

# I&DeA

improvement and development agency



Chief Economic  
Development  
Officers' Society

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Endorsed by



## **A Tool for Evaluating Economic Development and Regeneration Partnerships**



“... I think this is the beginning  
of a beautiful friendship”

*Humphrey Bogart, Casablanca*

The Tool builds on the IDeA Economic Strategies Routemap ([www.idea.gov.uk/knowledge](http://www.idea.gov.uk/knowledge)), the Suffolk Partnership Evaluation Toolkit, the work of CEDOS ([www.cedos.org](http://www.cedos.org)) on economic development performance management and benchmarking and that of the Economic Regeneration Performance Indicators Working Group being coordinated by the Audit Commission ([www.audit-commission.gov.uk](http://www.audit-commission.gov.uk))

Following a review of existing frameworks available, the Suffolk Partnership Evaluation Toolkit was developed by Suffolk County Council and tailored to the specific needs of local authorities. The Toolkit focuses on the principles that underpin successful partnerships and utilises features from the European Foundation for Quality Management Excellence Model, a strongly evidence-based framework. The Toolkit was tested on a wide range of partnerships prior to its completion. IDeA and CEDOS are grateful to Suffolk County Council for allowing the use of their Toolkit and Partnership Improvement Plan.

# Economic Regeneration

depends on



Do you want to ...

- focus on key partnerships?
- avoid partnership overload?

... and ensure that your partnerships:

- are efficient and effective?
- are action and outcome focused?
- measure their progress effectively?

## Effective Partnership



If so, this evaluation Tool will help you and your authority focus, sharpen and improve your economic development and regeneration partnership work. It is itself a product of partnership between IDeA (*the Improvement & Development Agency*) and CEDOS (*the Chief Economic Development Officers' Society*).

## Useful web sites and references

### **Audit Commission**

The Audit Commission site includes information on performance indicators, best value inspection reports and other guidance on economic development and regeneration  
[www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

### **CEDOS**

The Chief Economic Development Officers' Society provides a forum for economic development professionals in strategic local authorities in England  
[www.cedos.org](http://www.cedos.org)

### **CIPFA**

The site of the Chartered Institute of Public Finance and Accountancy includes details of how to access the Best Value Accounting Code of Practice  
[www.cipfa.org](http://www.cipfa.org)

### **IDeA Knowledge**

Operated by the Improvement & Development Agency, this site provides practical help for local authorities including toolkits and best practice  
[www.idea.gov.uk/knowledge](http://www.idea.gov.uk/knowledge)

### **Institution of Economic Development**

IED is the UK organisation for economic development practitioners publishing a quarterly journal and best practice notes  
[www.ied.co.uk](http://www.ied.co.uk)

### **Library of Local Performance indicators**

Developed by the Audit Commission and IDeA, this online library provides 'off-the-shelf' voluntary indicators that authorities can select according to local circumstances  
[www.local-pi-library.gov.uk](http://www.local-pi-library.gov.uk)

### **Local Government Association**

The web site of the Association representing all local authorities in England and Wales  
[www.lga.gov.uk](http://www.lga.gov.uk)

### **Neighbourhood Renewal Unit**

The web site provides an overview of what the Unit does and provide access to Government guidance and other resources  
[www.neighbourhood.gov.uk](http://www.neighbourhood.gov.uk)

### **Regen.net**

Network for regeneration partnerships developed for the Office of the Deputy Prime Minister as a gateway to sources of information and for sharing experience and good practice  
[www.regen.net](http://www.regen.net)

### **Rural Net**

UK rural development community – a network operated by the National Rural Enterprise Centre  
[www.ruralnet.org.uk](http://www.ruralnet.org.uk)

## Partnerships are essential to successful regeneration but

they are time and resource intensive. It is all too easy – with the best of intentions – to become involved in a plethora of well intentioned but under-achieving partnerships.

Effective partnerships can make all the difference but without a clear focus, local authority resources – both financial and staffing – can be spread too thinly and their impact dissipated.

Government expectations are high and there needs to be a continuing drive for efficiency and effectiveness in partnership working.

## What this evaluation Tool is for ...

This evaluation Tool is designed to help you and your authority focus and sharpen your economic regeneration partnership work. In particular it aims to help you:

- manage the range of partnerships across the whole of your economic development and regeneration remit
- achieve partnerships that are outcome-focused, effective and efficient
- demonstrate the value of partnerships to stakeholders and Government, for example, in the context of best value and comprehensive performance assessment.

**The Tool is an action-focused guide and through a series of assessment inventories, gives local authorities and their partners an accessible and user-friendly means of partnership evaluation.**



We begin with **Partnership Basics**, looking at why partnerships are needed, what makes a successful partnership, the importance of focusing on key partnerships and the role of indicators in evaluating and prioritising partnerships.

We then take you through all stages of the **Evaluation Process**.

First, you will be **mapping the partnership landscape** – identifying the partnerships that help you deliver economic development and regeneration.

**page 12**

Where you find that a very large number of partnerships makes a clear overview more difficult, you will **prioritise** some for initial evaluation.

**page 16**

Then, you will be **evaluating individual partnerships**, identifying strengths and weaknesses, assessing whether they are action focused, efficient and inclusive and identifying ways to improve performance and actions you want to take in the light of the evaluation.

**page 18**

This is the most detailed and comprehensive section of the Tool and is in a questionnaire format.

Finally we help you in taking **action and planning** the next stages.

**page 34**

Some selected case studies illustrate previous examples of partnership evaluation:

- Case Study 1: Suffolk County Council **page 12**
- Case Study 2: Partnership In Blackburn **page 21**
- Case Study 3: East Midlands Rural Affairs Forum **page 23**
- Case Study 4: Rotherham Youth Enterprise **page 25**
- Case Study 5: Bedford Kempston Regeneration Partnership **page 27**
- Case Study 6: North Derbyshire And Nottinghamshire Intermediate Labour Market Partnership **page 29**

You will need more copies of some of the pages in this Tool, depending on the number of partnerships you have to evaluate. Additional copies can be downloaded from [www.idea.gov.uk/knowledge](http://www.idea.gov.uk/knowledge), or ordered at [orders@aequalis.co.uk](mailto:orders@aequalis.co.uk).

# Partnership Basics

Economic development and regeneration covers a wide range of activities many of which rely on partnership working. But we all know that partnership working takes up valuable local authority time and resources. We need to be sure it is worth it.

