Town and Community Councils about the lack of funding, specialist assistance to prepare business plans and lack of support in general. She referred to the following efforts to address these issues:

Partnership Toolkit – a toolkit is being developed to provide guidance on establishing and developing partnerships, including officer contact details within the County Council and Menter Môn.

Support and assistance – County Council: The County Council's Finance Service has confirmed that some funding is available for preparing business plans and the service has agreed to review business plans as an independent body.

Support and assistance – Menter Môn: Elfyn Roberts and Jackie Lewis (Menter Môn) gave an outline of the assistance and financial support available for community groups under the new 'Leader' Scheme in Anglesey. The officers explained that Menter Môn would be able to support the work of preparing comprehensive business plans, financial forecasts etc. The officers also referred to their willingness to go out to meet individual Community Councils to offer support.

4.   **Next Steps**

It was agreed as follows:

-      Cyngor Tref Llangefni to hold an initial discussion with Menter Môn to discuss possible options, including the possibility of extending the 5 Towns Initiative, and report back to the next meeting of the Stakeholder Group.

-      that Jackie Lewis and Elfyn Roberts, Menter Môn, be invited to the next meeting of the Stakeholder Group and the main Liaison Forum meeting which is to be held in April.

-      to ask the Council's Environmental Health Service to look into the possibility of using private companies to issue fines to dog owners who let their dogs foul public areas.

5.   **AOB**

No other issues discussed.

Town and Community Councils Stakeholder Group

Notes of the meeting held on 6 April 2016.

Present:

Cllr Richard Barker	Menai Bridge Town Council
Cllr Gwynn Jones	Amlwch Town Council
Cllr Margaret Thomas	Llangefni Town Council
Cllr Einion Williams	Llanfihangel Esceifiog Community Council
Cllr Ieuan Williams (Leader)	Isle of Anglesey County Council
Cllr Alwyn Rowlands	Isle of Anglesey County Council
Annwen Morgan	Isle of Anglesey County Council
Anwen Davies	Isle of Anglesey County Council
Rhian Wyn Jones	Isle of Anglesey County Council
Jackie Lewis	Menter Môn

Apologies:

Cliff Everett	Holyhead Town Council
Cllr J Egryn Lewis	Bodffordd / Llangefni
Cllr Stan Zalot	Beaumaris Town Council

1. Notes of last meeting

The notes of the meeting held on 3 February 2016 were confirmed as a correct record.

Annwen Morgan referred to action point 5.2 – *'that the County Council prepares a list noting the timescales for externalising services, for discussion with Town and Community Councils'* – and noted that completing the action was premature at this stage.

2. Canolbarth Môn Sub-Group meeting

(a)   Notes

The notes of the sub-group meeting held on 9 March 2016 were confirmed as a correct record.

(b)   Feedback

Jackie Lewis and Cllr Margaret Thomas gave feedback on the meeting held between Menter Môn and Llangefni Town Council to discuss possible options. It was noted as follows:

(i) The County Council had provided a list of assets and that the list had been circulated to all Llangefni Town Council members for comment.

(ii) A further meeting was due to take place on 13 Ebrill 2016 to continue discussions, including the possibility of extending the 5 towns initiative.

(iii) It had been decided to extend the membership of the above group which is scheduled to meet on 13 April to include representatives from the private sector and community partnerships already involved with some of the assets within the area.

3. **Partnerships Toolkit**

Anwen Davies presented the latest version of the draft Partnerships Toolkit which was developed as part of a suite of documents which will also include a partnerships policy and a corporate register of partnerships.

It was noted that the Executive had adopted the policy document and had asked the Partnerships and Regeneration Scrutiny Committee for their comments on the robustness of the policy document as a basis for the Council's partnership work and also as a framework to inform monitoring arrangements by the Scrutiny Committees. The Scrutiny Committee were due to consider the matter at their meeting on 12 April 2016.

It was explained that the aim was to create a Partnerships Toolkit that is simple, useful and easy to follow. Specific reference was made to page 2 – 'Content' – and the Group was requested to consider whether the list of contents was complete and nothing obvious had been left out. Anwen Davies stated that she would follow up her request for comments by e-mail after this meeting.

It was noted that a number of areas within the Toolkit would be developed further before it is presented to the full Liaison Forum on 28 April.

The Group were in agreement that the Toolkit created a robust basis for facilitating the work of developing partnership working within communities. They were also of the opinion that the messages within the Toolkit needed to be reinforced by holding explanatory workshops for town and community councillors across the island.

Reference was made to the importance of ensuring that relevant officers within the County Council were familiar with the documents being developed and that they operated in accordance with them. Anwen Davies explained that internal discussions had taken place as part of developing these documents and that there was also an intention to hold sessions for staff in due course.

The Leader referred to the speculative notice published by the Council on Sell2Wales recently, requesting expressions of interest in running the Council's cultural assets. He explained that he had received feedback that offering the opportuny to the relevant community councils would have been more appropriate in the first instance and he sought the views of the Group on the matter. The Group was in agreement that the process should begin by giving a formal opportunity by letter to community councils before testing the market.

The County Council was also requested, as the 2017/18 budget is developed, to ensure that community councils receive adequate information in good time to enable them to plan and agree appropriate precept levels.

4.   **Next steps**

It was agreed as follows:

(a)   The Partnerships Toolkit to be presented to the Town and Community Councils Liaison Forum meeting on 28 April 2016.

(b)   Explanatory workshops on the Partnerships Toolkit to be arranged for town and community councillors across the island.

(c)   The Liaison Forum on 28 April 2016 to receive progress reports from Menter Môn officers on the discussions developing with Town/Community Councils and community groups, including extending the 5 towns initiative and the transfer of libraries.

(ch)   Town and community councils to receive as soon as possible a list of assets/services within their individual areas that are considered suitable for transfer, to enable them to plan appropriate precept levels for 2017/18.

5.   **Town and Community Councils Liaison Forum** – 28 April 2016 meeting.

