

How do we formalise our partnership?

It is accepted good practice that when forming partnerships all stakeholders require a shared understanding of the purpose of the partnership, how it operates and who is involved. Agreeing and documenting the basic parameters of the partnership can help galvanise the group and clarify each stakeholder's involvement.

David Wilcox's guide to effective participation advises on what should be contained in terms of reference:

Terms of reference

Any subcommittee or working group should have clear terms of reference covering:

- The purpose and membership of the group.
- Who services it with agendas and minutes.
- How often it meets – and for how long.
- The topics or issues the group covers.
- The powers of the group to make decisions.
- What funding it has, if any.
- To which committee or group it reports back.

From: Wilcox, David. 1994. "The Guide to Effective Participation". Joseph Rowntree Foundation. This list is from the A-Z guide <http://www.partnerships.org.uk/guide/>

Below are two examples; The first is a Terms of Reference document drawn up between community partners and Hackney Museum and the second is a Service Level Agreement drawn up between community partners and National Museums Wales.

These examples provide a useful template and further add to our list of things to include.

- Background, context and aims:
 - If it is helpful give some background or context to the partnership. How it came about and why.
 - Mention any wider policy or governance frameworks the group needs to work within.
 - When stating the aims and intended outcomes consider adding the partnership itself as a specific aim and perhaps stating the intended future of the partnership.

- How decisions are taken and where final decision making powers lie.
 - For example by consensus and discussion or voting and who has voting rights.
 - What constitutes a quorum (the minimum people present to be able to take decisions or vote).
 - Under what circumstances might decision-making revert to the initiating organisation?
- Clear financial agreements.
 - Remuneration for partners with rates and a payment schedule and a method of invoicing.
 - How funding for the partnership is to be spent.
- Current membership at the time of drafting and protocols on joining or leaving.
 - Whether the partnership is open to others and if so, what are the processes/approvals for joining and induction to the group.
 - If a partner needs to leave the group or envisages issues with continued involvement consider adding in an agreed commitment that the organisation raise these issues and how along with any process for leaving the partnership.
 - Requesting that members are clear on their type of membership. Whether they are present as an individual or as a representative of a group. If representing a group the terms might include the responsibility to accurately reflect the views of their group's membership.
- The mechanisms of the group
 - How you communicate (E.G. use of online software/email/ meetings).
 - Be clear on the time commitment involved at both meetings and activity between meetings.
 - What notice is given for calling meetings?
 - Chairing arrangements and when the chair can expect their chairing documentation.
 - Responsibility for minute taking, preparing papers and organisation of meetings.
 - Protocols around the declaration of interests and how this is managed - especially important in the allocation of resources.
 - Deputising arrangements.
 - Use of subgroups.
- Responsibilities of each partner or the specific roles some partners might undertake.
 - Legal responsibilities such as health and safety and insurance.
- You might also include expected behaviours of partners such as honesty or confidentiality and external sharing of information.
- An expectation of contributions to the evaluation process.
- Collecting signatures from each partner.

Example one:

‘Our Museum’ Steering Group Terms of Reference (June 2013)

1. Aims

‘Our Museum’ is a three year project funded by the Paul Hamlyn Foundation to encourage museums to work collaboratively with communities and encourage dialogue and shared learning to change the way they work. Following consultation with community representatives and groups, Hackney Museum is exploring the question ‘What is community?’ in collaboration with communities in Cazenove Ward in the NE of the borough, an area in which it has not worked before. Hackney Museum, Community Partners and the Paul Hamlyn Foundation wish to provide a sustainable mechanism for communication, decision making and partnership working. We propose to develop an ‘Our Museum’ Steering Group. Our Steering group will only support decisions that contribute to cohesive, equal outcomes. We will work with due consideration of Hackney Council policies.

The aims of the ‘Our Museum’ Steering Group fall within the 4 Key PHF Outcomes:

1) ROOTED IN LOCAL NEEDS:

- a. To ensure that community representatives have a key role in ‘Our Museum’ decision making, governance and a meaningful say in delivery and content of ‘Our Museum’ projects, collaboration and co-curation and in the process of change at Hackney Museum.**

2) COMMUNITY AGENCY

- b. To ensure that an ongoing process of change within Hackney Museum is collaborative and transparent, with both communities and staff at the helm.**
- c. To enable Community Partners to be ‘Critical Friends’ to the Museum.**