## Why have partnerships?

Because effective economic development and regeneration is multi-faceted and needs to bring together:

- specialist agencies
- diverse expertise
- complementary skills

## Partnerships can ...

### ... enhance local democracy by actively involving:

- communities
- businesses
- the voluntary sector

### ... achieve outputs greater than sum of the individual partners by:

- learning from each other and finding new ways of looking at things
- ensuring a common focus whilst understanding different perspectives
- pooling resources, releasing energy and providing mutual support

### ... give critical mass through:

- strength in negotiation
- greater influence and credibility
- better access to regeneration funding

### Last but not least, Partnerships exist because of external pressure from:

- Government and statutory requirements
- external funders such as EU, RDAs
- rising public expectations

**If this is what successful partnerships can deliver, what ought to be the characteristics of our partnerships ?**

## Key features of a successful partnership

### **Action focused**

- Shared values and agreed long-term vision of what it wants to achieve
- Effective use of input and feedback from local community and businesses
- Makes a positive impact, adding value and ensuring it is not working in isolation

### **Efficient organisation**

- Structure conducive to decision-making with members reflecting the views of the organisations they represent
- Resources matched to aims, objectives and plans
- Effective administrative support and communications

### **Inclusive approach**

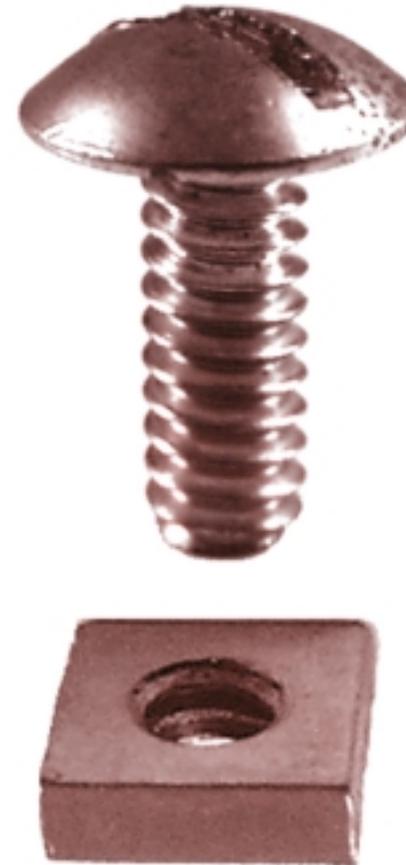
- Membership reflects the purpose of the partnership
- Ensures that all partners have the capacity to be fully engaged in the partnership
- Works democratically with accountability to stakeholders and decisions open to scrutiny

### **Commitment to learn and develop**

- Learns from best practice, stakeholders and consultations
- Makes use of the range of skills and expertise of partnership members
- Adapts to a changing environment

### **Effective performance management**

- Process includes clear milestones, outcomes, performance indicators and delivery dates
- Partners deliver what they have signed up to and share information to support planning and management
- Partners' resources used effectively to meet the aims of the partnership



## Focusing on key partnerships

Local authority resources are scarce. With partnerships, as with everything else, choices have to be made. Being involved in too many partnerships can spread resources too thinly and be counter-productive. There is a need to be selective, focusing on key partnerships – the ones that most meet the needs of the area, local authority priorities and Government requirements.

Decisions may be difficult. Prioritising partnerships may not necessarily mean selecting those that are the most focused and best organised. Sometimes the most important ones may need the most effort to improve their performance. Sometimes new partnerships may need to be created.

The process of prioritising partnerships may not always be easy. Economic development and regeneration covers a wide range of activities with multiple objectives. This may well mean that your authority is involved in a large number of different partnerships. In order to find out which are the most important and where you should focus your efforts, you will need to:

- identify the whole range of partnerships covering this area that you are involved in
- be clear about how far they help to meet your priorities
- understand how well each one is working and how much resource they require.

To be manageable this may require a phased approach with groups of partnerships being selected for individual evaluations. Indeed it should be an ongoing process.



## The role of economic development and regeneration indicators

The lack of agreed performance indicators for economic development and regeneration has been a constant cause of concern for local authorities and the Audit Commission. The Audit Commission, CEDOS, IED, the LGA and the IDeA have been working in partnership with a range of organisations to overcome the problem. As a result, a draft set of national indicators – contextual and performance – has been produced.

A prescriptive approach cannot be taken for a process as complex and varied as economic development and regeneration. Consequently these indicators are totally voluntary. Local authorities and their partners will need to select the indicators that are appropriate to their own particular area and circumstances. Moreover, these 'headline' indicators will need to be supplemented by a set of more detailed local indicators. Whatever group of indicators are chosen, they should be powerful aids to evaluating and prioritising partnerships.

For more information about indicators, visit the Audit Commission web site at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk).

There are two essential types of indicator – Contextual and Performance.

Both types of indicator have an important role to play in partnership evaluation. They can help identify:

- whether partnerships are focusing effectively on the needs, problems and opportunities of the area
- whether partnerships are helping the local authority meet its priorities
- whether partnerships are adding value and having a positive impact on economic development and regeneration

### Contextual indicators

covering issues such as:

- employment, unemployment, earnings
- economic activity and business growth
- household poverty and deprivation
- population change and workforce skills

They are strongly affected by national, regional and global trends. They cannot be directly attributed to local authority or partnership economic regeneration activities but they are important for understanding the baseline position of an area and for monitoring overall change.

### Performance indicators

covering, for example:

- inward investment promotion
- support for business or community enterprise
- land and premises
- training and employment
- tourism

These attempt to measure the impact of particular economic development and regeneration activities and interventions. As such they can be used to help measure a partnership's success.

# Introducing the Partnership Evaluation Process

The evaluation process  
is in four key steps

**Step 1** Mapping the partnership landscape

**Step 2** Selecting partnerships for evaluation

**Step 3** Evaluating individual partnerships

**Step 4** Taking action and planning the next stage

**Mapping the partnership landscape** involves:

- listing economic development and regeneration partnerships your authority is involved in
- making an initial assessment of their relative importance in helping you meet your priorities and how they are performing
- mapping the partnerships in relation to their activities and geographic coverage



In an ideal world you would take a comprehensive approach to **selecting partnerships for evaluation**: identifying the key partnerships, prioritising them, choosing which to remain involved with and planning ways to improve their performance. However, the breadth of the economic development and regeneration process and its corporate implications may mean your authority is involved in too many partnerships to evaluate all of them in one stage. This Tool recognises that the evaluation process must be realistic and manageable and in any event should be an ongoing one. A phased approach may be needed.

For each partnership you decide to **evaluate individually, and identify actions**, you are invited to set out its key features and characteristics, and assess its performance against the following criteria:

- action focus
- efficiency
- inclusivity
- learning and development
- performance management

For each of these there is a set of questions with 'pointers' included to provide guidance on answering them. You are also asked to identify key findings covering the main strengths and weaknesses of the partnership and key actions that are needed to address the weaknesses. The individual evaluation sheets are followed by a summary sheet bringing together all the evaluations against the various criteria and including an action plan for improving each partnership.

The section on **taking action and planning the next stages** gives you the opportunity to stand back, make sure you are satisfied with progress, take forward actions that have been identified and plan the evaluation of the next group of partnerships.



# Step 1: Mapping the Partnership Landscape

The first part of the evaluation process involves you in examining the whole landscape of relevant partnerships. In doing so, you will need to think broadly and make sure you include all the partnerships that have the potential to impact on the economic development and regeneration of your area. It may seem surprising but, given the breadth of economic development and regeneration, local authorities may not have a comprehensive awareness of all the relevant partnerships they are involved in. A full assessment is likely to reveal a wide range of activities that are carried out across the whole authority with many partnerships that are relevant. The Suffolk case study opposite illustrates just how extensive the number of partnerships can be if you are comprehensive in including all the partnerships that are concerned with or affect economic development and regeneration.

## List key local economic development and regeneration priorities

To help you assess the relative importance of each partnership, list the key priorities for your economic development and regeneration activities. Think about how these link to strategic corporate objectives and refer to relevant strategies for economic development and regeneration.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

## Case Study 1 Suffolk County Council

This example from Suffolk illustrates the number and range of economic development and regeneration partnerships that a local authority can be involved in.

Strong partnership working has been a characteristic of the way Suffolk County Council has worked for many years. There is a proven track record of success, which received recognition in 1998 when the Council was one of twenty-two areas selected by the Local Government Association and Central Government as an initial pathfinder area for the "New Commitment to Regeneration".

