

Consortium and Partnership Development: Good Practice Guidance Notes

1 There should be a written partnership agreement signed by all partners. This should be in place before the first grant payment is made.

Note: For a copy of a model partnership agreement email Iain Elliott at Ealing and Hounslow CVS iain@ehcvs.org.uk

2 The partnership agreement should include the overall outcomes and outputs to be achieved as set out under the grant agreement by LBE/CCG.

3 The consortium agreement should include a commitment by all partners to meet the grant conditions by LBE/CCG.

4 The partnership agreement should include a named lead partner. This is needed

- To formally sign a grant agreement with LBE/CCG
- To collect monitoring information from partners and submit overall monitoring reports to LBE/CCG
- To hold grant funding from LBE/CCG and make payments to VCS partners, subject to satisfactory progress on delivery

5 There should be an overall work plan setting out outcomes, outputs, milestones and target dates to be achieved. This should be based on the requirements in the LBE/CCG service specification

- The overall work plan should show which outcomes, outputs, milestones and target dates will be achieved by each partner
- The overall work plan should be submitted to LBE/CCG
- The overall work plan should be reviewed and discussed by all VCS partners every six months

6 There should be a written and signed SLA between the lead partner and each individual VCS consortium member showing what each partner needs to deliver and requirements to receive payments

Note: An example of a model SLA, which has been used by successful VCS consortia in Ealing and which you can adapt for your own consortium, can be found at the end of this document.

7 Each VCS partner should submit monitoring information to the lead partner by agreed deadline dates. The lead partner can then collate an overall progress report to LBE/CCG. Payments by the lead partner to other VCS partners should be subject to satisfactory monitoring information being provided

Note: There should be a standard template used by all VCS partners to submit monitoring information to the lead partner, so that information provided is consistent across the consortium. For an example of a model monitoring template which you can adapt for your own consortium email iain@ehcvs.org.uk at Ealing and Hounslow CVS.

8 The written consortium agreement should include procedures to deal with any future disputes or disagreements between VCS partners. Where needed this could involve

mediation by the LBE/CCG commissioning officer or an independent third sector partner such as Ealing and Hounslow CVS.

9 The consortium agreement should include procedures to deal with any future non-compliance by VCS partners, such as persistent non-delivery on outputs or targets or not submitting monitoring information. This should include an initial non-compliance letter from the lead partner and eventual decision by the consortium as a whole to end participation by the VCS organisation concerned. The lead partner may withhold future payments to the VCS organisation concerned until any non-compliance issues are resolved.

10 There should be regular meetings of the consortium which all VCS partners should attend. These should be monthly during the first six months of the funding period and then at least quarterly.

11 There should be six monthly progress review meetings by the LBE/CCG commissioning officer with all consortium members.

12 Members of the VCS consortium should agree to work together constructively in delivering the agreed programme and work plan and on the basis of equality of respect for the contribution made by each VCS partner in the consortium

Model SLA for use by the lead partner and other VCS partnership members

Service Level Agreement For XXX Partnership

This agreement is made between (Name of lead partner) and (Name of VCS partnership member)

1 (Lead partner) agrees to provide total £XX (add total funding amount) funding to (VCS partnership member) to deliver partnership activities during the period (add start and end dates)

2 (VCS partnership member) will deliver the activities, outputs and outcomes set out in the attached work plan

3 In particular (VCS partnership member) will deliver the following agreed outcomes:

(Add in specific targets and outcomes for each individual partnership member)

4 (VCS partnership member) will attend regular consortium meetings with other VCS partners and as needed with LBE/CCG

5 (VCS partnership member) will work with other partners to develop future external funding bids

6 (VCS partnership member) will submit quarterly monitoring reports on progress against targets and activities using a common template provided by (lead partner)

7 (VCS partnership member) will keep proper written monitoring records both of the number and type of service users and breakdown of activities as set out in section 3 above

8 Payments will be made to (VCS partnership member) on a quarterly basis by (lead partner), subject to receipt of grant funding from LBE/CCG

In each case the quarterly project payment will be subject to

- Completion of a satisfactory project monitoring report for the previous quarter
- Submission of a satisfactory invoice to (lead partner)

9 (VCS partnership member) agrees to abide by the conditions in this agreement and to use any funding received solely for the purposes set out above

10 (VCS partnership member) will account for the funding via a separate restricted fund in its accounts

11 The agreed project shall be completed and the funding spent by (add end date). If any funding remains unspent at that date (VCS partnership member) agrees to return this to (lead partner) who will return it to LBE/CCG

12 (VCS partnership member) agrees to keep proper written records of all expenditure made under the project and provide quarterly monitoring information on expenditure using a template provided by (lead partner)

13 (VCS partnership member) agrees to retain payment records and invoices relating to the project for a period of not less than 3 years following completion of the project and to make these available for inspection by LBE/CCG if necessary for audit purposes

14 (VCS partnership member) agrees to keep copies of job descriptions for staff allocated to the project and any freelance, consultant or third party agreements related to the project for inspection by LBE/CCG if necessary

15 (VCS partnership member) agrees to acknowledge funding for the project by LBE/CCG and use the agreed LBE/CCG logos in all publicity, leaflets, events, publications, mailings and websites 16 (VCS partnership member) agrees to provide (lead partner) with appropriate bank and financial details to allow payments under this agreement

17 (VCS partnership member) agrees to provide to (lead partner) or to LBE/CCG within 10 working days any additional information reasonably requested in accordance with this agreement

18 If (VCS partnership member) is in persistent breach of any of these conditions it agrees to return in full any remaining funding received under this agreement

Signed on behalf of (Name of VCS partnership member)

Name

Position

Date

Signed on behalf of (Name of lead partner)

Name

Position