

	Forming & Beginning	Building & Developing	Performing & Delivering	Rating*	Comments	Action
Leading	Senior representatives rarely meet together apart from formal, mandatory meetings	Key partners take a lead role in developing partnership work but involvement from other partners and stakeholders is still patchy.	All partners are fully involved. Senior representatives communicate frequently, formally and informally to improve and develop the partnership and its work.			
	The partnership is as a 'talking shop' where information is shared (acting individually).	Senior representatives develop a more joined up approach to service delivery, but linked to a few, specific services (acting bilaterally).	The partnership is used as one of the main mechanisms for delivering improvements in services across a wide spread of services and for achieving national and local targets (acting collectively)			
	Elected representatives of partner organisations have limited or no involvement in the partnership	Some elected representatives are involved in the partnership, but involvement is limited and perhaps overly selective.	Elected representatives are appropriately involved and committed to delivering agreed outcomes. They ensure their organisations fulfil their obligations.			

	Senior representatives do not recognise that partner organisations need to adopt different ways of working and perhaps undergo cultural changes if the partnerships they are involved in are to deliver effectively.	Some senior representatives are trying to change partner organisations' ways of working to facilitate partnership effectiveness, but not all partners support this.	Senior representatives in all partner organisations recognise the need to work differently when involved in partnerships. They work actively to promote necessary change within their organisations.			
	Senior representatives are unclear as to the added value of the partnership and find it difficult to communicate a clear and inspiring vision of its work and potential achievements	Senior representatives are clear about the practical advantages of working in partnership (cost savings, rationalisation, improved intelligence etc.) and put processes in place to ensure these are achieved, but planning and activities tend to be short to medium term rather than medium to long term.	Senior representatives invest time in creating a long term, inspiring and inclusive vision for the partnership that looks beyond the partnership itself through to the wider context within which the partnership works. Planning addresses short, medium and long term issues.			

	Senior representatives do not appreciate the importance of sharing leadership within the partnership, and are slow to allow other partners and stakeholders with the necessary expertise and passion to take the lead when appropriate.	Senior representatives are aware that they will not always have all the answers and are willing for a ' few favoured sons/daughters to emerge and take the lead where it is necessary and advantageous to the partnership overall.	Senior representatives actively seek out a wide variety of potential leaders from within and surrounding the partnership. They encourage these emergent leaders to take up the reins as and when necessary. They support and develop these new leaders.			
	Senior representatives perceive themselves as representing their organisations first and the partnership second. Key partners are perceived as a loose coalition rather than a clearly defined and well – supported platform that supports and helps develop the rest of the partnership.	Senior representatives understand the value of a strong central platform for the partnership and seek to build its credibility and capability through team building and lobbying for resources. There is a clear differentiation between 'key players and 'the rest'.	Senior representatives not only understand the importance of a strong central platform for the partnership, but also its need to be inclusive and accessible to new partners and other influential stakeholders as they emerge. They make themselves and the central platform of the partnership open to new ideas, people and activities. The necessary differentiation between 'key players and the rest' is under continuous review.			

Engaging	Local communities have little direct involvement in decision making and delivery relating to partnership priorities.	Local communities and service users are consulted and involved in decision making and delivery, but it tends to concentrate on the 'how' rather than the 'what'. Decisions about what should be done still feel as if they are made 'away from the front line'.	Local communities and service users are involved in both 'how <u>and</u> what' decision making and delivery relating to partnership priorities. Decisions about what should be done feel as if they are made 'close to and within sight of the front line'.			
	Partner organisations consult with local communities and service users on an individual basis. There is no co-ordinated consultation involving the partnership as a whole. Individual partners consult in their own ways and there is no sharing of good practice and no linking of activity.	Some partner organisations work together to consult local communities and service users, but this tends to be opportunistic and ad hoc rather than strategic and systematic in its approach. There is some sharing of good practice 'as and when the opportunities arise'.	Consultation with local communities and service users is co-ordinated across all partner organisations. Partners are proactive and strategic in identifying ways to link consultation activities and share good practice, so minimising duplication of effort and consultation fatigue.			