As part of its Best Value Review of partnership working in 2002, the Council undertook a review of the strategic partnerships in which it was involved. Around two hundred were identified across the range of County Council services, involving a wide variety of public and private sector partners. The County Council is also represented on many other partnerships that operate sub-regionally.

Over a third of the partnerships – some seventy in all – relate to economic and social regeneration. They illustrate the multi-dimensional nature of regeneration ranging from market management in the social care sector to links with local businesses through an Education Business Partnership.

Mapping of these partnerships has underlined the breadth of partnership working – at European, national and regional levels as well as local areas. For example, at county level, the County Council plays a leading role in the Suffolk Strategic Partnership, which prepares and implements a community strategy for the county and in the Suffolk Development Agency, a Local Economic Partnership established to provide a strategic direction to the promotion of economic development.

Examples of regional working include membership of the Prompt Tourism Group and the East of England Structural Funds Group. In a European context, the County Council is a member of the North Sea Commission.

**List all partnerships relevant to economic development and regeneration**  
 Make a quick assessment of their performance and contribution to local priorities

You should begin by listing all partnerships affecting economic development and regeneration that the authority is involved in. This may well be a very substantial list and a phased approach to evaluation could be needed. If the list is a brief one then you may not have been taking a broad enough approach. Think again, take an authority wide perspective and look for other partnerships that may be relevant.

Give each partnership listed a 3-letter identification code and include this on the table that follows.

The table also invites you to make a preliminary assessment of partnerships in terms of their:

- relative importance to key priorities
- performance and effectiveness

You should deliberately avoid spending too much time on this. Remember it is a preliminary assessment designed to capture your initial judgements.

	Partnership Name	Identification code	Key partnership?		Performance?		
			Yes	No	Good	Adequate	Poor
1.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				
2.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				
3.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				
4.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				
5.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				
6.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				
7.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				
8.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				
9.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				
10.	<input type="text"/>	<input type="text"/>   <input type="text"/>   <input type="text"/>	<input type="checkbox"/>				

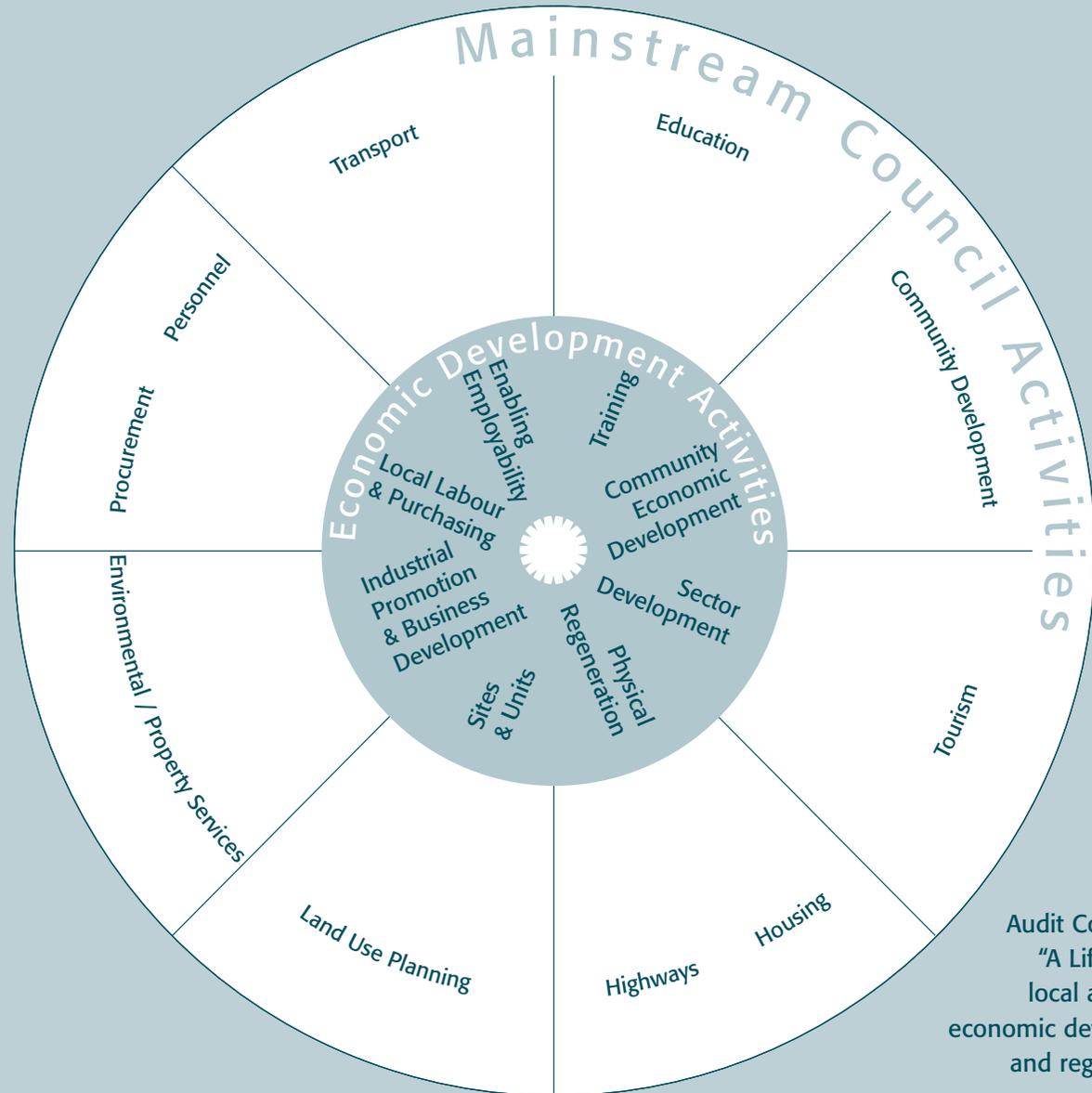
Add more copies of this page if there are more partnerships to include in this list.