See 4(a) and (c) above.

6.   **AOB – Community benefit contributions**

It was suggested that landowners as well as developers should be involved in discussions about community benefit contributions when processing planning applications for wind farms and solar farms on the island. It was agreed that the Assistant Chief Executive would make enquiries with the Council's Planning service.

MAKING PARTNERSHIPS WORK

A TOOLKIT

This document has been formulated within the context of the following documents by the Isle of Anglesey County Council:

1. Policy Document
2. A corporate, central register of partnerships
3. Partnership monitoring arrangements (to keep track of outcomes and financial matters)
4. Arrangements for annual review of key partnerships.

February, 2016
(Version 12, 21/04/16)

Mae'r ddogfen yma hefyd ar gael yn Gymraeg
This document is also available in Welsh

CONTENTS

APPENDIX

Mae'r ddogfen yma hefyd ar gael yn Gymraeg
This document is also available in Welsh

1. INTRODUCTION & CONTEXT

Partnership and collaboration is now integral to the way local authorities seek to achieve their ambitions. It is an important means of building capacity and is fundamental to the Council's approach to achieving shared priorities. The Isle of Anglesey of County Council is committed to partnership working and we believe that successful partnership working is essential to the delivery of better services to our customers and users and to a successful Anglesey. Increasingly, our success as an organisation will be evaluated by how well we work with others to improve the well-being of people on the Island.

The County Council has extensive experience of working in partnership, be it on a local, regional or national level[1]. With increasing pressure on public finances, it is imperative that the Council ensures that clear guidelines are in place for determining when to establish partnerships, which service(s) and the outcomes expected of them and for the sound management of the relationship in order to:

Enable us to deliver on our Corporate Plan and strategic priorities **(APPENDIX 1)**. Also, to improve the experience and outcomes for those individuals who use our services

Evidence value for money or cost efficiency in our future investments and ensure clear and measurable outcomes

Have clarity around accountability and monitoring arrangements

Respond to partnership risks and ensure that areas for development are addressed

Identify any scope to rationalise partnerships and ensure a clear procedure for bringing any arrangements to

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[1] Annual Improvement Report 2014/15 (incorporating the Corporate Assessment Report 2015), Wales Audit Office December, 2015

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This document is also available in Welsh

2. PURPOSE OF THE PARTNERSHIPS TOOLKIT

This document provides guidance on partnerships where the Council chooses to work with other organisations in the private, public or voluntary sector. It does not address the links made through the procurement process[2].

The Toolkit is primarily intended to help those involved in:

    i.   Setting up partnership arrangements
    ii.   Existing partnerships
    iii.   Working directly with partner organisations (agreeing service level agreements, memorandum of joint understanding or terms of reference; managing/monitoring performance or working together to deliver services)
    iv.   Serving on partnership boards or management teams

- This toolkit aims to set out the principles and processes which will guide the approach the Council takes to partnership working and is intended to guide work with both emerging and well established partnerships. It also provides links to detailed guidance, tools, resources and case studies and is modular so that organisations can either consult parts of the Toolkit or use the Toolkit in its entirety.

- Also, this toolkit (including the accompanying guidance and resources) will help us with our partners to identify all the partnerships we are involved in and to have good governance arrangements in place to support them. The guidance includes tools and templates that can be used at each stage in the life of a partnership – from considering the introduction of new partnerships, reviewing existing partnership arrangements and exiting partnerships. The documentation will assist in identifying any potential problems.

- Through use of the Toolkit, partners will be better equipped with the information, tools and resources needed to successfully engage in partnerships.
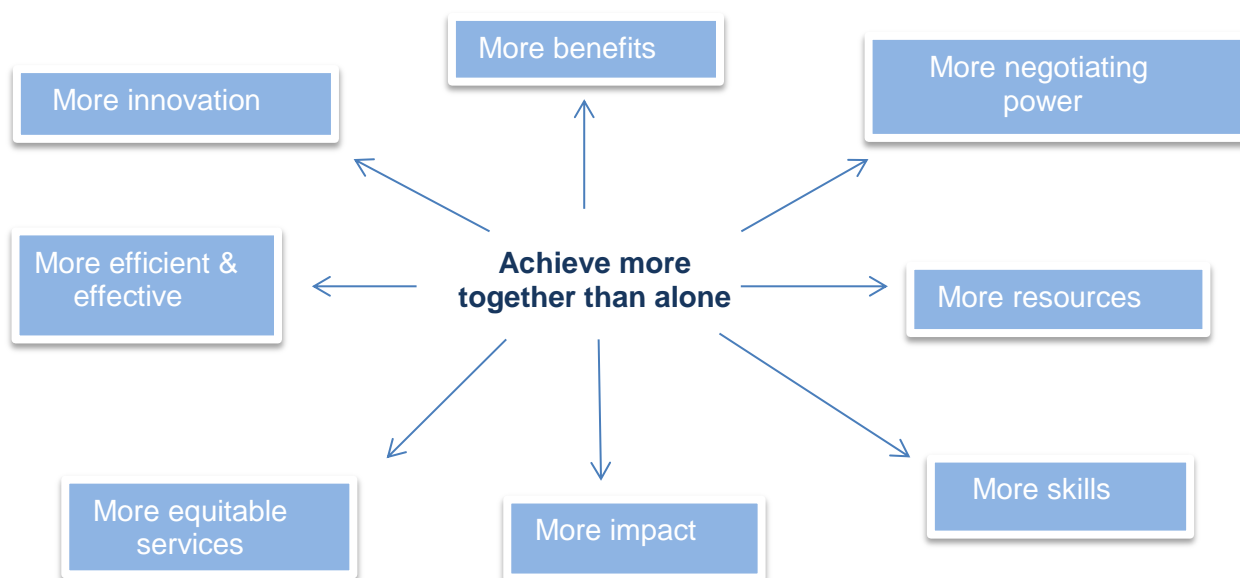
- The Toolkit will be continually reviewed and updated to ensure that it remains current and relevant.

