eunomia

Framework for the monitoring and evaluation of catchment partnership working

Self evaluation tool

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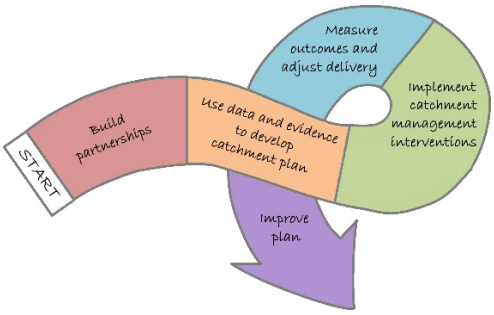
1.0 Introduction

'Few skills are more important to self-improvement than being able to take a step back and honestly evaluate yourself'[1]

This is recognised by the integrated catchment management cycle on the CaBA website



1. Partnership building to underpin collaborative ways of working;
2. Data and Evidence to underpin a weight of evidence approach;
3. Delivery of interventions to achieve environmental, social and economic benefits;
4. Monitoring and Evaluation to assess outcomes and facilitate adaptive management.

This document provides evaluation tools for catchment partnerships to self-assess their capabilities. It has been **co-created by a team of evaluation professionals and partnership representatives[2] and is intended to become a living document**. It builds from methods developed in 2015, enhanced with evidence from the Partnership Evaluation and Reporting Form (PERF) 2017[3] and expert interviews[4]. It contains:

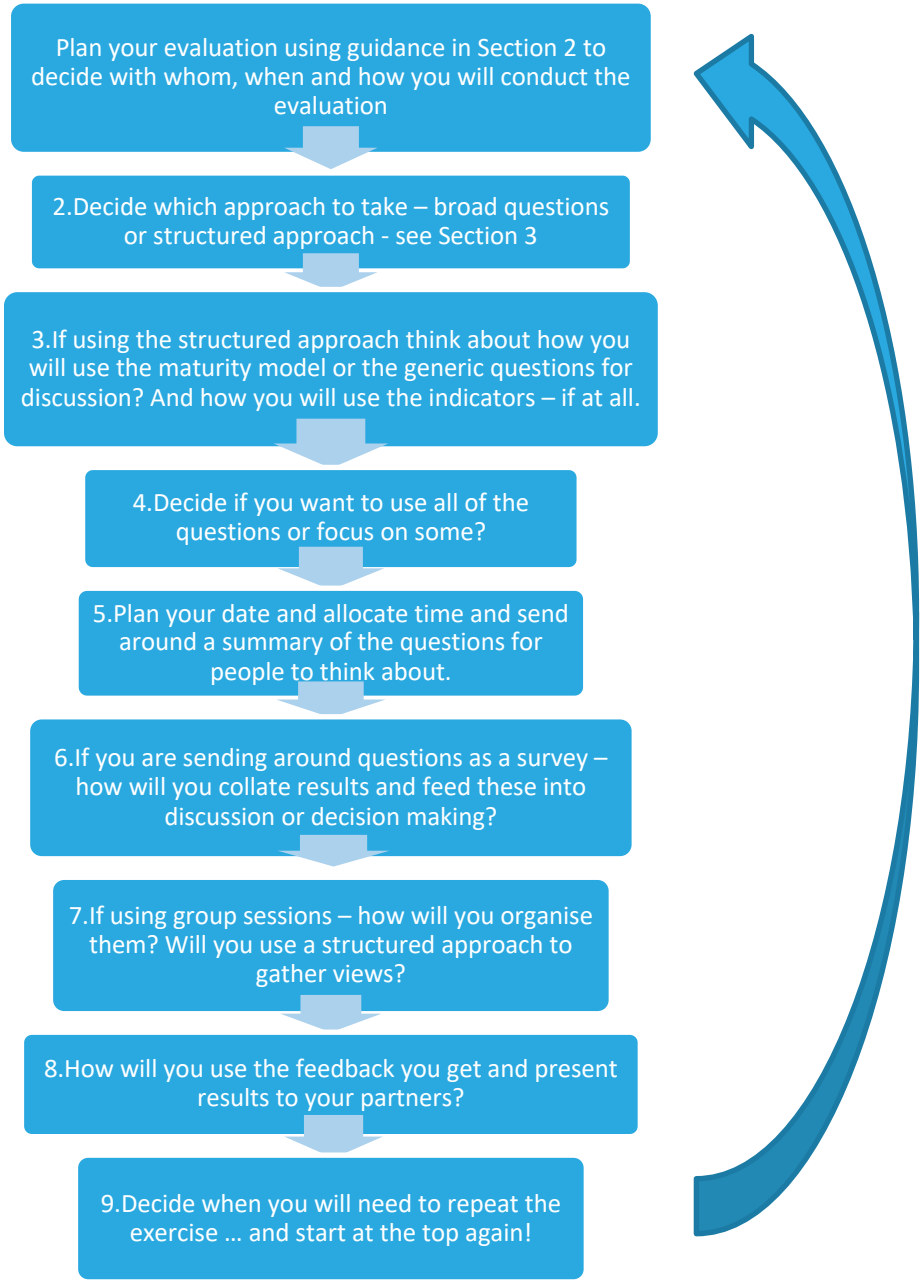
- A process map of how to use this guide – see below
- Guidance on what to think about in planning an evaluation – Section 2
- Broad questions for self- reflection – Section 3
- A structured tool based on success factors – Section 4 (includes a short and simple version and more detail to provoke thought)
- Supplementary material - Appendix A