## Map existing partnerships by activities

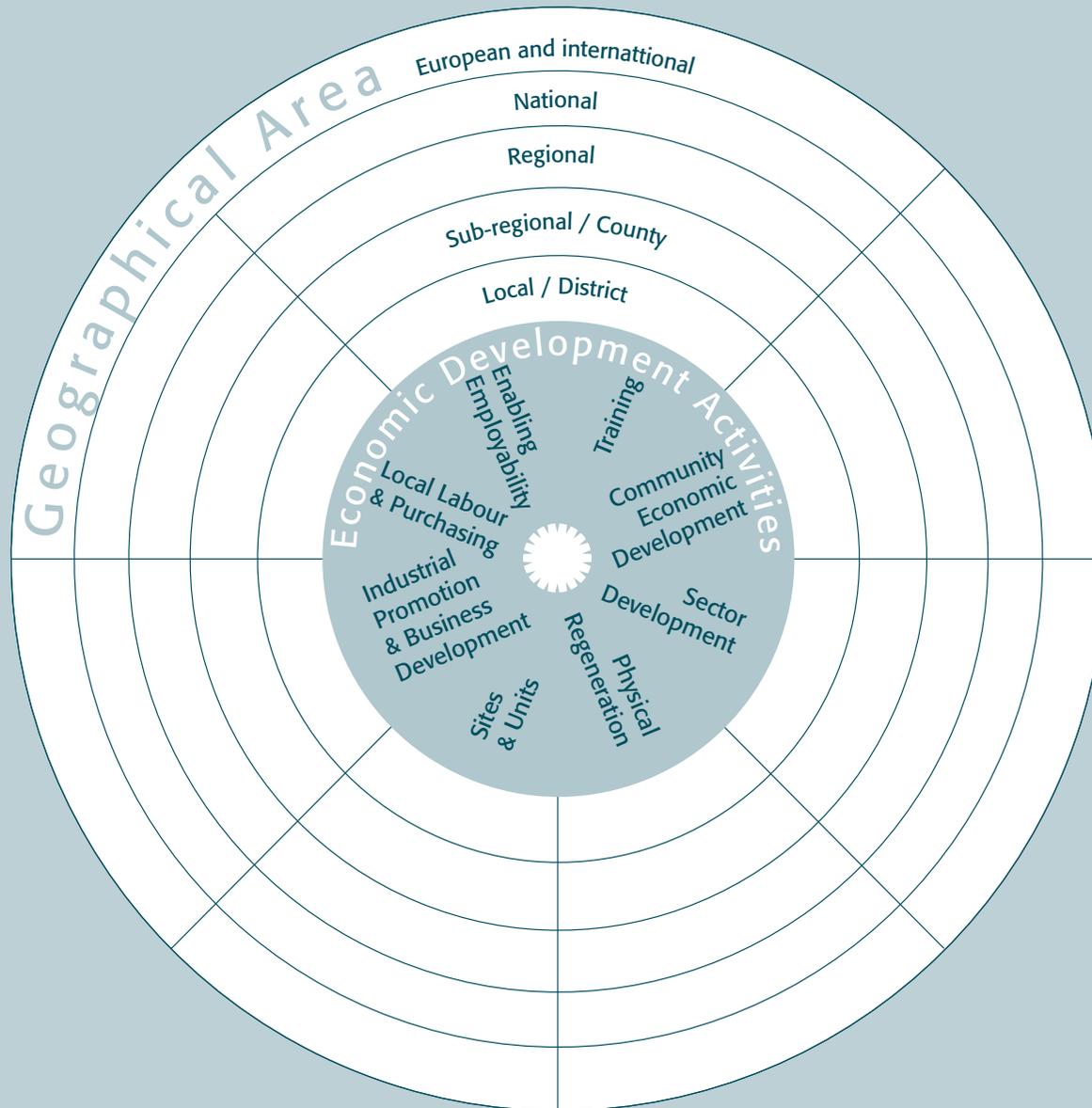
The next step is to get a picture of the partnership landscape in terms of activities and geographical coverage using the following diagrams. The purpose of the mapping exercise is to give you a visual picture of the partnership landscape and the number of economic development and regeneration partnerships your authority is involved in.

Using a marker, locate partnerships in the appropriate segments using the identification code from the partnership listing. In each diagram, select the segment that most accurately describes a partnership's main activity area or purpose. In some cases multi-function or multi-area partnerships may need to be placed in more than one segment.



Source:  
Audit Commission  
"A Life's work –  
local authorities,  
economic development  
and regeneration"

## Map existing partnerships by geographical area



You may need to enlarge these diagrams onto A3 sheets.

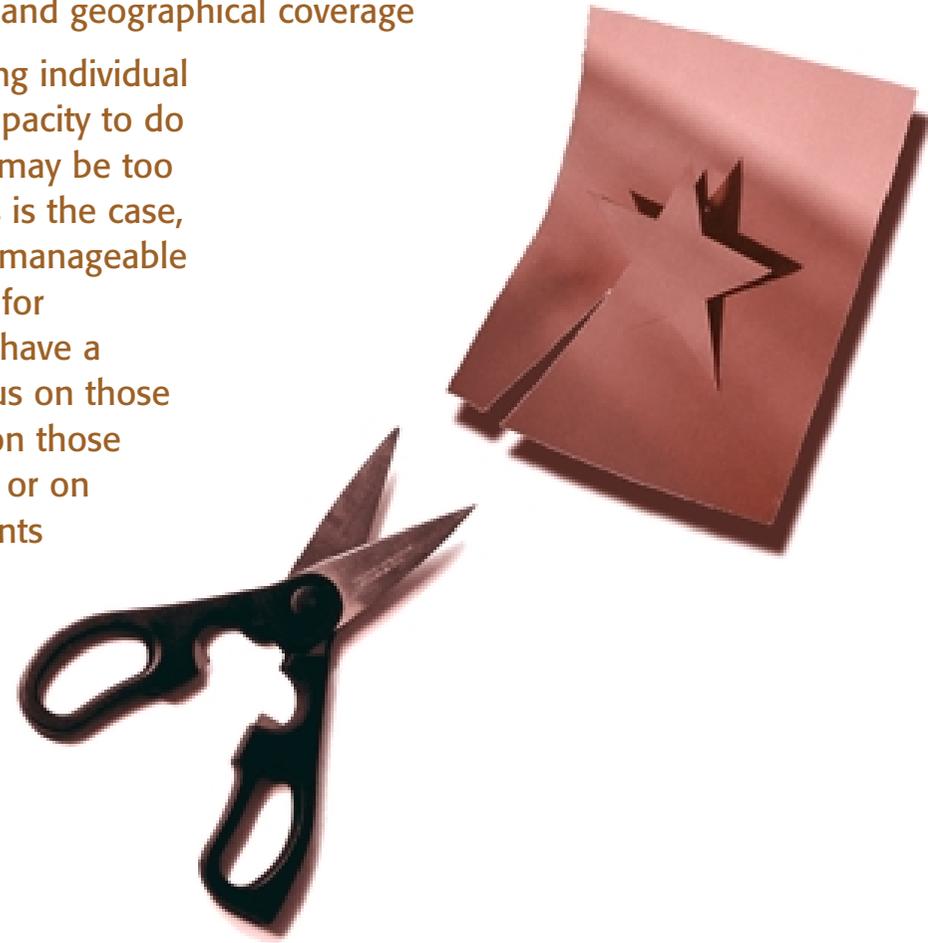


## **Step 2: Selecting Partnerships for Evaluation**

You have now completed your mapping of the partnership landscape. You have:

- listed the key priorities for your economic development and regeneration activities
- listed the economic development and regeneration partnerships you are involved with
- made a preliminary assessment of their relative importance and how they are performing
- mapped them by activity areas and geographical coverage

You can now move on to evaluating individual partnerships. You may have the capacity to do this as a single exercise but there may be too many to make this practical. If this is the case, you will need to divide them into manageable groups and select your first group for individual evaluation. For this you have a number of options. You could focus on those identified as key partnerships, or on those that are the least well performing, or on those that are in individual segments of the partnership mapping diagrams. Or it might be some combination of all of these. The choice is yours but there is a need for clarity about the purpose of the exercise and how you select those to go forward with.



Selected Partnership

Why selected ?

1.	<input type="text"/>	<input type="text"/>
2.	<input type="text"/>	<input type="text"/>
3.	<input type="text"/>	<input type="text"/>
4.	<input type="text"/>	<input type="text"/>
5.	<input type="text"/>	<input type="text"/>
6.	<input type="text"/>	<input type="text"/>
7.	<input type="text"/>	<input type="text"/>
8.	<input type="text"/>	<input type="text"/>
9.	<input type="text"/>	<input type="text"/>
10.	<input type="text"/>	<input type="text"/>

# Step 3: Evaluating Individual Partnerships and Identifying Actions

You have now selected partnerships for evaluation. Use the following questionnaire to lead you through a detailed evaluation of each individual partnership. Alternatively, the questionnaire may be completed by a nominated lead-officer, or by a team of officers from across the authority reflecting the broad range of economic regeneration and development activities. It might be helpful even to include people from outside the authority, or not involved in economic development or regeneration, to introduce an 'external challenge' element.