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[2] Circumstances in which the Council would provide an opportunity to a range of organisations or individuals to provide their services for a specific purpose through a competitive process with the Council selecting one provider and confirming the arrangements by agreement

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This document is also available in Welsh

3. WHY WORK IN PARTNERSHIP

Apart from the increasing pattern of working in partnership, there are many **benefits** to be gained when different organisations work effectively together. For example:

THE BENEFITS OF PARTNERSHIP

More benefits

More innovation

More negotiating power

More efficient & effective

Achieve more together than alone

More resources

More equitable services

More impact

More skills

If successful, partnerships can:

- Build on the strengths of organisations allowing them to pool resources, avoid duplication and maximise impact

- Fill service gaps and increase access to services

- Provide opportunities to look at services in a comprehensive, holistic way

- Attract new resources and use them efficiently.

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This document is also available in Welsh

WHAT MAKES A SUCCESSFUL PARTNERSHIP?

There are a number of characteristics which are typical of a successful partnership, including the following:

Commitment at senior level

Regular evaluation

Balance of responsibilities between partners

Clear shared vision and goals

Understanding of organisational cultures

Achievable outcomes

Identifying the necessary skills mix

SOME BARRIERS TO EFFECTIVE PARTNERSHIP WORKING

Research has shown that there are a number of reasons why some partnerships do not succeed. They include:

- Different organisational cultures
- Varying expectations of partners
- Lack of commitment at the top of organisations
- Previous failed attempts
- Poor information exchange within and outside the partnership
- Conflict between addressing local, regional or national priorities

Mae'r ddogfen yma hefyd ar gael yn Gymraeg
This document is also available in Welsh

4. IDENTIFYING SIGNIFICANT PARTNERSHIPS

> The term partnership is being used increasingly in the public, private and voluntary
> sectors and therefore has many definitions. In this context, a partnership is defined as:
>
> **A joint working arrangement where the partners are otherwise independent bodies, agree to co-operate to achieve a common goal of community cohesion and to achieve it, create an organisational structure or process and agreed programme.**

As a Council, we enter into a partnership when we agree with one or more independent bodies to work collectively to achieve a shared objective. These partner agencies could be a government or a public, private, community or voluntary sector body. Therefore, we may have to enter into partnering arrangements because of legislation or statutory requirements[3] or we can have the choice to do so only if we wish and are able to choose who it is best to work with to achieve our priorities.

We do not include in this definition organisations that are providing a service to the County Council as a result of a formal tendering exercise[4] eg refuse collection or road network maintenance contracts. Though they may also be partners, this is a different relationship.

A partnership is therefore a collaborative arrangement that could include any one or more of the following elements where partners:

- Agree to work together to achieve common objectives and outcomes for the community
- establish a new structure to achieve objectives and outcomes and where appropriate, create a new organisational structure separate to their own organisation
- plan and implement a jointly agreed programme, which may well involve joint staffing and/or resources
- share accountability, information, risks and benefits
- may be required by statute to come together for the purposes of joint working.

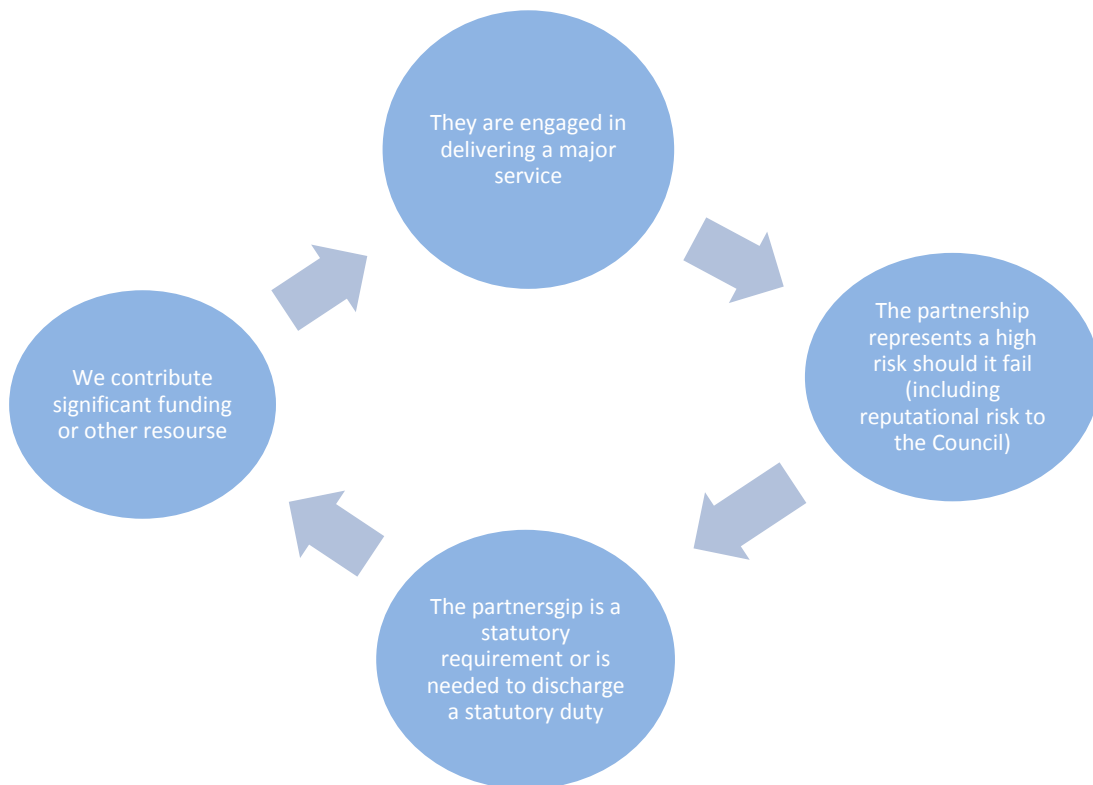The attached flow chart (**TOOL ***) helps to determine whether a partnership falls within this definition.