Key messages

1. The tools provided here are for **guidance only**. Please tailor them so they make sense for you.
2. There are **no reporting requirements** – this means that you decide with whom you will share the results and how they will use them.
3. **We would strongly encourage partnerships to evaluate ways of working** in some way.
4. **Involve wider partners** in the evaluation to provide a more rounded view.
5. **Make time to plan your evaluation**, thinking about the purpose, timing, who to involve and how, and importantly how you will use the feedback - (see guidance in Table 1).
6. **If you identify and areas you want to improve on** – see the CaBA website for ideas https://catchmentbasedapproach.org/

[1] Scott H Young in 7 Must-Know Strategies To Learn Anything Faster https://www.scotthyoung.com/blog/2009/03/12/honest-self-evaluation/
[2] Catchment partnerships told us that the tool should: Be easy to complete; Provide a 'short and simple' version for more frequent evaluation, but also sufficient detail to provoke thought; Contain questions reflecting the needs of partnerships who start from different positions and develop in different ways; Help a partnership see what it needs to do to move to the next step; Provide indicators to help validate responses; Provide a link to ask 'Who do I call to find out more?'
[3] The tools described are separate from the CaBA Partnership Evaluation and Reporting Form (PERF) but have been designed so that you can tie up the PERF assessment of achievements with this reflection on ways of working, to help understand how you can achieve more.
[4] Eunomia 2018, A national framework for monitoring and evaluation of partnership working, Report for the Environment Agency, 2018.

Figure 1 How to use this guide



2.0 Guidance on planning your evaluation

	Broad questions for self-reflection	Structured assessment
Purpose: What do we need the evaluation to do?	To gauge broadly: • what we have achieved? • what isn't working? and • what needs to be done/done differently now? To monitor progress against objectives	To assess[5]: • are we working effectively and efficiently? • are we delivering what is expected? • how are we doing compared to others? • are we doing the right thing? To monitor progress against maturity indicators. To gain a deeper insight into issues highlighted in the broad review.
Time: How long can you spend?	You will need to put time aside for evaluation as a distinct activity BUT small steps are useful. Use **20 minutes** for self-reflection or a quick discussion of broad questions with a small group. Use **40 minutes** to think about your position on the maturity model using the indicators. If you have **an hour or more** drill down into the questions based on success factors.	
Who should be involved, and how?	You can use these tools for individual reflection but a wider group discussion will give a more rounded perspective.[6,7] An individual or small group could carry out an initial assessment which could then be discussed with the wider Partnership[8] You could use the broad or structured questions to structure a survey of wider stakeholders and use the feedback to structure a strategic discussion with the core group. You could use the questions as a regular agenda item.	
When will be the right time to carry out an evaluation for the partnership?	As part of an annual review (perhaps linked to PERF or in April when things are often quieter) to get perspective on these broad questions as well as a chance to celebrate successes and refocus activities for the following years.	Undertaken periodically to indicate progress, or at key trigger points e.g. to coincide with other evaluations, at times of change/development e.g. staff changes, a major project nearing completion or in response to policy/funding changes. Possibly in stages as an agenda item in a regular partnership meeting to progressively discuss themes across a series of meetings).
Using the feedback - Who will receive the feedback and how will it be used?	Partnerships have full control over what happens to the results, there is no requirement to feedback to national level but essentially **there must be a clear route for acting on any feedback**. You may also want to: • compare notes with partnerships working nearby or that share similar issues (e.g. rural or urban partnerships, upstream or tidal partnerships, smaller or larger partnerships); • make results available to others to focus and orient programmes of support; • communicate it widely, to celebrate success, or announce changes/ improvements.	

[5] This could be done for all aspects, or you could focus on those of most value to your partnership

[6] Having a conversation about key issues is often as valuable as providing the answer to the question. A summary of the questions should be circulated ahead of a group discussion to allow time to prepare opinions and evidence before the debate.

[7] The process, needs a good facilitator, an independent trusted broker, who knows how to pull out the key process steps and involve all in discussion. This could be someone in the partnership, from another partnership, or an independent. For additional guidance see Appendix A.