You will need a new copy of this questionnaire for each partnership you have to evaluate. Additional copies can be downloaded from [www.idea.gov.uk/knowledge](http://www.idea.gov.uk/knowledge), or ordered at [orders@aequalis.co.uk](mailto:orders@aequalis.co.uk).

## Partnership Profile

Partnership name

Local authority contact on the partnership:

Date of assessment:

**Main functions**

Strategic  tick relevant box or rank in order of importance if more than one

Service delivery

Advisory

Other

**Geographical coverage**

European/international  tick relevant box

National

Regional

Sub-regional/County

Local/District

Sub-local

**Main area of activity**

Training  tick relevant box or rank in order of importance if more than one

Sites and units

Community economic development

Industrial promotion and business support

Sector development

Local labour and purchasing

Physical regeneration

Enabling employability

Other

**Is it statutory?**  yes  no

**Start date**

**Prospective end date**

## Resources

Dedicated partnership budget

Dedicated staff

Other (eg in kind)

Influence over other resources (approx)

## Bodies represented on partnership

Businesses

Individuals

Business organisations

Community organisations

Local authorities

Other local public sector

Regional Development Agency

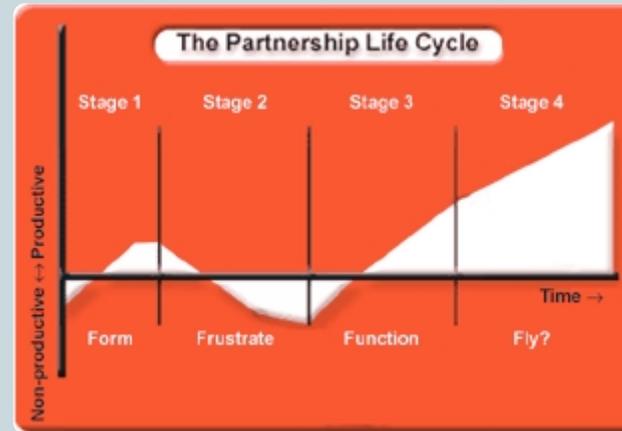
Other regional/national

Other

Lead organisation

## Partnership Lifecycle

Please identify the partnership's stage in the partnership lifecycle with a cross ( Form, Frustrate, Function, Fly ? ).



Source: EDuce Ltd and GFA Consulting, developed as part of a Government education and training project ([www.fivevital.educe.co.uk](http://www.fivevital.educe.co.uk)).

**Forming:** Common cause arising from shared interests, opportunities, threats. Early enthusiasm.

**Frustration:** Partners feel in a 'fog'. Doubts about what each partner brings.

**Functioning:** Renewed vision and focus. Clear roles and responsibilities.

**Flying:** Successful achievement of partnership goals. Trust and respect.

**Productive phase**

**Non-productive phase**

## Results of preliminary assessment

Key partnership  yes  no

Performing  yes  no

## Action Focus

How the partnership establishes agreed priorities, actions and milestones, leading to demonstrable achievements against measurable targets.

	No or don't know	Yes sometimes	Yes with room for improvement	Yes real benefits shown	Excellent	Points to consider
1. Does the partnership have a shared set of values and a clear, agreed vision of what it wants to achieve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has a vision and priorities that relate well to relevant national, regional, local and EU economic development and regeneration strategies and priorities</li> </ul>
2. Does it keep under review relevant needs, problems and opportunities using appropriate economic development and regeneration indicators?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● is forward-looking , focusing on opportunities as well as problems; future possibilities as well as past trends</li> <li>● uses an appropriate set of contextual indicators, has a clear understanding of where it started from and monitors change at agreed regular intervals. Note: The Audit Commission web site <a href="http://www.audit-commission.gov.uk">www.audit-commission.gov.uk</a> has effective research and intelligence support with a co-ordinated approach to monitoring and data sharing</li> <li>● uses information well and avoids 'paralysis by analysis'</li> </ul>
3. Does it make effective use of input and feedback from local businesses and the local community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● gets effective input and feedback from local business, employee and community organisations</li> <li>● recognises that only a minority are members of representative organisations and reaches out to individual businesses, people and target groups</li> <li>● understands that business is not homogeneous and responds to the specific needs of individual sectors, new starts, micro-businesses, ethnic businesses etc.</li> <li>● always provides feedback on the results of consultations</li> </ul>
4. Has the partnership established priorities and an action programme to achieve them with challenging targets and defined milestones?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has challenging targets whilst recognising the time-lag that can occur between economic regeneration actions and successful outcomes (e.g. business development grants, inward investment promotions)</li> <li>● recognises that economic regeneration involves an element of risk and is prepared to try innovative approaches</li> <li>● has included 'quick wins' to show that it can deliver</li> <li>● recognises the extra effort and cost that is often needed to reach disadvantaged groups and areas.</li> </ul>
5. Does the partnership have a positive impact on the economic development and regeneration process, adding value and ensuring it is not working in isolation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● is making an identifiable and measurable contribution to economic development and regeneration using an agreed set of performance indicators and well-chosen relevant local indicators</li> <li>● achieves good customer satisfaction ratings</li> <li>● promotes and publicise its achievements effectively</li> <li>● demonstrates that its activities add up to more than the sum of the individual parts</li> <li>● understands the breadth of the economic regeneration process and the role of other partnerships involved</li> <li>● relates its work to other organisations and partnerships and avoids duplication of effort.</li> </ul>

## Action Focus

Summarise the main results of your evaluation, and any follow-up actions, in the spaces below.

### Key findings

### Key actions

# Case Study 2

## Partnership In Blackburn

Blackburn with Darwen provides an excellent example of action-focused partnership working that reaches out to meet the needs of individual businesses, people and target groups. Fourteen years ago, Blackburn with Darwen Council acted as a catalyst in the formation of the Blackburn Partnership, a collaborative group made up of diverse local services and agencies. The fundamental aim of the Partnership is to engage the private sector in community affairs in order to develop and enhance the economic, social and environmental well being of the community.

The Partnership has grown in size and influence and has attracted £1 billion of extra resources to the Borough. It has played a leadership role in many highly successful and innovative projects. An example is the Guardian Angels Entrepreneurs Network, which demonstrates how the public/private sector can work together to make a real difference to the success of up-and-coming companies. The Network provides a free, non-bureaucratic service that connects experienced business people (Guardians) with young small and medium sized enterprises for guidance and support. As a direct result of the Guardian Angels' Scheme, many local companies have been able to develop their companies faster, smarter and with added confidence.

Another example of Blackburn responding to the needs of individual sectors is its Ethnic Minority Business Initiative. It has been estimated that there are over 1200 ethnic minority businesses in the Borough. Collectively they have a turnover of £150 million and employ over 2000 people. Blackburn with Darwen successfully secured funding to target the ethnic minority business sector through a strategy to address existing language and cultural barriers, low business confidence, lack of ICT awareness and a skills gap amongst the ethnic minority business community. A Business Resource Centre has been opened in the heart of the ethnic minority community. Over the past year, the Centre has dealt with 1200 business enquiries and attracted 1000 participants to 227 training sessions.

A further example is the Blackburn East Wired Up Communities project – one of seven pilot projects operating across the country to evaluate the benefits of connecting a whole community to the Internet. The aim is to make a real difference to the lives of people by helping them to get jobs, make better use of services, and build a stronger community through the Internet. The project is managed by the Blackburn East Area Community Help (BEACH) partnership. It uses ICT as a tool to overcome social exclusion, and already huge strides have been made by individuals and groups from within the target community in using ICT to enhance life-choices, to improve their quality of life and to build closer community links.