Also, some partnerships will be more significant than others - in terms of the outcomes they aim to deliver, their profile, reputation or the resources invested. The Council has developed an assessment scorecard to help in defining our significant partnerships (**TOOL ***). The level of significance of a partnership will determine the level of formality required in its governance structure.

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[3] Sometimes as is the case with partners picked for us, for example the Public Services Board and the Community Safety Partnership.

[4] Through a procurement process: circumstances in which the Council would provide an opportunity to a range of organisations or individuals to provide their services for a specific purpose through a competitive process with the Council selecting one provider and confirming the arrangements by agreement.

Mae'r ddogfen yma hefyd ar gael yn Gymraeg
This document is also available in Welsh

5. CORPORATE PARTNERSHIPS REGISTER

The County Council has created a Corporate Partnerships Register. It includes the partnerships that we consider key in helping us to deliver our Corporate Plan and Transformation Programme priorities or those we need to engage with to influence national or regional thinking on the way public services are delivered. They may exhibit one or more of the following features:

They are engaged in delivering a major service

The partnership represents a high risk should it fail (including reputational risk to the Council)

The partnersgip is a statutory requirement or is needed to discharge a statutory duty

We contribute significant funding or other resourse

Mae'r ddogfen yma hefyd ar gael yn Gymraeg
This document is also available in Welsh

The Partnerships Register is maintained by the Council's Scrutiny Officer[5] and is reviewed annually. Heads of Service will be responsible for notifying the Scrutiny Officer of existing and new significant partnerships as soon as they are agreed so that the Register is kept up to date. The Register should include resources at the disposal of the partnership as well as the following core information:

PARTNERSHIP REGISTER – CORE INFORMATION

- Identify strategic and/or operational significance
- Objectives/service area of the partnership
- Link to the Council's Corporate priorities
- Key partners
- Lead Officer(s)
- Accountability and reporting arrangements
- Financial contributions/value of the partnership

A Partnerships scorecard is used to collect the information for the Register (**TOOL** *).

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[5] The Scrutiny Officer is located in the Council's Democratic Services Unit and supports the Partnership & Regeneration Scrutiny Committee

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6. HOW TO JOIN OR CREATE A NEW PARTNERSHIP

The steps involved in setting up a partnership are similar to those involved at the beginning of a new project or activity. Unfortunately, many partnerships in their hurry for impact and results, ignore the importance of establishing the right environment for the partners to work well together.

This process involves regular communication, creating a culture of trust and respect, and encouraging the active participation of all the partners. In the early stages, it is usually better to start with some smaller achievable tasks (often referred to as "quick wins") until the partnership has matured. Attached is a simple checklist for setting up a new partnership (**TOOL ***).

A report demonstrating the business case for the partnership will need to be produced in order to establish a new partnership or to enter an existing partnership agreement.

The sponsoring partner's Lead Officer will produce the report which incorporates:

- A completed partnership assessment scorecard (**TOOL ***);   AND
- The responses to the set of key questions in the business case checklist (**TOOL ***)

The business case for partnerships will need to be submitted to the:

i.   Council's Senior Leadership Team / senior team of each partner organisation so that they may provide their strategic overview of the partnership proposal and also to provide their organisation's approval to commit to the partnership
ii. Scrutiny Officer of the Council for their use in collating a relevant and up to date Corporate Partnerships Register.

Public bodies in particular will need to ensure that they do not trigger procurement rules. It is advised that the business case report is considered by the respective organisations' lead officers on the following areas prior to any agreements being made to enter into partnership:

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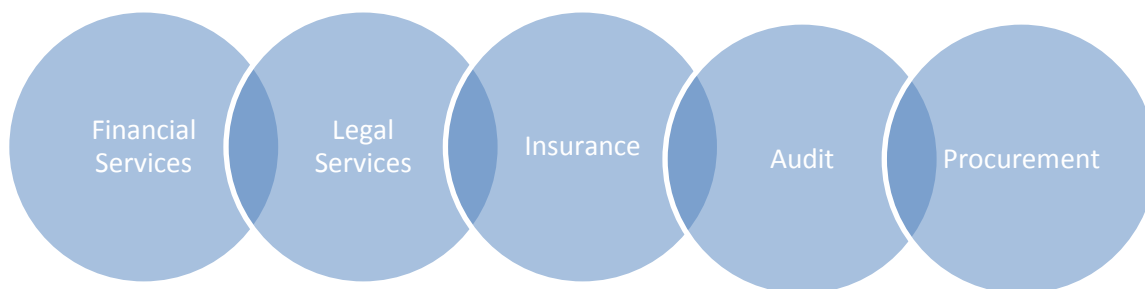
7. ASSISTANCE AVAILABLE THROUGH THE COUNCIL

- Successful partnership working is critical to the delivery of the strategic priorities and ambitions of the Isle of Anglesey County Council.

- The ability to work effectively in partnership is an important requirement for organisations. Although the number of partnerships continues to grow, not all of them fully meet their objectives and priorities.

As a Council, we consider providing assistance to be an important part of our role in ensuring the development and growth of effective partnerships – whether they be new partnerships or those that have been in place for some time. Below is a resumé of the assistance partnerships can expect to be available:

i. Menter Môn

Using funding through the LEADER[6] Programme and the Isle of Anglesey Charitable Trust, Menter Môn is to provide a unique, community based support programme for groups wishing to work in partnership with the Council. The Council wants to develop a different model to support change in communities – by "dividing" the Island into 4 or 5 areas which are to be supported by 2 development officers from Menter Môn. These officers will work in individual communities to develop expertise locally and act as link person with Council services. The development officers can assist with bidding for grant funding, developing viable business cases and robust business plans. Contact details for the 2 development officers are noted below:
- Elfyn Roberts ……..
- Jackie Lewis ………

ii. Medrwn Môn

The aim of Medrwn Môn is to promote and support volunteering, voluntary and community organisations by working with individuals, groups and communities on Anglesey to ensure they play a full and prominent role in developing the potential of the Island.
Medrwn Môn is funded through the Partnership Agreement with the Welsh Government and is committed to achieve the following results:
- **Active and involved citizens**
- **Thriving & sustainable communities**
- **Effective engagement in policy –** facilitating the sector's engagement through regional structures, public service boards, compacts with local government and health, and other partnership mechanisms.