[8] If used in this way, all partners should have time to understand the approach and take ownership of the results, otherwise they may not fully commit to any actions agreed to address them.

3.0 Approach 1 - Broad Questions for self-reflection

3.1 How you could use this approach

Table 1 sets out broad questions for self-reflection. You may modify and use the questions in Table 1 as appropriate for your partnership. Examples of how you could use them are:

- To lead a quick 20 minute discussion with a small group. This could be a regular agenda item.
- As part of an annual review involving a wider group discussion (perhaps linked to PERF or in April when things are generally quieter) to give a wider perspective on these broad questions as well as a chance to celebrate successes and refocus activities for the following years.
- To use the broad or structured questions to structure a survey of wider stakeholders and use the feedback to structure a discussion with the core group.

Table 1 Broad questions for self-reflection

1. What difference have we made? (outcomes) and are we making the right difference/doing the right thing?
2. What (one thing) are you proud we have achieved? – how was this achieved?
3. What (one thing) is not going so well? – and what do we need to do to improve it?
4. What other ways might there be to achieve what we want to do (think about what we have learnt from being part of the partnership and/or from other partnerships)?
5. What other partners would you like to see (more) involved and why?
6. Are we (and others) happy with our objectives and did we achieve them?
7. Is our action plan properly focussed and up-to-date (think about what is changing next year that we need to plan for e.g. the 25 Year Environment Plan)?
8. What should our objectives be for next year - are we ready to step up to the next level?
9. Have we got the skills and capacity to meet these objectives and if not, what else is needed?
10. Where could we go for additional support (e.g. the Environment Agency, the Catchment Based Approach National Support Group (CaBA NSG), other partnerships)?

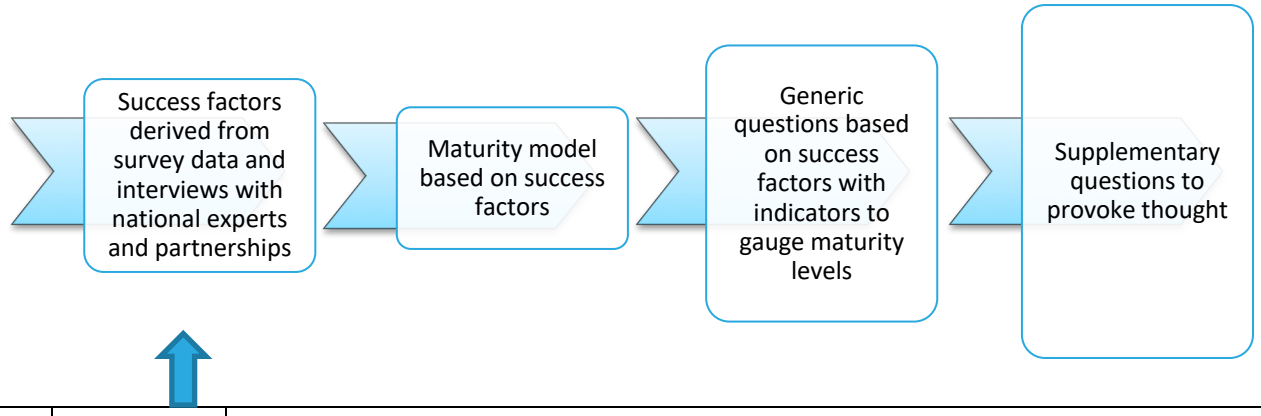
3.2 Likely outputs

- A broad list of achievements – these may help to feed into PERF
- A broad list of areas for improvement
- Ideas for how to improve
- An assessment of the extent to which objectives have been met
- List of changes and how to respond to that, in particular how to adapt objectives and plans.
- A quick indication of skills gaps.
- A list of support needs to submit to the Environment Agency, CaBA NSG requesting advice on how to enhance skills and capacity.

4.0 Approach 2: A structured approach linked to success factors

The approach is based on commonly agreed success factors derived from data submitted to the Partnership Evaluation and Reporting Form 2017[9] and focussed interviews with national experts and catchment practitioners[10]. The tool contains 3 elements:

1. A maturity model, for guided discussion - see Table 2
2. Generic questions to explore the extent to which the partnership is exhibiting the key success factors, with indicators, for a more structured discussion and/or as a survey tool - see Table 3
3. Supplementary questions to provoke thought some of which can be used to prompt discussions when using the earlier tools or included in them if considered pertinent for you- see Table 4.



SUCCESS FACOTRS FOR PARTNERSHIP WORKING	People and Relationships	1. Having a positive leadership style with the right capacity and skills
		2. Having the right individuals from the right organisations actively and consistently supporting
		3. Building trust and good respectful working relationships to create strong foundations
	Plans and Processes	4. Having a long-term catchment plan to show the strategic importance of projects
		5. Being agile to respond to (funding) opportunities as they arise
		6. Sharing work amongst partners
		7. *Evaluating and responding to policy changes* [1]
	Tools, data and methods	8. Underpinning work with up-to-date data and evidence
		9. Using national support and support from other partnerships and umbrella groups.