## Efficiency

How the partnership achieves effective organisation and support and ensures resources are used as productively as possible.

	No or don't know	Yes sometimes	Yes with room for improvement	Yes real benefits shown	Excellent	Points to consider
1. Is the partnership structure conducive to decision making?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has a lead body that gives pro-active and effective leadership</li> <li>● has an effective chair</li> <li>● has a structure that is 'fit for purpose' with management arrangements that promote effective decision-making whilst at the same time having broader partnership arrangements that encourage wider involvement</li> <li>● makes use of 'short-life task teams' to tackle key issues</li> </ul>
2. Do partnership members reflect the views of the organisations they represent?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has members that are able to make decisions on economic development and regeneration issues and commit the organisations they represent</li> </ul>
3. Is the administrative organisation and support effective?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has effective arrangements for organising meetings</li> <li>● has effective arrangements for communication between meetings</li> </ul>
4. Are there sufficient financial and staff resources to enable the partnership to meet its aims and objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● is receiving appropriate resource contributions from individual partners</li> <li>● is successful in identifying and leveraging in external resources through grant aid (e.g. from EU, RDA, Lottery, Housing Corporation, Countryside Agency and other appropriate sources), sponsorship, staff secondment etc.</li> <li>● has access to a sufficient range of specialist staff and relevant economic regeneration expertise</li> </ul>
5. Has consideration been given to the lifespan of the partnership and whether it should continue? Is this reviewed regularly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● reviews and challenges, on a regular basis, what it does and why it does it, the need for its continuing existence and the activities it carries out</li> <li>● has a plan for managing change in the way it works</li> <li>● has developed an exit strategy, if it is time-limited</li> </ul>

## Efficiency

Summarise the main results of your evaluation, and any follow-up actions, in the spaces below.

### Key findings

### Key actions

# Case Study 3

## East Midlands Rural Affairs Forum

The East Midlands Rural Affairs Forum (EMRAF) was set up as part of a network of regional forums linked to the National Forum for England – established by Government following a commitment in the Rural White Paper 2000. EMRAF is regarded as the champion of the rural East Midlands within the region and at national level. Its focus is on adding value to debates and in taking forward actions within the ‘framework for rural action’ it has drawn up.

A key organisational issue for a regional partnership of this kind is how to create a structure that provides an effective basis for decision-making and action and at the same time has the capacity to enable the participation of the large number of organisations that are involved in rural affairs.

EMRAF has resolved this by putting in place the following structure:

- The Forum itself comprising around 50 key stakeholders including the Countryside Agency, Government Office for the East Midlands, the East Midlands Development Agency, local authorities, voluntary and private sector organisations and others.
- A 12 member Management Committee to take executive decisions, with each member acting as a gateway to the wider stakeholder network.
- Task Groups formed to take forward key issues. Although some are likely to be ongoing to deal with issues such as rural proofing, others are ‘task and finish groups’ – formed to deal with specific issues and winding up when these have been dealt with. An example is the group set up to deal with rural recovery from the effects of the foot and mouth disease outbreak.
- A Reference Group of around 250 organisations in the region with an interest and involvement in rural affairs.

Organisations covered by the wider Reference Group are involved through an annual conference, to which all are invited to participate and through the ongoing development of an interactive EMRAF web site and e-mail communication. Agendas and minutes of meetings are posted on the web site, which is also used to carry out informal consultations.

A key part of ensuring the EMRAF partnership is effective is having a full-time Co-ordinator to support the Forum and drive things forward. This resource has been funded for an initial period by the Countryside Agency, the Regional Development Agency and the County Councils and Rural Community Councils in the region. The EMRAF Co-ordinator is based both at the Government Office and the Nottinghamshire Rural Community Council, who line manage the post on behalf of the Forum. This arrangement gives strong links in both statutory and voluntary sector networks. Retaining this additional resource is essential to EMRAF’s continued effectiveness and is a key issue for stakeholders and Government.

## Inclusivity

How the partnership actively involves all the key players – public, private, community and voluntary sectors and service users including businesses, business organisations, employees, unemployed etc.

	No or don't know	Yes sometimes	Yes with room for improvement	Yes real benefits shown	Excellent	Points to consider
1. Does the partnership ensure that its membership reflects the purpose of the partnership?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>involves the key players relevant to its area of economic development and regeneration activity as members (e.g. local authorities, RDAs, Learning &amp; Skills Council, Small Business Service, business organisations, local universities and colleges)</li> <li>takes a dynamic approach to membership and does not regard its current membership as cast in stone.</li> </ul>
2. Does the partnership ensure that all the partners have the capacity to be fully engaged in the partnership?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>invests time and effort in building the capacity of the business, community and voluntary sectors to participate fully in its work</li> <li>has effective internal mechanisms to encourage involvement and generate enthusiasm and ideas e.g. focus groups, away days, visits</li> </ul>
3. Does the partnership ensure effective input from service users e.g. businesses, unemployed etc. into its work and does it try to reach non-users?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>achieves input from service users and intended beneficiaries e.g. businesses including micro-businesses and the self-employed, social enterprises, unemployed and trainees</li> <li>attempts to reach and understand the needs of potential users of services provided.</li> </ul>
4. Does the partnership work democratically and is it accountable to stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>is managed and chaired so as to be able to provide an inclusive and impartial overview</li> <li>ensures its decisions are open to scrutiny e.g. through public meetings, minutes being recorded and being made available publicly</li> <li>provides information on its activities and feedback on consultations.</li> </ul>
5. Does the partnership reach out and address the needs of disadvantaged areas and groups?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>involves the wider community of local businesses and people using an appropriate range of techniques including user satisfaction and opinion surveys, public meetings, business forums, focus groups, consultation documents</li> <li>takes active steps to reach and address the needs of disadvantaged neighbourhoods and groups including using rural proofing to identify the likelihood of differential impact in rural areas.</li> </ul>

## **Inclusivity**

Summarise the main results of your evaluation, and any follow-up actions, in the spaces below.

### **Key findings**

### **Key actions**

## **Case Study 4**

### **Rotherham Youth Enterprise**

**This project is an excellent example of successful partnership working that reaches out to meet the needs of a specific target group. Rotherham Youth Enterprise focuses on empowering young people to reach their full potential within a culture of enterprise and self-employment. It brings together different parts of the Council – the regeneration, education and youth services – working in partnership with Employment Services, Shell LiveWIRE, the Prince’s Trust, Business Link, Rotherham Chamber of Commerce and many other local agencies.**

**The partnership provides support and advice to young people and encourages them to explore business ideas and develop the skills and knowledge necessary to become self-employed. Over the last 10 years the project has become so successful that Rotherham Youth Enterprise has developed its services to offer office and workshop provision to young people who are in their first year of trading and who are aged between 16 to 24 years, and in the case of the Youth Enterprise Centre at Treeton 16-30 years.**

**Offices and workshops are available in three centres in the Borough, all of which have business support services and a qualified ‘in house’ business advisor. In addition an IT Centre helps young entrepreneurs to become proficient in the use of databases, spreadsheets, financial accounting records, marketing and publicity. During the 6 years to November 2001, 64 young people have had workshops and 51 are still trading – a survival rate of over 80 per cent.**

**Rotherham Youth Enterprise also works regularly with local schools, encouraging the awareness of enterprise in all young people between the ages of 4 and 18. The partnership directly contributes to the promotion of self-employment, as a career option, through the delivery of specifically designed enterprise development packages.**

## Learning & Development

How the partnership builds on best practice from other partnerships and encourages learning and development across all sectors and partners.