Medrwn Môn will therefore assist the third sector on Anglesey to play an active and equal role in any relevant partnership within the resources available.

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[6] The LEADER Programme is a European initiative to support rural development projects initiated at a local level in order to revitalise rural areas and create jobs

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iii.   **Advice on specific aspects of the partnership**

Officers at the Council are able to provide advice on specific areas of partnership working:
- Viable business plans/due diligence, procurement, insurance & audit related issues – Head of Function (Resources)/Section 151 Officer
- Property related matters – Head of Service (Highways, Waste & Property)
- Legal matters – Head of Function (Council Business)/Monitoring Officer.

Asset Transfers

The Council is currently revising its Asset Transfer policy to reflect very recent Welsh Government best practice guidance on Community Asset Transfers (published in March, 2016 - http://gov.wales/docs/dsjlg/publications/comm/160310-community-asset-transfer-en.pdf).

iv.   **Funding**

Communities often tell us that they are unable to access funding to develop business plans and also "seed money" to help them run services in partnership with the Council. The County Council can provide support to enable Town & Community Councils, community groups and other local organisations to fully prepare for delivering services in partnership with the Authority. This support will be subject to a formal application which will include approval of a viable business case for the transfer of a specific service. Further details are available upon request – via the Head of Function (Resources)/Section 151 Officer.

v.   **Links to specialist advice and support**

Below are details of organisations who may be able to provide specialist advice and support to local groups and organisations who work in partnership with the Council:

Provider	Areas of advice	Contact details
Wales Co-operative Centre – Social Business Wales	**Specialist business support** available through Social Business Wales: • Visioning • Business planning • Board development • Sales strategy • Stakeholder engagement And much more. Growth support to **social enterprises/social businesses** across Wales. Funded by the European Regional Development Fund and Welsh Government. Delivered by the Wales Co-operative Centre, it is part of the Business Wales service.	http://wales.coop/social-business-support/ 03000 603000

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Menter Môn	Specialist advice on business planning.	http://www.mentermon.com/menter-mon.htm 01248 725700
Welsh Government – Community Asset Transfers	Guidance to support a step-change in enabling communities to play a more active role in service design and delivery. It aims to help organisations to be better equipped to undertake community asset transfers and so develop a thriving and sustainable long-term use for property assets and services in communities.	http://gov.wales/docs/dsjlg/publications/comm/160310-community-asset-transfer-en.pdf
Big Lottery Fund	Several significant funding sources are available to support groups in Wales who want to make lives better for their communities. More than £30m is available during 2016/17 from the following programmes: • **Awards for All** – grants up to £5k • **People and Places** – larger amounts of up to £1m.	www.biglotteryfund.org.uk/wales 0300 1230735
Town & Community Council Precept	The precept is determined by the Town or Community Council and represents its share of the Council Tax. The precept demand goes to the County Council which collects the tax and distributes it to the individual Town or Community Council. Welsh Government has published a guide for all town and community councillors – which includes advice on delivery of services, partnership working and how to benefit from the precept as a funding source for service delivery.	http://gov.wales/docs/dsjlg/publications/localgov/120806gcguideen.pdf

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8. DEVELOPING A SHARED PARTNERSHIP VISION

From the County Council's perspective, the primary purpose of partnership working should be to improve the experience and outcomes of people who use our services. Partnership working should support the delivery of one or more of our Corporate Plan priorities (**APPENDIX 1**). We should not be in a partnership if it is not delivering or will not be delivering in the future part of our Corporate Plan and transformation priorities.

It is important that partnerships build from a starting point of trust and a shared vision. Only if these are in place can we be sure that a partnership has the foundations to build the conditions necessary to deliver change. This recognises that partner organisations, whether they are in the public, private, voluntary or community sectors, are all coming to the partnership from different perspectives and it is important to clearly define the common ground.

Attached is a checklist (**TOOL ***) identifying the skills and knowledge required to support effective partnership working.

9. ACCOUNTABILITY AND PROMOTING GOOD GOVERNANCE

Isle of Anglesey County Council is increasingly working with a wide range of partnerships in the private, public and voluntary sectors to deliver its Corporate priorities. Effective partnership working is crucial to the delivery of the Council's ambitions and priorities. Good standards of governance are key to ensuring partnership effectiveness.
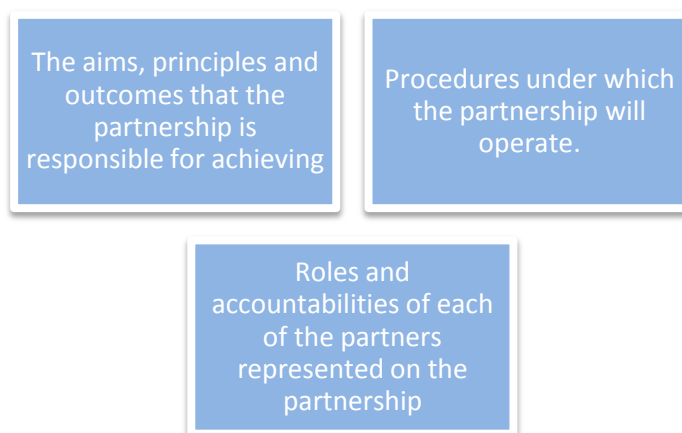
A. FORMAL AGREEMENTS

It is essential that each partnership has appropriate governance arrangements in place which are set out in a suitable form of Partnership Agreement. This Agreement will be one of the following:-