Note 1: Evaluation is considered as a theme running across the factors in the maturity model

The three elements of the tool can be used separately or together, as a whole or in sections, depending on what you want to focus on, how much time you have, who you want to include in the evaluation, and how much detail you feel is useful. Examples of how the tools can be used and the likely outputs are given for each element in the following sections.

[9] The tools described are separate from the CaBA Partnership Evaluation and Reporting Form (PERF). We have use consistent language and rationale so that, you can tie up outcome/performance measures with a reflection on ways of working if you wish.
[10] Eunomia 2018, A national framework for monitoring and evaluation of partnership working, Report for the Environment Agency, 2018.

4.1 Maturity Model

4.1.1 How you could use this approach

Table 2 sets out a maturity model for partnerships linked to critical success factors identified from the research. We recommend that you use the tool as it is developed as it attempts to show national good practice. You could use the model as a high level tool, covering all or some of the key themes/factors shown to enhance the success of partnerships to reflect on:

- Where the partnership is placed and why?
- Where you/the group would like the partnership to be placed and how to get there?

You could do this:

- individually or 1:1 with a colleague to gain a personal reflection on the current position of the partnership and where improvements could be made
- in discussion with a core group to illicit more rounded views.

If you are doing it in a group, points to consider are:

- This is best guided by an experienced facilitator
- You could explore the questions ('Where the partnership is placed and why?' And 'Where you/the group would like the partnership to be placed and how to get there?')
    - in a general discussion, or
    - you could start with a voting exercise, with 'dots' or a socio-gram to establish an overall picture of the current situation and where they would like the partnership to be (different coloured dots), followed by discussion to ask participants 'can you tell us why you feel our maturity is at this level' and 'what would we need to do to get to this next stage'.

  A discussion may be quicker (allow around 10 mins per theme) than a voting exercise (allow 20 mins per theme) but may not capture views from less outgoing participants.
- You could consider just the themes most relevant to the partnership, deciding this ahead of the discussion or as an early part of the exercise.
- You could, with a larger group, split into smaller working groups, each working on one theme and feeding back findings to the whole group for response.

4.1.2 Likely output:

A view (personal or from partners) on the current maturity of the partnership against (some or all of) the key success factors, where the partnership would like to be and a list of actions for how to get to the desired levels.

Table 2 Maturity Model for partnerships linked to critical success factors identified from the research[1]

Maturity level	1	2	3	4	5
Critical success factors	**Initial**	**Repeatable**	**Defined**	**Managed**	**Optimised**
People and relationships Sub topics: • Leadership skills, capacity and learning • Partners and engagement • Collaborative working[2]	Success depends on individual heroics Fire-fighting is a way of life Interdisciplinary relationships are uncoordinated, may even be adversarial	Success depends on individuals Commitments are understood and managed	Cooperative, integrated working Planned learning and development	Integration Collaboration Adaptation	Everyone is involved in process improvement Future risks are anticipated and planned for, e.g. succession planning for key individuals and relationships
Plans and processes Sub topics: • Planning and prioritising • Sharing delivery • Being agile to respond to funding	Few stable processes exist or are used "Just do it!" approach	Start a plan, do, check, review approach Problems are recognised and corrected *as they occur*	Integrated planning and delivery approach universally applied Problems are anticipated and prevented, or their impacts are minimised	Processes are *quantitatively* understood and stabilised Sources of *individual* problems are understood and eliminated	Processes are *continuously* and systematically improved Common sources of problems are understood and eliminated Future risks and opportunities, e.g. changes in policy and funding schemes, are anticipated and planned for
Tools, data and methods Sub topics: • Information and data management • Using support	No formal support tools used.	Range of tools used on an ad-hoc basis with limited levels of confidence in their application	Established set of tools with some expert users	Best practice tools used and adapted for local context, trained user base with expert support available	Tools are regularly enhanced and shared with wider catchment partnership network to promote learning

Note: 1 NOT ALL PARTNERSHIPS WILL WANT TO OPERATE AT AN OPTIMISED LEVEL IN SOME OR ALL ASPECTS. This tool is to help you gauge where you are, decide where you would want to be and think about how to get there.

2 A maturity model with expands on this aspect of partnership working is provided in Appendix 2.2.

4.2 Generic questions with indicators

4.2.1 How you could use this approach

Table 3 lists 8 generic questions to help explore the extent to which the partnership is applying the key success factors. There is also a section on achievements/delivering environmental outcomes which can be used to support responses for PERF, but is not part of the maturity matrix. The indicators will help validate your response to each question and position yourself on the maturity matrix.