	No or don't know	Yes sometimes	Yes with room for improvement	Yes real benefits shown	Excellent	Points to consider
1. Does the partnership learn from and disseminate best practice?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● makes use of specialist sources and networks such as IDeA Knowledge, Regen.net – the regeneration network, Ruralnet – the UK rural development network, Action for Market Towns</li> <li>● takes active steps to learn from elsewhere – from Beacons, renewal.net, different sectors and other areas, including developing links with other partnerships – locally, regionally, nationally and internationally – to share experience and best practice</li> <li>● makes use of individual partner links e.g. economic twinning links</li> <li>● actively disseminates knowledge and best practice e.g. having a dedicated sub-group, partners reporting on conferences and seminars attended, producing best practice notes</li> <li>● can demonstrate making use of best practice to develop its processes and actions and adapt to change</li> </ul>
2. Is appropriate use made of the wide range of skills and expertise of partnership members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● understands the full breadth of economic development and regeneration and its links with other service areas.</li> <li>● learns from and makes use of all appropriate partner experience and skills e.g. in local authority departments other than those directly responsible for regeneration work such as education, planning, social services, community safety</li> <li>● has a commitment to developing partner skills and knowledge making use of imaginative approaches such as action learning</li> </ul>
3. Does the partnership learn from stakeholders and consultations, and apply this to service development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has a systematic approach to reviewing its actions and approaches and takes time to learn what works, where and why, making use of an agreed set of performance indicators</li> <li>● uses input and feedback from consultations with stakeholders, businesses, local communities, target groups, service users and non-users to inform and drive improvement</li> </ul>
4. Does the partnership find out why members leave or fail to engage with the partnership and learn lessons for the future?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has a systematic approach to identifying and evaluating the circumstances when members leave or fail to engage fully and takes the necessary steps to address issues that arise</li> </ul>
5. Is the partnership able to adapt to a changing environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has a flexible approach, changing course when needed to reflect changing needs, problems and opportunities, changes in national, EU, regional and local strategies and priorities, and changes in the organisational context including the development of other partnerships</li> </ul>

## Learning & Development

Summarise the main results of your evaluation, and any follow-up actions, in the spaces below.

### Key findings

### Key actions

## Case Study 5

### Bedford Kempston Regeneration Partnership

The Bedford Kempston Regeneration Partnership (BKRP) targets the three most deprived wards in Bedford. Established in 2000 as a company limited by guarantee, it oversees SRB funded schemes of around £3 million. The Partnership's Board of Directors is structured so as to ensure fair representation across a range of interests. These include local authorities, local communities, the local voluntary sector and local business. Thirteen of the twenty-nine partnership members represent the local communities.

BKRP absorbed two smaller area-based partnerships that had been set up in the preceding five years. Both of these partnerships and the BKRP directors have been supported by a regeneration training programme designed to enhance their skills and enable them to be more effective as directors and decision makers.

The training programme has been provided and funded using an innovative and cost-effective approach of matching officer and Director time against funding from the European Social Fund (ESF). The ESF grant provides additional resources to facilitate and deliver training.

Training topics have included: partnership working, equal opportunities, project management and evaluation and sources of external funding. There have been some problems relating to attendance and the volume of paper work associated with training. The partnership has responded by adopting a more informal approach as a discussion forum with Directors choosing an issue related to regeneration to focus on e.g. sustainability, future activity beyond SRB and relationship with the Local Strategic Partnership.

Bedfordshire County Council are looking at developing the approach for application in other partnerships they are involved in and the Regional Development Agency is interested in seeing it developed as a best practice scheme that could be rolled out across the region.

# Performance Management

How the partnership manages its performance in relation to its aims and objectives

No or don't know  
Yes sometimes  
Yes with room for improvement  
Yes real benefits shown  
Excellent

## Points to consider

Consider whether the partnership:

	No or don't know	Yes sometimes	Yes with room for improvement	Yes real benefits shown	Excellent	
1. Does the performance management process include clear milestones, outcomes, performance indicators and delivery dates?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has a systematic approach to performance management that all partners have signed up to.</li> <li>● has a clear focus on delivering outcomes, with an agreed approach to their measurement that is consistent and reliable.</li> <li>● has an agreed set of performance indicators and agreed definitions for their use and measurement e.g. what constitutes a job created or safeguarded. For more details, visit <a href="http://www.audit-commission.gov.uk">www.audit-commission.gov.uk</a>.</li> <li>● in measuring job creation/safeguarding and other outcomes avoids double counting and takes account of key factors such as leakage, deadweight, displacement and substitution and the use of appropriate multipliers. For more details, visit <a href="http://www.cedos.org">www.cedos.org</a>.</li> <li>● has an agreed approach and protocol regarding individual partners wishing to claim an identifiable share of partnership achievements</li> <li>● self-critically compares and benchmarks its performance and activities with other relevant partnerships to identify significant differences, their causes and whether improvements are required</li> <li>● uses comparison and benchmarking as a key input to planning and driving improvements</li> </ul>
2. Is the financial position monitored and reported regularly to the partnership?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has appointed an accountable body, if appropriate, to be responsible for its finances with an agreed process for regular monitoring and reporting</li> <li>● has an agreed accounting process making use of CIPFA's Best Value Accounting Code of Practice</li> </ul>
3. Do partners deliver what they have signed up to do?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has a clear understanding of what individual partners have agreed to do on the partnership's behalf</li> <li>● has a process for monitoring and reporting on partner inputs and outputs</li> </ul>
4. Are partners' resources (including buildings and staff) used effectively to meet the aims of the partnership?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● can demonstrate overall cost-effectiveness, whilst recognising the extra costs of delivering services to some areas and disadvantaged groups (e.g. rural premium)</li> <li>● has an agreed systematic approach to measuring the cost of partner inputs based on the 'total cost' principle of the Best Value Accounting Code of Practice. For more details, visit <a href="http://www.cipfa.org">www.cipfa.org</a>.</li> <li>● recognises the reliability limitations of apportioning costs to individual partnership activities</li> </ul>
5. Do partners share information to support planning and management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>● has developed a common approach to collecting, analysing and sharing information between partners with agreed data definitions</li> </ul>

## Performance Management

Summarise the main results of your evaluation, and any follow-up actions, in the spaces below.

### Key findings

### Key actions

## Case Study 6

### North Derbyshire And Nottinghamshire Intermediate Labour Market Partnership

This partnership provides intermediate labour market programmes in Nottinghamshire and North Derbyshire. The programmes are designed to reach the sector of the population that is furthest from the labour market – people who often face multiple barriers to accessing employment, some of whom may never have worked since leaving school. The objective is to provide real work experience, through which long term unemployed people can gain enough skills to enable them to compete effectively in the mainstream labour market.

The work activity undertaken by participants must be of benefit to the community and must not cause job substitution. Activities include building refurbishment, energy efficiency and home safety measures, countryside management, furniture refurbishment and recycling and computer recycling. The programme has had a considerable regeneration impact not only in terms of employment but also in providing valuable services to the communities covered by the partnership.