	Information gained from community consultation is not shared amongst the partnership. It is not used to inform the development of agreed partnership priorities or encourage service improvements.	Information gained from community consultation is used to inform some partnership priorities. It encourages service improvements in some areas of the partnership's work.	Information gained from community consultation is systematically shared throughout the partnership and consistently used to inform partnership priorities. It encourages service improvements across the whole range of the partnership's work.			
	Community consultation follows the path of least resistance. Those community organisations and representatives engaged with are perceived as compliant and easy to reach. Community engagement focuses on a narrower and less diverse, rather than wider and more diverse catchment area.	Community engagement seeks out new paths towards wider, more diverse, hard to reach and less compliant areas of the community. Time and effort is invested in ensuring that consultation and communication approaches are tailored and accessible to all sort after areas of the community.	Community engagement seeks out new paths towards wider, more diverse, hard to reach and less compliant areas of the community. Time and effort is invested in ensuring that consultation and communication approaches are tailored, accessible and made attractive to all sort after areas of the community. In addition , particular emphasis and attention is given to the most inaccessible areas of the community affected by the partnership's work, however non-compliant or 'difficult' they are perceived to be.			

Communicating & appreciating	Conflicts and difference within the partnership are assumed to be problematical and blocks towards progress. Difficult issues and situations are instinctively avoided in the belief that if they are not made explicit they will not interfere with the partnership's work or cause discomfort.	There is an acceptance within the partnership that areas of conflict and difference do need to be bottomed out at times if the partnership is to develop and be effective. It is, however, thought of as a necessary evil rather than a potentially positive and stimulating activity that could lead to new insights and useful, previously latent synergies. Difficult issues and situations tend to be approached crab – wise, from the side, either tagged onto other less contentious issues or dealt with in the margins of the partnership's activity. Avoidance is still occasionally perceived to be a valid approach.	The presence of conflict and difference within a partnership are assumed to be healthy characteristics that help it evolve and maximise its effectiveness. Difficult issues and situations are not avoided but seen as the 'meat and drink' upon which a partnership thrives and develops. They are addressed 'head on' and explored in an inclusive, non – judgmental way that seeks to find the new approaches and synergies that are created through the clash of ideas, perceptions and personalities. Avoidance is instinctively felt to make situations worse rather than better and to increase the potential for feelings of discomfort.			

	<p>Communication between partners tends to be habitual. Each partner communicates with the others using their own preferred channels and means. Eventually the most resourced, powerful and/or influential partners tend to dictate the preferred communication approaches for the partnership as a whole.</p>	<p>Communication between partners is perceived as a key issue by the partnership and time and effort is put into discussing the best way to do it. The eventual approaches adopted tend to be tried and tested and directly attributable to the preferred ways of working of those 'most experienced' in partnership working or in dealing with cross-organisational communication. Less experienced, perhaps more informal groupings of partners tend to defer to the views of those with more experience.</p>	<p>A unique, tailored communication strategy is worked out with the full involvement of partners and with the meaningful consultation of stakeholders. Partners cultures, ways of working, time and place commitments are discussed, analysed and used to inform the communications approach implemented by the partnership.</p>			

	<p>The partnership is a dynamic patchwork of differing cultures and ways of working. Each partner has its own preference for the way things should be done and is eager to influence other partners to their way of thinking. The most apparently credible, well – argued for approach tends to be adopted, as it is perceived as having the best chance of ‘binding the partnership together’. There is a lot more talking and convincing rather than listening and appreciating.</p>	<p>Having an agreed culture that informs the way things are done around the partnership is seen as important. Time and resources are invested in exploring partners needs and preferences and agreeing a set of values and behaviours that define the culture and preferred ways of working of the partnership. Emphasis is given to gaining cohesion and agreement between partners about ‘how we do things around here’. There is more of a balance between talking and convincing and listening and appreciating.</p>	<p>Having a cohesive culture is seen as a building block towards a more accepting, permissive culture that is eager to encourage and tap into the strengths of each partner’s unique ways of working. Genuine interest is shown in partners’ differing needs and preferences for the way things are done. A balance is sort between creating a cohesive culture for the partnership and tapping into and using the strengths of each partner’s unique culture and way of working. Appreciation and understanding is sort about ‘how each of us does things around here’. There is a lot more listening and appreciating rather than talking and convincing</p>			

Sharing	There is little sharing of relevant statistical and other information between partners. Ideas about what the problems are locally are based on national statistics and anecdotal evidence. Minimal local analysis has been done on what issues and problems actually exist.	There is some sharing of relevant information between partners and the partnership has done some local analysis. This information is used to inform some partnership decisions and activities but in a tactical, moment to moment way rather than strategically.	Relevant information is consistently shared between partners and partners co-operate in developing ways to gain information, test its reliability and analyse it usefully. Profiles are created of the issues, problems, interests and challenges present in the local area. Information gained is processed into helpful intelligence that leads the decisions and actions of the partnership overall. Helpful comparisons are made between local analytical findings and national data in order to encourage a healthy balance between national and local needs and priorities.			