The tool can be used:

- Independently
- With the maturity matrix to help gauge maturity level in context with other levels, to show progress that has been made and/or to identify what is needed to move to the next level (the indicators will help identify what is needed).
- With the more detailed questions in Appendix A2 to provoke thought and help you further explore key themes of interest in a more structured way.
- By an individual or in a 1:1 discussion with a colleague to gain a personal reflection on the current position of the partnership and where further progress could be made, or it can be used to guide a structured discussion with a core group to illicit more rounded views. Ways that the tool could be used for groups include:
    - As a simple questionnaire by phrasing the indicators in the form of a question. This can be used in discussion, or distributed as a survey to partners with the total responses used to inform considerations of maturity level (see the 20 minute health check as an example in Appendix A2.3)
    - To lead a discussion by asking the generic questions and using the indicators to delve more deeply into initial responses and help develop a more considered response which you can use to gauge maturity levels.
- As a benchmark – by assessing changes between evaluations.
- As a whole, or focussing on key themes of interest (perhaps highlighted by the broad questions outlined in Approach 1).

4.2.2 Likely output

A robust view (personal or from partners) on the current maturity of the partnership against (some or all of) the key success factors. Similarly, a view of what levels of maturity the partnership would like be operating at for key themes, and a list of actions for how to get to there.

Table 3 Generic questions (in blue boxes) with indicators (questions with a * are part of 20 min health-check) to help gauge maturity

Layer 1: Ask generic questions (in blue boxes) – use the points in white boxes as indicators to help gauge maturity

Layer 2: Ask questions in white boxes (those in yellow are part of 20 min health-check)

	Note current position (2= Fully agree, 1=partially agree, 0= don't really agree)	
Leadership, skills, capacity and learning	**A: Does the partnership have the right skills, and capacity?**	
	1. The partnership has a positive leadership style and the knowledge, status and skills to bring people together. 2. We assess our technical skills and where we identify gaps we look for support, for example from national organisations like the Environment Agency or non-governmental organisations* 3. We make time to learn from each other* and share members' diverse skills and knowledge so the pool of competencies increases. 4. We know where to find additional support so we can address emerging policy areas (e.g. plastics, the natural capital approach, chemicals etc.)	
Partners and engagement	**B: Do we have the right individuals and organisations around the table consistently?**	
	5. The partnership engages a broad range of stakeholders that represent all key interests within the catchment. 6. Partners include a mix of public, private and voluntary sector actors with a range of interests beyond nature conservation and habitat management. 7. The Partnership maps and analyses the range of activities and organisations concerned with the sustainable management of the natural environment in the catchment and spends time on reaching out to stakeholders and potential partners* to include wider sectors and issues than those covered by the initial membership. 8. We make an effort to involve wider stakeholders and the public in our work*, particularly in strategic decisions and practical activities.	
Collaborative working	**C: Do we need to do more to build trust and good working relationships so that we are we getting the most from working collaboratively?**	
	9. The Partnership coordinates its activities and relations between members effectively, providing leadership, administration and organisation. 10. Partners regularly attend meetings and contribute to activities* 11. We run our meetings efficiently to make good use of people's time. 12. We make an effort to ensure that everyone can contribute easily and effectively. 13. In our meetings, events and publications we acknowledge the existence of different views on the catchment and make time to discuss them*. 14. The host organisation(s) facilitates the sharing of power and responsibility for gathering information, identifying responses to catchment problems and agreeing goals.	
Planning and prioritising	**D: Does the partnership have a relevant and realistic long-term plan of what it wants to achieve that is kept up-to-date?**	
	15. The Partnership has a shared strategic vision for improving the management of land, water and other catchment resources and/or an agreed set of objectives that are relevant and realistic. 16. The Partnership has an agreed plan of action for the catchment including a list of improvement projects (roughly costed and prioritised) that are aligned to the vision/objectives. 17. The Partnership keeps abreast of changes in policy and funding opportunities and reviews its objectives and actions accordingly.	