3) CAPABILITY BUILDING

- d. To exchange and develop skills and capability, both in heritage, and community engagement, and to spark change within the Museum and community work.**
- e. Working together to create a sustainable mechanism for collaborative decision-making.**

4) REFLECTION

- f. To develop and exchange learning about PHF aims and outcomes, and reflect on progress and feedback in a safe and transparent environment.**
- g. To reflect and share learning about changes in Museum delivery and to pilot new ways of working.**

2. Consultation and Representation

- a) 'Our Museum' Steering Group meetings are a forum for the discussion of and decision making about 'Our Museum' projects within Cazenove Ward for the duration of the 'Our Museum' project. As the programme progresses past year 3, it will become borough-wide and recruit members from across Hackney to sustain our work.
- b) The Steering Group has an important role to play in the direction of the 'Our Museum' project and where possible its decisions will be implemented. However there may be circumstances when a final decision will be taken by Council officers.
- c) The Steering Group will have a key role regarding the decision as to whether the Museum continues working in Cazenove Ward in Phase 2 of 'Our Museum' or chooses another area of Hackney.
- d) Where Steering Group members represent an organisation or group (if any), they should ensure that they accurately reflect the views of their membership. All members are to be clear about whom they represent.
- e) The Steering Group must not communicate sensitive information outside of the group
- f) Beneficial information will be shared outside the group with relevant organisations

3. Sub Groups

- a) There may be sub-groups set up specifically to advise or review particular projects. The need for and nature of any such sub-groups is to be agreed by the group.

4. Membership and Community Partners

Please see attached membership list.

- a) The Steering Group should have a minimum of five and maximum of 15 voting members, including maximum 6 voting staff and a maximum of 9 Community Partners who have signed the Community Partner Agreement 'Our Museum' 2013-14.
- b) The meeting will be chaired on a rotating basis. Agenda and papers will be circulated to each chair well in advance.
- c) The named Community Partners on the membership confirm that they are representative of any interest groups they represent; or alternatively state that they are an individual. Other people may also be invited to attend as required by the project team.

Deputising

- c) Representatives should make every effort to attend Steering Group meetings. If they are unable they may, with the agreement of the Chair, send a substitute.

New members

- d) A Community Partner and the 'Our Museum' Project Co-ordinator will provide new members with an induction meeting or 1:1 briefing on current issues being discussed in advance of their first meeting, if required.

- e) 7 Community Partners are currently funded by Paul Hamlyn to attend 4 steering groups per year, and to receive support from Dovetail. 5 Community partner spaces are funded by Paul Hamlyn to attend the Annual Peer Review and the Evaluation visit annually. Hackney Museum will use some of its grant to fund a further 4 meetings and 2 days events per annum for 9 Community Partners.
- f) The Community Partner membership may change during the life of the project. Our aim is to explore a viable and sustainable borough-wide Steering Group past the project lifespan and funding.

Quorum

- d) Three Community Partners and two staff members present and entitled to vote will form a quorum.

5. Declaration of interests

When the Steering Group is taking decisions on the allocation of funding and a Community Partner wishes to bid for grant aid in support of a project, he/she will make a declaration of interest when asked by the Chair before the relevant agenda item. He/she should then leave the meeting until the vote has been taken and/ or decision made.

6. Administration

- a) Meetings will occur four times a year or as milestones in the planning of specific events are reached.
- b) Minutes will be taken at meetings and will be circulated within 1 week of each meeting. Members will have one week from circulation for comment prior to the minutes being considered agreed.
- c) The meeting venue will be organised by the 'Our Museum' Project Co-ordinator and the group notified no later than two working days prior to any meeting.
- d) The chair will be notified of the meeting agenda and documents at least one week in advance.
- e) The 'Our Museum' Project Co-ordinator will act as the Secretariat for the meetings.

List of Community Partners and ex officio members:

Devised: July 2013	
Community Partners	Department / Organisation
	Community Partner
Museum Staff	Job Title
Meeting Administrator/ Minutes Secretary	(Secretariat/ non-voter)

Name
 Job Title
 Hackney Museum
 Health and Community Services
 9th May 2013 updated 21st May 2013 and 11 June 2013

Example two:

**Paul Hamlyn Our Museum Initiative
Service Level Agreement
Sain Ffagan: Amgueddfa Werin Cymru
St Fagans: National History Museum**

Key:

For the purposes of this document St Fagans will be referred to as the museum, partner organisations will be referred to as partners and volunteers/ service users/ clients will be referred to as participants.