Planning and implementing						
	<p>The partnership's vision is vague and strategic priorities are not linked to a shared understanding of local needs. Senior representatives have not been involved in developing priorities. The planning process 'smells like a bad egg'.</p>	<p>Individual partners have signed up to some strategic priorities that are based on evidence of local needs, but this is not the case for all priorities, some of which remain a little too vague. Some senior representatives from partner organisations have been involved in the planning process but by no means as many as there could or should be. The planning process is the classic 'curate's egg' –tastes good in places and bad in others.</p>	<p>All partners have signed up to strategic priorities that are specific and based on good local intelligence. Senior representatives from all partner organisations are engaged in the planning process. Additionally, the partnership pays attention to how the plans and priorities can be made a reality not just at the strategic level but also at the operational and individual levels. The planning process addresses itself not just to what needs to be done but how it will manifest itself at the various levels of the partnership. A separate action plan is created to address this. The partnership's planning process does not 'put the chicken before the egg' – it understands that without a supporting operational framework and buy in from the individuals concerned strategic priorities will not be realised.</p>			

	<p>Priorities and actions in the partnership plan are not linked to individual partners' corporate plans, reflected in their various service level agreements, or accounted for in their budgets. Partnership planning consists of creating a non-actionable piece of paper.</p>	<p>Priorities and actions in the partnership plan are linked to the corporate plans of those partners that have them. Linking is mainly between the strategic and the operational, between partners with a national or regional presence and those with a recognisably corporate local presence. Other groups that are less corporately recognisable tend to be left on the planning sidelines or become assimilated into the corporate plans of others. Partnership planning consists of creating a powerful piece of paper that is both meaningful for and actionable by all those who are corporately literate.</p>	<p>Priorities and actions in the partnership plan are linked to the corporate plans and/or aspirations and goals of all partners. Planning links are made between the strategic and the operational and also with key individuals from non-corporate/hard to reach groups. Innovative approaches to planning/consultation are employed that embrace both corporate and non-corporate, less formal ways of working. Partnership planning consists of creating a powerful holistic and inclusive process that is both meaningful for and actionable by all those involved in the partnership.</p>			

	<p>Individuals involved in the day to day work of the partnership are not involved in the planning process and tend to be reactive rather than proactive, implementing actions as and when told. They do not always appreciate both the context within which they are acting, or the work that others may be doing elsewhere that is relevant to their own.</p> <p>Accountability and responsibility for the partnership's work are perceived as residing 'elsewhere', higher up the food chain.</p>	<p>Individuals involved in the day to day work of the partnership are consulted about the planning process and asked for their ideas about how particular activities could be undertaken and actions implemented. Individuals are encouraged to be responsible for their implementation ideas and to carry them forward. The context within which individuals work is made clear through the consultation they receive about the planning process. This also serves to widen perspectives about who might be doing similar and related work elsewhere.</p> <p>Accountability and responsibility are felt to reside a 'little closer to home'.</p>	<p>Individuals involved in the day to day work of the partnership are consulted about the planning process and encouraged to take responsibility for carrying forward their ideas about how actions could be implemented. They are also encouraged to build on their widened perspective of the partnership's work and context by proactively looking for helpful, synergistic links with other organisations and groups.</p> <p>Accountability and responsibility are felt to be the wording that travels through the entire stick of rock of the partnership, from top to bottom.</p>			

Resourcing	There are minimal monetary or staff resources available to support the operation and administration of the partnership. Resourcing of the partnership is 'the elephant in the room' that everyone can see but no one discusses. Partners try to gain without the pain of contributing	There are adequate monetary and staff resources available to support the partnership, but these are primarily provided by one or two partners rather than by all the partners that have the capacity to contribute. Resourcing of the partnership is discussed and examined but never seems to lead to any changes to who contributes what. The elephant in the room is discussed, but no agreement can be found about how to remove it. Some partners try to gain whilst avoiding the pain of contributing.	All partners, according to their means and capabilities, make monetary and staff resources available to the partnership. Resourcing of the partnership and who contributes what are discussed and examined and this leads to fair contributions being made by those partners capable of so doing. The elephant is identified, discussed and action taken to remove it. All partners recognise that there can be no gain without the pain of contributing.			