Being agile to respond to funding opportunities	**E: How are we placed to fund our ongoing activities (the partnership and projects)?**	
	18. Collaborative working has enabled us to identify and access funding streams and establish a self-maintaining group.* 19. We understand the key funding opportunities and have built relationships with the funders. 20. We understand the bidding processes and have the skills and capacity to respond to opportunities. 21. We have a list of broadly costed projects linked to our strategic vision.	
Sharing work amongst partners	**F: Are we allocating work amongst partners according to our strengths?**	
	22. We understand what each partner can offer and the strengths and restrictions under which each partner operates. 23. We don't compete for work but share opportunities, working to the strengths of partner organisations.	
Tools and support	**G: Are we making best use of the support available nationally and from other partnerships?**	
	24. We make full use of the support provided by the National Support Group. 25. We make time to learn from other partnerships in our area, or who are tackling similar issues.	
Information and data management	**H: Are we sharing information fully and making best use of it?**	
	26. Partners share information in order to develop evidence to determine environmental priorities. 27. We make our data, evidence and information available to partners and wider stakeholders. * 28. Sharing information and data has increased our collective understanding of the issues and problems within the catchment.*	
Achievements and delivering outcomes	**I: What have we achieved, what difference have we made and how can we tell?**	
	29. The Partners develop shared understandings of the problems in the catchment. 30. The Partnership has strong links into and influence on river basin planning. 31. The Partnership has strong links into and influences the work/plans of: farming, local economic development, land use planning and water services (EA medium term plan, Water Company Business Plan, Flood Risk Management Plan, Local Authority Local Plans, NE Diffuse Pollution Plans). 32. We are co-ordinating activity in areas and/or on issues for the catchment where this was not happening before.* 33. The Partnership has enabled us to have greater influence on decisions that affect the catchment environment.* 34. The Partnership has developed and delivered projects. 35. Partners are committed to carrying out more collaborative action and achieving ambitious targets.* 36. The Partnership is monitoring the outcomes from delivering the projects it implements.	
Governance	**J: How is the partnership working with other local partnerships? (see supplementary questions)**	

4.3 Supplementary questions

Table 4 provides additional questions for each of the key success factors. It also provides questions on achievements aligning with the previous table and on governance, a very relevant area as local delivery is considered in implementing the 25 Year Environment Plan.

4.3.1 How you could use this approach

The intention is to provoke thought and give a broad range of questions that might be more useful to you in tailoring the approaches described earlier more specifically to your situation. You could use these questions to replace some of the indicators questions or use them in addition to explore specific areas in more detail.

As with the other tool you can use these questions as an individual or in a 1:1 discussion with a colleague to gain a personal reflection on the current position of the partnership and where further progress could be made, or it can be used to guide a structured discussion with a core group to illicit more rounded views.

4.3.2 Likely output

The outputs would be dependent on which of the approaches you use the questions with. By selecting questions that are more meaningful to you, the outputs are likely to be more useful.

Table 4 – Supplementary questions to provoke thought

A: Leadership, skills, capacity and learning: Does the partnership have the right skills, and capacity?
1. Does the Partnership have a clear leadership with the status and skills to bring people together? 2. Does the host organisation or leadership group always involve partners in decision-making? 3. Does the host organisation or leadership group use or promote methods to facilitate the discussion of views from a range of perspectives? 4. Does the Partnership have mechanisms for identifying members' skills and capacities and assessing gaps? 5. What can we do to share resources to solve particular challenges?
B: Partners and engagement: Do we have the right individuals and organisations around the table consistently?
6. Have we got the right balance of stakeholders for our partnership? 7. Have we got the right organisations represented? 8. Have we got the right people around the table - are they committed, knowledgeable, with authority to act and influence others in their organisation? 9. Has the Partnership made an effort to expand its membership? 10. Who have we lost and why? 11. Are there new people to engage, why and how shall we do that? 12. How much are people involved in delivery? 13. *What other partners would you like to see involved in your partnership and why?*
14. Does the Partnership carry out stakeholder analysis exercises? 15. Does the Partnership have a clear strategy and priorities for communicating and engaging with other organisations concerned with managing the natural environment of the catchment? 16. Does the Partnership provide clear and easily accessible information about its work? 17. *Do we understand how what we do could benefit other stakeholders in the catchment – the water company,* your local authority, the LEP, Combined Authority, LNP, NIA, Local Flood Authority, business? 18. *Do we understand what these stakeholders need that might require us to do* something new?

19. Are we actively engaged with specific stakeholders – e.g. businesses?
20. Are we engaging effectively with the big players e.g. Water Company, LEP?

21. Does the Partnership provide opportunities for external stakeholders and members of the public to comment or feedback on its work and take this feedback into account?
22. Does the Partnership carry out activities to involve members of the public in discussing or participating in areas of its work?
23. How many people are aware of CP or have engaged with the CP?
24. Are all demographic groups being looked after?
25. How many are we engaging with? Is that enough?
26. Are we reaching out to the non-usual suspects e.g. not just the professional stakeholders
27. How else do you get views from people who may be reticent to say stuff in front of experts?

C: Collaborative working: Do we need to do more to build trust and good working relationships so that we are we getting the most from working collaboratively?