Terms of reference	Memorandum of joint understanding
Service level agreement	Formal contract
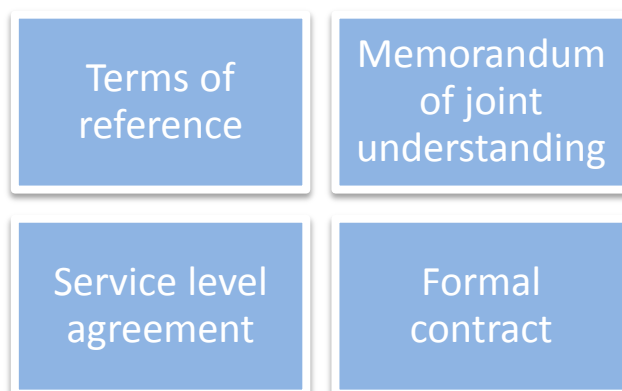
The specific requirements will vary for each partnership, and as many partnerships start off as loose arrangements and develop in significance, requirements may also change over time and so should be reviewed regularly. The formality and complexity of the agreement will be dependent on the significance of the partnership. Legal advice should be sought for all significant partnerships in order to clarify if there should be a legally binding agreement in place.

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For both new and existing partnerships, governance arrangements will need to be incorporated within a suitable form of Partnership Agreement, which makes clear:

The aims, principles and outcomes that the partnership is responsible for achieving

Procedures under which the partnership will operate.

Roles and accountabilities of each of the partners represented on the partnership

The responses to the partnership business case checklist (**TOOL ***) can be used to develop new or for reviewing existing partnership agreements.

As a minimum, all partnerships should have terms of reference developed with, agreed and supported by all parties. This is an essential framework to support partners to build their working relationships and create the trust necessary to make the partnership successful. **TOOL ?** provides a basic checklist for developing a partnership agreement.

A formal agreement must be in place when the partnership involves the commitment of significant Council resources, be they finance, human, land, buildings or equipment, or when the Council is operating as the Accountable or Responsible Body for the partnership. The minimum contents of a formal agreement is outlined in **TOOL ?**

The legal status of the agreement and the content should be proportionate to the partnership and should be agreed in consultation with our Legal Services Team. For example, if a partnership is to involve a company structure or unincorporated structure, this will have different levels of liability and impact on Member and officer involvement.

These more formal agreements should be agreed through the Council's Lead Officer for the partnership who will ensure clearance from colleagues in the Legal, Human Resources and Finance services to ensure the most appropriate format for the agreement**.** The relevant budget holder must always be consulted prior to resources being committed.

Examples of formal partnership agreements are attached (**TOOL?**)

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B. ELECTED MEMBER & OFFICER ROLES

Members and officers should ensure that they fully appreciate the role they will undertake in partnerships. These roles are detailed in **TOOL?**

C. ADHERING TO COUNCIL POLICIES

It should be ensured that any partnership either adopts the Council's policies or similar policies of other partners or policies that are consistent with those of the County Council. In particular, any partnership should adhere to the following policies/requirements:

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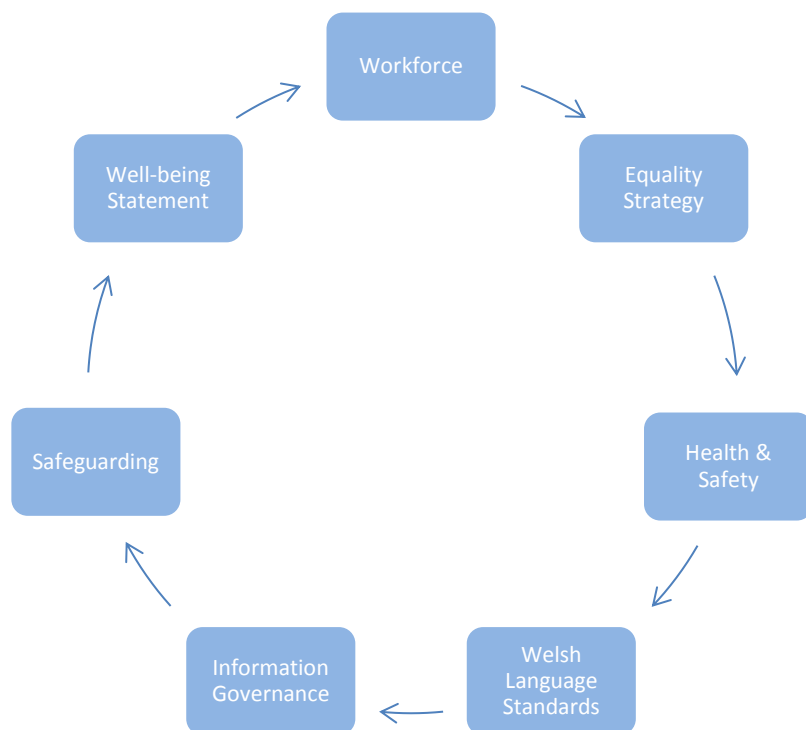
10. PLANNING AND DELIVERY

In managing the achievement of the partnership objectives, an approach to delivery planning which considers a range of possible options is recommended.

A simple, 5 step approach as well as detailed guidance can be found in **TOOL?**

11. PERFORMANCE MANAGEMENT AND EVALUATION

A. Annual Review of Significant Partnerships

The Council has responsibility for completing an annual review of the viability and contribution of all significant partnerships. As part of this process, an assessment will be made as to whether the Isle of Anglesey County Council should continue with the existing arrangements. This will include consideration as to whether the costs of the partnership outweigh the benefits, as well as broader political considerations. All partnerships will be required to update the Partnerships Scorecard (**TOOL ***). This information will be included in an annual report to the Council's Executive.

B. Role of Elected Member Scrutiny

Elected Member scrutiny of partnership working plays an important part in the Council's corporate governance arrangements. The Partnerships and Regeneration Scrutiny Committee will establish and implement an annual work programme of monitoring of significant partnerships.