	<p>The representatives of the partner organisations are not senior enough to commit the resources of their organisations to the work of the partnership.</p>	<p>Some representatives of the partner organisations are senior enough to commit the resources of their organisations to the work of the partnership. However, some partners consistently send representatives that are too junior to make decisions about committing resources. This may sometimes be a delaying tactic used by those partners less inclined to commit resources.</p>	<p>All representatives of the partner organisations are senior enough (or have been given the authority) to commit the resources of their organisations to the work of the partnership. Representatives from partner organisations are constructively challenged as to their ability to make decisions and commit resources.</p>			

Forming &Begin'g

Building & Devel'g

Performing &Deliv'g

Rating

Comments

Action

	Actions are agreed without clear funding being put in place. Other resources needed, such as intelligence, staff time and expertise are not identified and the partnership is not aware of its current levels of resource and capability.	Actions are agreed where there is clearly funding currently in place. The partnership is aware of its existing resources and seeks to match the activities it undertakes with its current capabilities.	Actions are agreed and all resource requirements are identified and appropriate funding sought and put in place. The partnership regularly takes a forward look to identify any upcoming activities that will need additional funding, staff, skills and expertise and prepares its business cases well in advance.			

	<p>The partnership has not audited the environment within which it is working and is not aware of other initiatives and partnerships active within its geographic/subject area. It does not know, therefore whether it is re-inventing the wheel/ duplicating effort or using its resources in the best, most cost effective way.</p>	<p>The partnership is aware of the importance of finding out what other initiatives and partnerships are doing within its environment and takes steps early on to audit current (and past) activity in its area. Information gleaned from this is used to inform the partnership's initial approach but subsequent contact with other partnerships becomes patchy and rather ad hoc. The partnership's work feels a little more ring – fenced and exclusive rather than accessible and inclusive.</p>	<p>The partnership has and does find out about what other initiatives and partnerships are doing within its environment. Information gained is consistently used to inform the partnership's overall approach to its work, to ensure that best practice is utilised and that the most appropriate people/organisations undertake the work (whoever or wherever they may be). The partnership can be confident that it is not duplicating effort or re-inventing the wheel. The partnership's work feels more accessible and inclusive rather than ring – fenced and exclusive.</p>			

<p>Evaluating and embedding</p>	<p>Evaluation, if done at all, is seen as a post partnership activity separate from the day to day activities of the partnership. The partnership is so busy with 'getting on with the job' that investing valuable time and resources in evaluation is viewed as a valuable thing to do 'later on' when things are not so hectic. Any evaluation that does occur concentrates on measuring activity rather than achievement. It tends to be piecemeal and short term.</p>	<p>Evaluation is seen as a pragmatic, practical tool for proving the worth of the partnership and gaining additional resources where and when needed. Evaluation is seen as a continuous process that accompanies a partnership through its entire life cycle. Evaluation not only concentrates on activity undertaken, but also on what that activity has achieved. There is an emphasis on evaluating and reporting on those areas of most interest to key stakeholders and fund holders. Evaluation stops at the same time as the partnership's work.</p>	<p>Evaluation is perceived as part of the ongoing work of the partnership. It is not only perceived as useful for managing relationships with key stakeholders, but also for improving and enhancing the ongoing work of the partnership. Evaluation is used as a continuous improvement tool as well as for reporting purposes. Additional effort is put into ongoing evaluation and capturing everyday experiences and suggestions that help the partnership maximise its effectiveness. Evaluation continues past the end of the partnership's life to assess how well the gains achieved by its work have been embedded into the main stream.</p>			

Delivering	No steps have been taken to review or clarify the partnership's governance arrangements for delivering on plans and managing its funds and resources.	There are clear governance arrangements in place for managing delivery and resources but their processes and structure have been set up arbitrarily and have not been reviewed by all partners as to their suitability to the partnership's work, environment and context.	The partnership as a whole has carefully considered its governance arrangements and jointly identified and agreed processes and structures to manage delivery, funds and resources. The agreed structures are suited to the partnership's work, environment and context.			