28. Has the group agreed and adopted an organisational structure that promotes collaborative working between partners, e.g. through a Steering Group that includes a range of partners?
29. *Do you operate any sub-groups*
30. *What works well/less well about the structure*
31. *Do you feel like the team has all the skills needed for the optimum functioning of the partnership?*
32. *Do we understand* how what we do benefits our partners?
33. Have we got the right quality of engagement - is it superficial or are we talking in detail?
34. How much genuine collaboration is there, are we sometimes just talking about what one or two dominating partners working on delivery?
35. Do the people coming to meetings go back and talk to their colleagues - have they got anything that is relevant to say to other departments?
36. How many people turn up to meetings (as an indicator of value added, people only turn up when something is of value to them)?

D: Planning and prioritising: Does the partnership have a relevant and realistic long-term plan of what it wants to achieve that is kept up-to-date?

37. Have partners discussed and agreed long-term strategic goals for the catchment?
38. Are all partners involved in some way in taking forward those goals?
39. Are we happy with our vision/objectives?
40. Is our action plan properly focussed?
41. Are we delivering projects that are aligned to our aims objectives and vision?
42. What do other people think from consultation work, are we doing what's important to them?
43. *Is there any new focus of activity planned or recently underway?*
44. *How will the Government strategy "A Green Future: Our 25 Year Plan to Improve the Environment" influence your activity?*
45. Do we understand and agree the actions?
46. Have we got the right actions?
47. Do we fully understand the issues?
48. Do we fully understand who may be responsible for the issues?
49. Do we need to review the catchment plan with the wider public after 5 years or so?

E: Being agile to respond to funding opportunities: How are we placed to fund our ongoing activities (the partnership and projects)?

50. *What are our current funding sources and for what period?*
51. What are the key funding opportunities for the coming years? If we don't know, who will find out?
52. *Are we familiar with alternative income streams, such as new approaches to fundraising, trading or other income generating activities?*
53. Have we built relationships with the funders? Do we understand their objectives? Do we understand the bidding processes? If no, who will find out?

54. How many (roughly) costed projects do we have ready to go linked to our strategic vision for the catchment? Is this enough? if no, how are we going to develop them?
55. Do we have sufficient expertise/capacity in the partnership to respond to funding bids? If no, how are we going to get this?
56. Do we share funds recognising the strengths of different partners?
57. Do we have any projects we could carry out early, to start to build a track record?

F: Sharing work amongst partners: Are we allocating work amongst partners according to our strengths?

58. Do we understand and agree how the actions should be delivered and by whom?
59. Is the Partnership able to regularly achieve additional benefits from joint action and to generate investment or funding resources?
60. Does the Partnership have a mix of funders and types of funding/financing (e.g. long- and short-term, large and small projects)?

G: Tools and support: Are we making best use of the support available nationally and from other partnerships?

61. When did we invite people over from another catchment to give us friendly advice?
62. Have we checked the advice and case-studies on the CaBA website for ideas on how to tackle our issues?
63. Does the Partnership use mechanisms such as internal briefings or Task and Finish Groups to facilitate collaboration, knowledge sharing and the development of competencies?
64. Do you have any current support needs or challenges?
65. What are our future development plans and do we have the resources to deliver these?

H: Information and data management: Are we sharing information fully and making best use of it?

66. *Are we providing regular opportunities to share knowledge and information?*
67. *Have we drawn on new sources to improve the evidence used to determine environmental priorities?*
68. *Have we improved our understanding of the evidence used to determine environmental priorities?*
69. Are we using data and evidence properly?
70. Are we confident in the data we are using?
71. Is there a person or team responsible for making sure that members get information about the Partnership's work, e.g. minutes of past events and decisions taken and notice of future meetings?
72. Do all partners feel they have the information they need to participate effectively?
73. Do all partners feel able to discuss topics freely even when there are opposing views within the Partnership?

I Achievements and delivering outcomes: *What have we achieved, what difference have we made and how can we tell?*

74. Has the Partnership developed new shared positions on any aspects of catchment management?
75. What new ideas have emerged?
76. What evidence have we got that innovative schemes have been developed as a result of our partnership?
77. What evidence have we got that the partnership has added value to the quality of projects?
78. Who would I be talking to anyway?
79. How many new kinds of conversations have been generated?
80. What difficult decisions have happened because of catchment partnership interactions?

81. Are the Partnership's goals and ambitions reflected in the River Basin Management Plan (RBMP)?
82. Has the Partnership engaged with and influenced the thinking of the River Basin District Liaison Panel, either directly or through other routes such as the Catchment Coordinators?
83. Are we influencing key conversations e.g. NFM and do other people think of CP as a partner in those key conversations?
84. Are we clear about the local plans to influence in order to achieve its vision and goals?
85. Have the Catchment Plan or the Partnership's goals and vision been referenced or included in any local plans?
86. Do partners sit on any relevant local planning groups?