C. Performance Management by Partnerships

Maintaining a successful partnership requires a lot of energy. All partnerships large or small, should be regularly reviewed to see how well they are working and to highlight their strengths and weaknesses. The self-assessment tool (**TOOL ***) will help you to do this. Action should be taken if any aspect of the partnership is not effective.

Performance (including financial performance) should be evaluated by partnerships at regular intervals and linked to outcomes. Some partnerships produce an annual report or annual delivery plan containing this information. Performance results should be shared with partners and information used to inform future activity. New activities and decisions should be well informed by best practice.

Further guidance on Performance Management and evaluation is attached (**TOOL ***)

Any partnership must have some way of measuring the impact of its work. Partners should be involved in setting objectives and targets and be committed to achieving them. All outcomes should be designed to clearly demonstrate when an objective has been completed. Progress should be monitored and regularly reported back to partners. In addition, the partnership itself should be reviewed to ensure that its structure fits its purpose. Sometimes it may not be appropriate for a partnership to continue. If for example the original objectives have been met then this should be celebrated and the partnership brought to an end with recognition of what it has achieved.

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D. Developing and Improving Partnerships

It is important that the Council works towards continually improving the way that it works in partnership. This involves continuing to play our part in the development of partnerships in accordance with best practice. The Authority will support this by establishing the values and working to create the right culture to underpin partnership working. We will further develop this Toolkit and support our officers with timely and quality information as well as legal, financial and audit advice so that they can contribute and challenge as appropriate.

E. Partnerships Kite Mark

Some of our partner organisations have suggested that the Council should consider developing a Partnerships kite mark as an integral part of its monitoring arrangements. It is the Council's intention to give further consideration to this proposal over the coming year.

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12. RISK MANAGMENT

One important aspect of governance is the management of risk and partnership working brings with it a number of risks that need to be managed.

Definition of Risk

Risk is the uncertainty of outcome, whether a positive opportunity or a negative threat, of actions or events and is defined by the Council *"an event that, should it occur, would impact our ability to successfully achieve our objectives".*

It is recognised that there are risks involved in all activities and that public bodies have a duty to manage these risks in a balanced, structured and cost effective way. The Council's policy is to ensure a culture of knowledgeable risk taking where it is explicit which risks the Council has chosen to accept, and those we have chosen not to accept.

As a key element of good governance, risk management involves identification, analysis, control and monitoring of risks and the maximisation of opportunities. These risks should be considered prior to entering into a partnership and the level of potential risk should be a factor in informing the decision to engage in partnership or not. Decisions to enter into partnerships should be based on a sound understanding of the risks and challenges, as well as the anticipated benefits.

The **risk management process** is set out in the diagram below:
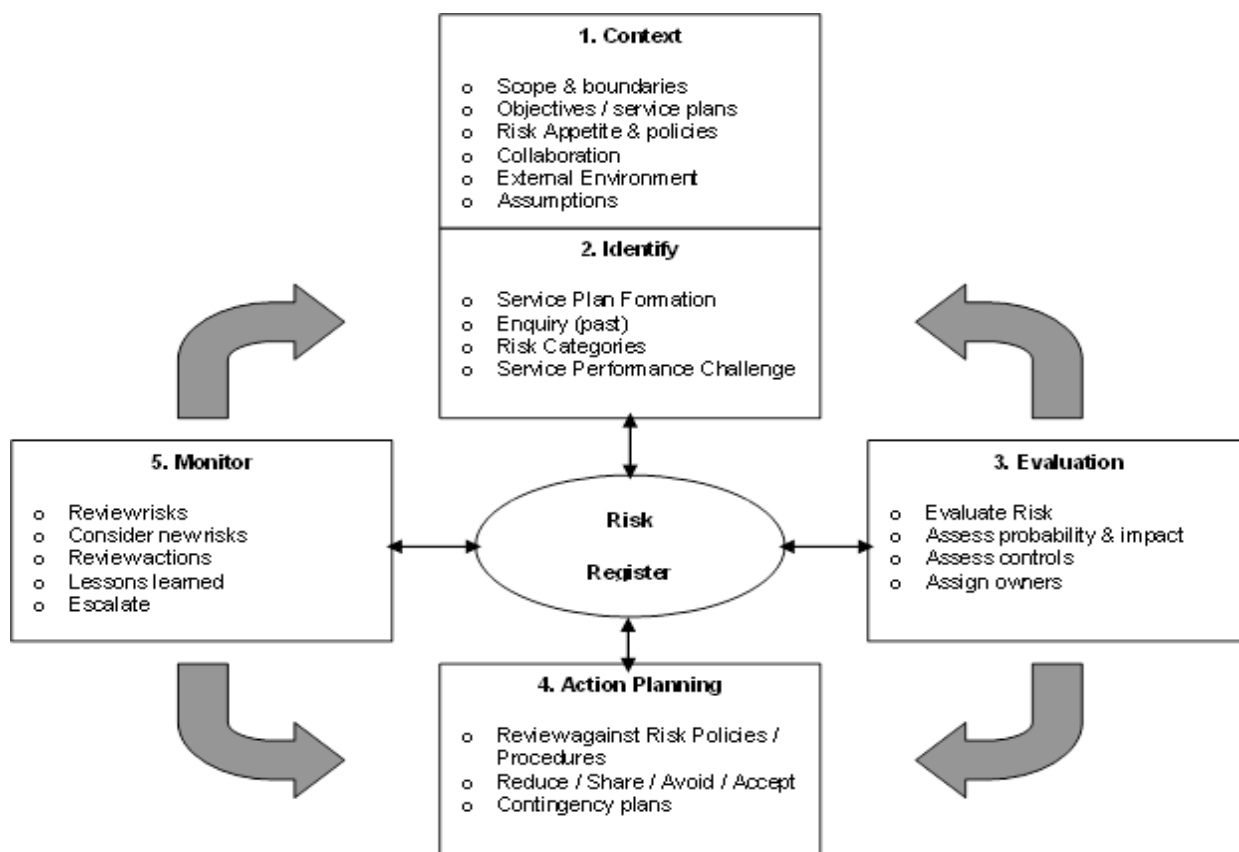
In order to achieve the good practice recognised by CIPFA[7], organisations must meet two key responsibilities for each partnership they have:

- Provide assurance that the risks associated with working in partnership with another organisation have been identified and prioritised and are being appropriately managed
- Ensure that the partnership has effective risk management procedures in place (proportionate to the risk generated).