The partnership comprises the County Councils of Nottinghamshire and Derbyshire, 10 District Councils, the Coalfield Alliance, the Employment Service and the community/voluntary sector. Nottinghamshire County Council (the accountable body) and Groundwork developed the partnership approach, which has expanded to include a series of other providers. The partnership has devolved decision-making power to an Executive Steering Group of 15 representatives of partner organisations including programme providers. The partnership has been successful in attracting external funding including £2.9 million from the Coalfields Regeneration Trust.

The partnership operates an effective performance management system and uses a set of performance measures that cover both outcomes and outputs. Outcomes are measured by both employment and environmental indicators including the number and percentage of participants achieving jobs after leaving the programme, dwellings improved, people benefiting from community safety initiatives, and new and improved community facilities. Output measures include numbers completing NVQs, Health and Safety certificates and Food Hygiene certificates achieved.

## Summary Assessment Sheet

Summarising the overall results of the partnership evaluation and focusing on the local authority's role.

### Council representatives

Councillors

number

Annual time commitment

number of days

Officers

number

Annual time commitment

number of days

Main contact

name of contact

### Council resource input annual

Money

amount £

Staff

time

Other / in kind

please specify

### Council role

Lead

Member

Other

please specify

### Is the partnership contributing to Council economic regeneration priorities? Tick boxes

List priorities	Yes	No
1. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>

### On balance, is the partnership:

Action focused	<input type="checkbox"/> yes	<input type="checkbox"/> no
Efficient	<input type="checkbox"/> yes	<input type="checkbox"/> no
Inclusive	<input type="checkbox"/> yes	<input type="checkbox"/> no
Learning and developing	<input type="checkbox"/> yes	<input type="checkbox"/> no
Performance managed	<input type="checkbox"/> yes	<input type="checkbox"/> no
A key partnership	<input type="checkbox"/> yes	<input type="checkbox"/> no
Performing	<input type="checkbox"/> yes	<input type="checkbox"/> no

**Should the Council continue to be involved?**

yes  no

If yes, should there be any changes in the Council's:

**role**

yes  no

If yes, which?

please specify

**representation**

yes  no

If yes, which?

please specify

**resource input**

yes  no

If yes, which?

please specify

**Rationale for conclusions:**

please specify

## Action Plan

This provides a template for you to translate the most important actions identified in the partnership evaluation criteria forms into an overall action plan designed to secure short term/quick wins and medium/long term improvements. It is aimed particularly at partnerships the council is to continue to be involved in but it should be relevant to the partnership's future even where the council decides to withdraw.

	Short term/Quick wins	Medium/longer term improvements
<b>Proposed actions</b> drawing upon Key findings of assessment	1. <input type="text"/>	1. <input type="text"/>
	2. <input type="text"/>	2. <input type="text"/>
	3. <input type="text"/>	3. <input type="text"/>
	4. <input type="text"/>	4. <input type="text"/>
	5. <input type="text"/>	5. <input type="text"/>
<b>Outcomes required from actions</b> where possible related to current performance levels	1. <input type="text"/>	1. <input type="text"/>
	2. <input type="text"/>	2. <input type="text"/>
	3. <input type="text"/>	3. <input type="text"/>
	4. <input type="text"/>	4. <input type="text"/>
	5. <input type="text"/>	5. <input type="text"/>

**Short term/Quick wins**

**Medium/longer term improvements**

**Estimated resources required**  
to achieve outcomes

- 1.
- 2.
- 3.
- 4.
- 5.

- 1.
- 2.
- 3.
- 4.
- 5.

**Responsibility**  
(person/group)

- 1.
- 2.
- 3.
- 4.
- 5.

- 1.
- 2.
- 3.
- 4.
- 5.

**Deadlines**  
when will they be achieved?

- 1.
- 2.
- 3.
- 4.
- 5.

- 1.
- 2.
- 3.
- 4.
- 5.

# Step 4: Taking Action and Planning the Next Stage

You have evaluated the partnership landscape and selected, where necessary, the first group of economic development and regeneration partnerships to be subject to detailed scrutiny. You have evaluated each of them, drawing conclusions about improvements needed and the nature of your council's future involvement. Having done this, you will need to take an overall look at the group of partnerships that have been evaluated:

- reviewing the outcomes arising from the evaluations, to make sure that you are satisfied with the overall action plan and the resource implications.
- establishing a process for taking forward actions that have been identified.

If you have evaluated only a percentage of your partnerships you will also need to plan the evaluation of the next group:

- re-visiting the mapping of the partnership landscape, and
- selecting and beginning the evaluation of the next group of partnerships.

Even if you have been able to evaluate all your economic development and regeneration partnerships, the process of evaluation will need to be undertaken periodically as the partnership process itself is likely to be, and should be, a dynamic one.

## Review outcomes arising from the first group of evaluations

In looking at the group of partnerships you have evaluated, focus on the key actions you have identified for each partnership action plan. Examine the resource implications of the continuing and proposed actions to ensure they are affordable. Look at how the actions proposed for different partnerships fit together and interact.

You will need to be satisfied with the overall implications. If you are not, you will need to review the actions in relation to the individual partnerships to see where there is scope for adjustment. In doing so, it is important to sustain a clear rationale for any adjustments, taking into account the:

- relative importance of the partnerships in meeting economic development and regeneration priorities
- efficiency and effectiveness of the partnerships.

## Taking forward the actions identified

Having identified the key actions required for the group of partnerships that have been evaluated and any changes to council involvement, you need to communicate and discuss the results with partners. You should then put in place a plan to ensure the actions happen in accordance with the outcomes, targets and deadlines set out in the individual action plans and to identify who will have overall responsibility for overseeing this.

## Re-visiting the mapping of the partnership landscape

To continue your partnership evaluation exercise with another group or round, you should:

- update the list of economic regeneration partnerships (Are there any new partnerships? Have any been discontinued?)
- review and update your initial assessments of key partnerships and performance (Do you need to make changes as a result of your first round of evaluations and/or changes in circumstances/priorities?)
- review the partnership map diagrams (Are there any new partnerships in specific activity or geographical areas? Are there any changes with existing partnerships?)

## Evaluating the next group of partnerships

You should:

- revisit your previous rationale and review the options for selection (e.g. key partnerships, least well performing, potential for overlap/conflict)
- select the next group and begin their evaluation



# Making Full Use of the Evaluation Process

By using this Tool, you have:

- evaluated the partnership landscape
- evaluated individual partnerships – either as a whole or in manageable groups
- decided on an action plan for each partnership and on the Council's future involvement
- reviewed the overall group of evaluations ensuring you are satisfied with the actions and resource implications
- where appropriate, started on the next group of partnership evaluations.

Over and above this, the partnership evaluation process can have wider application. It is a powerful Tool and it is important that you make full and pro-active use of it, for example, to:

- develop a database of information on partnerships
- identify and disseminate good practice
- benchmark partnership performance
- support council and committee decisions
- support the council's Best Value and Comprehensive Performance Assessment processes.

## An ongoing process ...

The partnership evaluation process should be a dynamic one. Local circumstances will be subject to change. So will council priorities and the national, regional and European contexts. The partnership landscape is unlikely to be static. Individual partnerships may change and develop. New partnerships may be set up whilst others may be wound up. The partnership evaluation process itself must reflect this and be a continuous one.

*"Pick yourself up,  
dust yourself off and  
start all over again ..."*

*Fred Astaire,  
'Swing Time'*



## A Tool for Evaluating Economic Development and Regeneration Partnerships



[www.idea.gov.uk/knowledge](http://www.idea.gov.uk/knowledge)

[www.cedos.org](http://www.cedos.org)

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