	<p>There is little or no flexibility built into the partnership's governance arrangements and processes for agreeing and managing delivery tend to be top down and directive, a few key partners taking up the reins and directing the rest. 'This is going to be good for you so take the medicine!'</p>	<p>The partnership is aware of the governance arrangements required of the partnership but is also mindful of the local context within which it works. Effort is put into explaining the rationale for the governance arrangements put in place and how they work. Feedback is sort as to how existing governance approaches could be enhanced and made more accessible to all partners and stakeholders. The processes for agreeing and managing delivery still tend to be top down and somewhat directive, but with more attempts to obtain genuine buy in from other partners and stakeholders. 'This is going to be good for you because.....and how would you best like to take the medicine.'</p>	<p>The partnership works hard at gaining an effective balance between the required governance arrangements and the needs of its local context, individual partners and stakeholders. It is honest and open about its governance arrangements, why they are needed and what is non-negotiable. It is proactive in not only informing and educating relevant parties, but also in seeking ways in which local opinions, insights and needs can be woven into the fabric of its governance arrangements, so informing agreements about delivery and its management. There is still an element of top down direction, but this is guided more by non-negotiable (statutory) requirements rather than by the partnership itself. There is a feeling of both top down and bottom up, with various partners and stakeholders perhaps meeting two-thirds the way down and one-third the way up. 'We really do feel this would be good for you, but only as one part of an overall, holistic approach agreed between us all.'</p>			

	Forming &Begin'g	Building & Devel'g	Performing &Deliv'g	Rating	Comments	Action
	Meetings and processes that make up the governance arrangements of the partnership tend to be focused on the immediate delivery needs of the partnership rather than on long term, strategic delivery needs. Partners that attend these meetings and maintain the processes tend to come from a narrower rather than wider catchment area and so do not maximise opportunities for wider cross – border/discipline co-operation and delivery. Roles and responsibilities tend to be fluid and informally shared between partners causing a lack of clarity and accountability with regard to who is delivering what.	Meetings and processes that make up the governance arrangements of the partnership focus on both strategic and tactical delivery needs. Partners that attend these meetings and operate the processes appreciate that from time to time the partnership will need to widen its representation in order to ensure its actions and decisions take into account and utilise the expertise and perceptions of the wider environment within which it operates. New blood in the form of wider representation is sort as and when the need arises. Roles and responsibilities of the various partners are clearly defined, if at times a little rigid.	Meetings and processes that make up the governance arrangements of the partnership are not only strategic and tactical in focus but also designed to create a close and meaningful link between its wider consultation and engagement activities and its day to day management of priorities and delivery. Partners are not only clear about their own roles and accountability to each other but also feel accountable to the wider community within which they work. They take steps to govern and manage the partnership as transparently and openly as is realistically possible, welcoming feedback and ideas about how they could enhance their performance. Roles and responsibilities are clearly defined but reviewed regularly to ensure they are still relevant and appropriate to the partnership and those undertaking them.			

Capability building	The partnership has not identified the skills and knowledge it needs in order to be effective. It has not audited the skills and knowledge it currently possesses and has not taken steps to develop the capability of its partners and staff.	The partnership has identified the skills and knowledge it needs in order to be effective and fulfil its current responsibilities. It has audited the skills and knowledge it possesses and taken steps to develop the capability of its partners and staff through training, development and recruitment.	In addition to ensuring it has the knowledge and skills it needs to fulfil its current responsibilities, the partnership has also taken steps to ensure it will have the capability to deal successfully with any future demands likely to impact upon it. The partnership has considered how these new demands will change the requirements placed upon it and identified the additional capabilities, knowledge and skills it will need in order to meet these new requirements and so maintain and enhance its effectiveness over the medium to long term.			

	Volunteers and casual helpers involved with the partnership's work are viewed as just another pair of hands to be applied to pressing problems and issues as needed.	Occasionally, certain volunteers and other helpers are noticed for their above average performance and unusually clear insights into the partnership's work and how it could be made more effective. These volunteers and helpers are encouraged and supported in developing their role and sharing their insights within the partnership.	The partnership is proactive in identifying and developing the potential of its volunteers and helpers. It not only identifies current volunteers and helpers with potential, but also systematically uses data gathered from questionnaires and other consultation exercises to discover new recruits and volunteers from the community and other interested groups, whose involvement could be beneficial to the work of the partnership.			

Maximising visibility	The partnership does not seek to advertise the work it does or communicate its successes, except when required to do so for reporting and consultation purposes. 'Our job is to do not sell'.	The partnership is aware of the value in terms of credibility, support and increased funding and resources that can result from advertising its work and communicating its successes. It seeks out high quality opportunities to increase both its profile and an awareness of the good work that it is doing. 'Our job is to do and sell.'	The partnership is not only aware of the practical value of increasing its visibility, but also of how increased visibility can help it ensure the gains resulting from its work are embedded into the mainstream of societal and organisational activity. The partnership seeks to raise its profile within and outside the partnership community and pass on the valuable lessons it has learnt to others that may follow. 'Our job is to do, sell and win over hearts and minds.'			