There are therefore two aspects to risk management in partnership working:

a. **Outside looking in – the risks to the Council by being part of the partnership**

Risks to the Council should be identified at the inception stage and incorporated into the Partnership business case. If the Partnership proceeds then the risks identified, together with any mitigating actions, should be included in the relevant Service risk register. The responsibility for ensuring that the risk management process is followed lies with the relevant organisational managers and Portfolio Holders[8] who's remit the Partnership falls under.

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[7] Chartered Institute of Public Finance & Accountancy
[8] Only applies to the Local Authority

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b. **On the inside – the risks to the Partnership**

In order to provide members of a partnership with assurance each Partnership should establish its own arrangements for managing risk. If the lead organisation has a tried and tested risk management strategy and methodology, consideration should be given to applying this to the Partnership.

Although not a requirement, partners are encouraged to use the risk register format (**TOOLX)** and Risk Assessment Criteria used by the Council (**TOOLY**) when working in partnership with the Council.

RISK CATEGORIES

Partnerships can vary hugely in size and complexity, from a mutual coming together to solve a joint problem to a multi-agency partnership used to deliver a completely new set of services in a completely new way. The risks faced will therefore also vary considerably.

Risks can be categorised in order to assist with the identification of the risks faced. There are a number of commonly used categories that help to group risks and which can be used as a set of prompts to consider scenarios which could impact on specific objectives. **TOOLZ** is the categorisation used by the Council.

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13. COMMUNICATION AND ENGAGEMENT

- ♣ It is important for the partnership to maintain a focus on its customers, users or target community. Wherever appropriate and possible, people like service users and carers should be represented on partnerships and be included in designing and implementing activities. Information should also be regularly communicated.

- ♣ Communicating partnership successes is an important part of both developing and maintaining partnerships. Most significant partnerships should develop a simple communications/marketing strategy.

- ♣ The Council's Lead Officer for the specific partnership (eg the lead officer for the Public Services Board is the Council's Chief Executive) is responsible for communicating successes within the Authority, to relevant partners and particularly to Elected Members and the Senior Leadership Team.

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CORPORATE PLAN 2014-2017

Key Themes:

THEME 1: professional and well-run

THEME 2: innovative, ambitious and outward-looking

THEME 3: Customer, Citizen and Community focused

THEME 4: valuing and developing our People

THEMA 5: committed to Partnership

THEME 6: achieving

Priorities:

1. Transforming Social Care for Older Adults

2. Regenerating Our Communities and Developing our Economy

3. Improving Education, Skills and Modernising our Schools

4. Increasing our Housing Options and Reducing Poverty

5. Transforming our Leisure and Libraries Provision

6. Becoming Customer, Citizen and Community focused

7. Transforming our Information and Communication Technologies

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TOOL?

PARTNERSHIP REVIEW QUESTIONS

As a basis for good practice, the Authority has developed a set of key questions that should be posed when reviewing partnership activity:

- What is the name of the Partnership?

- Why is the Partnership required? What is its purpose?

- Who are the main stakeholders involved?

- What is the operating level – community, county, regional, national?

- How does the partnership ensure added value to what the Council is doing? Is that value demonstrated to the public?

- What inputs does the Council make in Member and/or Officer time, funding, use of assets etc? (quantify the financial/budgetary commitment of the Council to the Partnership

- What are the governance arrangements? For example, are there clear Terms of Reference; Is the Partnership reviewed regularly; Who is responsible for administration tasks for the Partnership?

- What authority/powers does the Partnership have?

- How are decisions taken and recorded?

- Where does accountability and responsibility for decisions and actions rest? How are they scrutinised (internally and externally)?

- How is the performance of the Partnership managed and assessed/evaluated?

- How are finances managed?

- What are the risks and liabilities created by Partnerships for the Council and how are these mitigated and managed?

- What termination arrangements are in place if the Partnership comes to an end or if the Council decides to pull out?

- What are the main achievements of the Partnership?

FOR PARTNERSHIPS DIRECTLY SERVING THE PUBLIC

- What arrangements are in place to ensure effective public communications?

- Where things do go wrong or suggestions/complaints are raised by the public, how will these be addressed?

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QUESTIONS FOR NEW PARTNERSHIPS

Before entering into any new Partnership you should make the ????? Manager aware to ensure that the appropriate and necessary guidance can be offered.

- Why is the Partnership required?

- Who are the main potential partners?

- Are the potential partners clear about their involvement and commitment?

- Is there agreement around the purpose of the partnership?

- How will the Partnership add value to what the Council is doing and the priorities of the Corporate Plan? Can that added value be demonstrated to the public?

- How will the partners add value to the Partnership?

- What inputs will the Council need to make in both Elected Member and officer time, funding, use of assets etc?

- How do the Council's corporate governance arrangements link into the Partnership and the other main Partners?

- What authority/powers will the Partnership have?

- How will decisions be taken and recorded?

- Where will the accountability for decisions and actions rest?

- How will be the Partnership be scrutinised?

- How will the performance of the Partnership be managed and evaluated?

- How are the finances of the Partnership to be managed?

- How are any risks and liabilities to be assessed and managed?

- What are the termination arrangements if the Partnership comes to an end or if the Council decides to pull out?

FOR PARTNERSHIPS DIRECTLY SERVING THE PUBLIC

- What arrangements will be in place to ensure effective communication with the public?
- Where things go wrong or suggestions/complaints are received, how these will be addressed?

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This document is also available in Welsh