87. **J: Governance: How is the partnership working with other local partnerships?**

88. Are there more or less players?
89. Are there overlaps/ coordination/ competition issues between these and the CaBA partnership?
90. Is the geography and geographical boundaries of the catchment posing issues? For example, are there cross catchment/upstream problems that make it necessary to work with other partners outside of the catchment? Is this difficult?
91. Are the problems with the catchment boundary not aligning to administrative boundaries of LA? What effect does that have?
92. Is the partnership on a journey expanding its remit to include issues that are not WFD specific or is it quite comfortable with its focus?
93. What would be the challenges with expanding the remit to for example flooding? What help would you need?
94. Are the powers and responsibilities of the partnership appropriate to meet its objectives?
95. Are you able to influence or make the decisions that you want to make? If not, what would help?

Appendix A – Supporting Material

A.1.1 An expanded maturity model for collaborative working

Maturity level	Initial	Repeatable	Defined	Managed	Optimised
1. Project organisation	a. Our group is informal and takes each meeting as it comes	b. Our group feels like it is still getting to grips with the issues and working through how we will operate together	c. We have some clear guidelines for how we will work together and everyone is signed up to them	d. We are really building on our work together and can see a long-term future to our relationships	e. We are operating as one and understand what each of our members brings to the project. We make good use of our collective expertise and experience
2. Group behaviours	a. The members of the group are primarily concerned with representing their organisation and gaining an advantage	b. Some of the members work more closely together but still compete to gain benefits from the project	c. Knowledge is carefully managed and shared between group members	d. Knowledge is widely exchanged. Our partners talk openly and are fully aligned	e. Everyone is committed to the group and our joint expertise and experience is allowing us to develop new approaches and solutions
3. Characteristics	a. Our group would really be classified as a collection of individuals	b. Members have come together to form more of a sense of being a team	c. All the partners are aware of the nature of the group and how they contribute	d. Everyone is working to ensure the group is as effective as possible	e. Everyone is focused on achieving the joint outcomes we set for the project
4. Trust	a. Everyone tries to suspend judgement of each other but there is still a degree of competition between members	b. Trust is building as we work more closely together	c. Trust has become well established and is expected as standard practice	d. Trust is constantly reinforced and renewed as we work openly and honestly together	e. Trust is fully established and allows for conflicts as well as consensus
5. Creating value	a. Our inter-organisational project is relatively new and none of us are clear about what we are likely to gain yet	b. We are more actively exploring the benefits of working together and have a sense of possible outcomes	c. We have identified potential outcomes and have a plan for how they will be achieved	d. The group is working very effectively and everyone understands the benefits of working collectively	e. We are achieving our outcomes and optimising the contribution of all partners. We are preparing the ground for future alliances

A.1.2 The 20-minute health check for partnerships – adapted from Cascade 2015

CaBA 20-minute Health Check		Individual responses						Total
COLLABORATING								
Q1 Partners regularly attend meetings and contribute to activities	A. Most partners, most of the time							
	B. Some partners, most of the time							
	C. A few partners, sometimes							
Q2 We make an effort to ensure that everyone can contribute easily and effectively.	A. Always							
	B. Sometimes							
	C. Rarely or never							
Q3 In our meetings, events and publications we acknowledge the existence of different views on catchment issues and we create opportunities to discuss these.	A. Always							
	B. Sometimes							
	C. Rarely or never							
Q4 We make our data, evidence and information available to partners and wider stakeholders.	A. Always							
	B. Sometimes							
	C. Rarely or never							
LEARNING								
Q5 We make time to learn from each other and develop our skills.	A. Always							
	B. Sometimes							
	C. Rarely or never							
Q6 Sharing information and data has increased our collective understanding of the issues and problems within the catchment.	A. Always							
	B. Sometimes							
	C. Rarely or never							
Q7 We assess our technical skills and where we identify gaps we look for support, for example from national organisations like the Environment Agency or NGOs.	A. Always							
	B. Sometimes							
	C. Rarely or never							
DELIVERING OUTCOMES								
Q8 Partners are committed to carrying out more collaborative action and achieving ambitious targets.	A. Very committed							
	B. Somewhat committed							
	C. Only slightly or not committed							
Q9 We are co-ordinating activity in areas and/or on issues for the catchment where this was not happening before.	A. Always							
	B. Sometimes							
	C. Rarely or never							
Q10 The Partnership has enabled us to have greater influence on decisions that affect the catchment environment.	A. Always							
	B. Sometimes							

CaBA 20-minute Health Check		Individual responses						Total
	C. Rarely or never							
Q11 Collaborative working has enabled us to identify and access funding streams and establish a self-maintaining group.	A. Completely							
	B. To some extent							
	C. Not at all							
ENGAGING								
Q12 The Partnership spends time on reaching out to stakeholders and potential partners.	A. Always							
	B. Sometimes							
	C. Rarely or never							
Q13 We make an effort to involve the wider public in our work.	A. Always							
	B. Sometimes							
	C. Rarely or never							