<p>Learning & innovating</p>	<p>The partnership is essentially inward looking and parochial. Ideas and suggestions generated locally are automatically and habitually perceived as most valid, credible and relevant to the partnership's work and development. There is not much tolerance of ideas and suggestions that 'are not local' or 'not from around here'</p>	<p>The partnership is tolerant of new and innovative ideas that are generated by other partnerships and localities, but tends to rely on National and Central Government institutions to gather, collate, analyse and disseminate these to them and other like partnerships. The partnership does take advantage of networking and good practice sharing activities arranged by others, but does not actively face outward and seek to make its own overtures to other, like minded organisations and partnerships.</p>	<p>The partnership is very aware that innovative solutions related to its own activities are very likely to exist within other partnerships and localities. It seeks to build contacts with related partnerships and other organisations working in similar areas, in order to share ideas and best practice with them. It seeks to adopt and adapt innovative ideas and solutions used elsewhere to its own needs and context.</p>			

	<p>The partnership concentrates on the innermost core of its activities and on delivering only those key outputs related to it. It does not test the parameters of its activities. It does not look for new synergies between partners or for innovative approaches that would increase the scope and influence of its work.</p>	<p>The partnership is aware that potential synergies between partners could lead to additional innovative and beneficial activities being undertaken by it. Occasionally, some of the more obvious advantages are identified and used to positively increase the scope and effectiveness of the partnership's activities and test the boundaries of what is possible. Many synergies, however, remain latent or only partially discovered.</p>	<p>The partnership systematically searches out synergies between the various partners and explicitly examines and tests the boundaries of its activities, seeking out additional innovative approaches and activities that add to the overall effectiveness and scope of the partnership's work.</p>			

	<p>Emphasis is on day to day challenges and activities and investing time in learning, development and innovative thinking is perceived as a luxury. Evaluation is not used as part of the learning and development process. There is little tolerance of or time given to interesting and novel ideas that do not obviously have any immediate relevance or application.</p>	<p>As and when opportunities for learning, development and innovative thinking are presented they are taken full advantage of. New and novel ideas are welcomed and given attention and some of them are developed into actions and activities that enhance the partnership's work. The principle of evaluation being used as a learning and development tool is accepted but not always implemented. There is an aspiration towards becoming a learning and innovative partnership, with some time and resources allocated to it. Opportunities for learning and innovation are grasped when presented rather than pro-actively created.</p>	<p>Learning and innovation is an explicit part of the partnership's strategy. Learning and innovation opportunities are built into the processes and activities of the partnership and there is a willingness to allocate the necessary time and resources to it. Effort is put into finding useful and practical applications for novel and interesting ideas. Evaluation is seen as integral to the partnership's work and development and effective, easily useable, non-time consuming ongoing evaluation techniques are built into the day to day work of the partnership. The data from evaluation is systematically analysed to find both areas for improvement and innovative ideas that can be implemented to the advantage of the partnership.</p>			
--	---	---	--	--	--	--

*As mentioned at the start of this inventory, not all the items above will be relevant to your partnership, but it is still worth trying to rate those that are.

If you feel that the partnership exhibits characteristics consistent with 'forming and beginning' rate it as 1 for the item under review.

If you feel that the partnership exhibits characteristics consistent with 'building and developing' rate it as 2 for the item under review.

If you feel that the partnership exhibits characteristics consistent with 'performing and delivering' rate it as 3 for the item under review.

Where you have scored an item as 1, Forming and Beginning, ask yourself whether or not there are any behaviours, skills or activities in the relevant Building and Developing and/or Performing and Delivering boxes that your partnership would find useful to develop and use.

Where you have scored an item as 2, Building and Developing, ask yourself whether or not there are any behaviours, skills or activities in the relevant Performing and Delivering box that your partnership would find useful to develop and use.

Remember, different partnerships require different things, so some of the characteristics in the higher boxes may be superfluous to your requirements. Not all partnerships need to develop every aspect of their work to the ultimate degree.

Also, remember that the items given above are not set in stone. As you go through them you may feel that some of them relate to headings other than the one they have been put under, or that you can identify additional characteristics relevant to the item under consideration but not captured by the inventory. Given the rich and complex nature of partnership working this is to be expected. Please note any thoughts and insights in the columns provided.