Introduction:

The Our Museum Initiative has been developed by the Paul Hamlyn Foundation, an independent grant-making organisation. The aim of the initiative is to establish communities and museums as active partners. Several museums across the UK are involved in the delivery of the programme. They will work towards organisational change that puts communities' needs at the centre of their activities, involving communities in decision making, and contributing to skills and developments within the community. Amgueddfa Cymru's objective within this initiative is to work in partnership with local and national volunteering organisations to create and sustain a **community of volunteers** at St Fagans: National History Museum.

Background to the SLA:

This SLA is based on the proposal by St. Fagans to the Paul Hamlyn Foundation's Our Museum Initiative, and the associated consultation with over 14 organisations, societies and community groups. This resulted in the establishment of a close knit group of 8 core partner organisations who will work in collaboration with the museum, following the expectations of the PHF (as outlined in the bid) for the duration of the project. It is anticipated that there will be an effort to sustain an equal ratio of partner representatives to museum staff at all OM meetings and events in accordance with the wishes of the PHF.

Existing Core Partners:

Diverse Cymru

DrugAid Wales

Job Centre Plus

NewLink Wales – NewSteps

Pedal Power

Quest Supported Employment

Cardiff Council (Education and Lifelong Learning) The Parade ESOL Service

The Wallich

Voluntary Community Service (VCS) Cymru Ltd.

WCVA

Intentional Partners:

Communities 1st Ely/Caerau

It is anticipated that as the project progresses, further organisations will be invited to join the partnership. This will only be done with full approval from all museum staff and existing partners.

The Museum:

- To be honest, open and respectful of the opinions and confidences of all partners and participants
- To maintain contact with all partners and include partners in the decision making process regarding the OM project
- To communicate project developments to all partners
- To be the go between between the partners and PHF
- To establish and facilitate a Participatory Steering Group linking the OM initiative and the HFL project involving museum staff, partner representatives and volunteers
- To offer relevant volunteer placements at the museum
- To offer excellent volunteer experiences at the museum
- To reimburse all participants for expenses incurred/professional fees on a quarterly basis as outlined in the Financial Agreement

- To provide training for all staff and participants working on the project
- To reimburse the core partners for their time spent working on the OM project (see financial agreement below)
- To ensure that Health and Safety procedures are followed at all times (see museum policy)
- To provide full insurance for all participants, including volunteers and work placements
- To facilitate an ongoing evaluation of the OM project including a final project evaluation

The Partners:

- To be honest, open and respectful of the opinions and confidences of all other partners
- To work a minimum equivalent of 6 days per year on the OM project, to include attendance at the ½ day bi monthly partner meetings (unless unable to attend due to other commitments) and all necessary preparation and other OM related events and training where possible
- To provide the museum with details for payment of professional fees
- To contribute to the running and development of the project
- To provide training and mentoring for the OM Project Co-ordinator
- To inform the partnership of any issues regarding their organisations involvement
- To support the museum in developing and managing new opportunities at the museum
- To inform the museum of any additional support needs of potential participants that may need to be taken into account
- To provide individual Risk Assessments for participants where appropriate
- To assist the museum in supporting and training staff delivering the project
- To assist the museum in supporting participants taking part in the project
- To contribute to the ongoing evaluation of the OM project including a final post project evaluation

Withdrawal/Staff Changes Procedure:

- It is desirable that every partner organisation will continue to contribute to the OM partnership to an extent to which it is able over the duration of the project. However, partner organisations have the right to withdraw from the partnership at any time without penalty.

Financial Agreement:

- Remuneration £200 a day for partners presence at meetings (to include preparation).
- Each partner organisation to provide a one-day induction and placements for the co-ordinator to be determined by the initial induction process. (£120 a day for the induction).
- Any additional work to be compensated pro rata at the rate of £120 a day.
- Funds to be reimbursed on a quarterly basis by the Learning Department at St Fagans, National Museum of Wales
- Partners to submit a quarterly invoice to Nia Williams (Manager, Learning)
- Payments to be made by BACS transfer (all partners to provide payment information)
- Payments to be backdated to those partners involved in the project from the time of the funds being transferred to the museum by PHF

Authorisation:

<u>Authorised on behalf of the partner organisation</u>	<u>Authorised on behalf of the museum</u>
<u>Name</u>	<u>Name</u>
<u>Position</u>	<u>Position</u>
<u>Signature</u>	<u>Signature</u>
<u>Date</u>	<u>Date</u>