

Policies & procedures: Partnership

Introduction

The purpose of this policy is to support decisions about forming new partnerships for the Culture, Health & Wellbeing Alliance (CHWA) or maintaining existing partnerships. These decisions will be governed by a number of considerations set out below.

What we mean by partnership

In this context we take “Partnership” to mean working with another organisation, or in some cases an individual, on a programme or project that serves both CHWA’s and its partner/s’ purposes. This does not include (for example) employing someone for a freelance or salaried position or as a volunteer, or contracting an organisation or individual to perform a service.

Some past and current examples for CHWA include partnership on projects, events, documents and reports, the CHWA awards, and joint funding bids. Some partnerships involve financial support provided by one of the partners to the other, or obtained jointly from a funder; some involve contributions in-kind of time and expertise.

Factors in decision making

1. Ethics & values

Any partnership should only be undertaken if it aligns with CHWA’s values: Collaborative, Caring, Inclusive, Committed to positive social change. Our avoidance and acceptance criteria align with our Procurement Policy and Fundraising Policy as below:

1.a) Avoidance Criteria

CHWA will not partner with any organisation or individual directly involved in activities that run contrary to its overall [vision, mission and values](#). In particular it will not work with organisations or individuals involved with any of the following activities: Animal testing; genetic engineering; human rights abuses; intensive farming; manufacture of environmentally hazardous products or chemicals; military contracts; fossil fuel industries including mining; nuclear power; third world debt; third world marketing; the manufacture of tobacco; and water pollution.

CHWA will consider organisations involved with the following activities on a case-by-case basis: pharmaceutical manufacture; and food industries involved with products known to be damaging to health, including alcohol, high-sugar and highly processed foods and drinks.

1. b) Acceptance Criteria

When deciding whether to work with any particular supplier, the staff, Executive Director and Board of Directors have a duty not to compromise CHWA's ethical position, harm its reputation or put CHWA's finances at risk. CHWA complies with all relevant legislation, including money laundering rules, the Bribery Act and Charity Commission guidance, including terrorism and political activity. CHWA will therefore not partner where an organisation:

- Is known to be associated with criminal sources and/or illegal activity
- Has objectives which conflict with those of CHWA
- Would lead to a possible decline in support for CHWA from members, funders or other partners
- Would otherwise impact adversely on CHWA's reputation

CHWA will prioritise partnerships with organisations who, to the best of CHWA's knowledge and within reasonable due diligence:

- have published policies that align with our values
- are active in their attempts to address climate change
- are active in their pursuit of equality in relation to the protected characteristics and socio-economic considerations

2. Responsive partnership

Furthermore, CHWA will seek to work with partners who demonstrate to us that they are willing to proactively sustain the relationship with CHWA through the life of the partnership project or programme.

For example:

- if a letter of support is sought from CHWA for a funding bid, partners commit in writing to informing CHWA of the results of the bid
- if CHWA is disseminating calls for information to its members on behalf of a partner, such partner commits to sharing the results of these calls with CHWA.

3. Capacity

CHWA's capacity is limited, and a full activity plan is agreed in advance by the CHWA Board of Directors. Therefore, any partnership should only be undertaken if it

- a) aligns with CHWA's existing activity plan as agreed by the CHWA Board of Directors
- b) can reasonably be undertaken within resources allocated to CHWA or additionally allocated within the project

4. Priorities

Any partnership should only be undertaken if it

- a) aligns with CHWA's overall strategic priorities as agreed by the CHWA Board of Directors
- b) aligns with CHWA's immediate priorities for any given year

Financial guidance

CHWA can commit the equivalent of up to 10% of its annual turnover in-kind to partnerships without further reference to the Board of Directors.

CHWA's involvement as a partner will be valued at £350 per day per member of staff as a minimum.

The value of CHWA sharing information about a partner's project through its bulletin and website is suggested as £5,000 minimum.

Process for decisions on partnership

The Executive Director is initially responsible for CHWA's decisions about partnership. They are required to seek guidance from the Board of Directors if the partnership represents 10% or more either of CHWA's annual turnover or of any member of staff's time.

Potential partners will be informed that CHWA has a process for making partnership decisions based on capacity, priorities and values and alerted to a potential delay if the Board's input is required.

CHWA staff will establish with potential partners

- how much time will be required of CHWA for the duration of the project
- whether potential partners are able to commit financial resources to supporting CHWA's involvement
- whether potential partners will assign in-kind financial value to CHWA's role in any funding bids (and if so, how much)
- whether potential partners can commit to a responsive partnership for the life of the project

Where a partnership represents 10% or more of either CHWA's annual turnover or of either member of staff's time, CHWA staff will also ask partners to complete the template below.

Decisions will be made on partnership based on the responses to the above and communicated to partners in a timely fashion.

Review and maintenance of this policy

CHWA shall review this policy, its implementation and effectiveness every **two years**. The views of all employees and volunteers may be sought and reflected in the review process.

Any new or updated legislation will be considered and reflected in future versions.

This policy was approved and agreed by the Board of Directors on the date shown below.

Signed: 

Name (please print): Matt Walsh

Position: Co-Chair of Board of Directors

Date: 23 September 2025

Review dates: Every two years from the date above

Organisation name: Culture, Health & Wellbeing Alliance CIC

Company Number: 12359172

Appendix 1: Questions for potential partners

Our [Partnership Policy](#) commits us to ensuring we do not work with individuals or organisations involved in certain activities. In order to meet these stated obligations and to assist in our assessment, please indicate your position or the position of your organisation(s) (including parent company and subsidiaries) on the following:

	Y or N
Are you involved in the manufacture or trade of equipment for military or security purposes?	
Are you involved in the manufacture of pharmaceuticals?	
Do you manufacture tobacco products?	
Do you manufacture alcohol products?	
Are you involved in nanotechnology or the development of products utilising nanotechnology?	
Are you involved in the extraction, production or distribution of fossil fuels?	
Do you manufacture chemicals?	
Are you involved in the fishing industry?	
Do you manufacture (or are you involved in the animal testing of) cosmetics, toiletries or household products or their ingredients?	
Are you involved in animal farming?	
Are you involved in the animal fur trade?	
Are you involved in the provision of short-term, small-value personal loans (e.g. payday loans, home collected credit)?	
Do you have any business arrangements with developing countries including imports and overseas operations?	
Are you involved in the provision of water utility services to developing countries?	
Are you involved in biotechnology or the development of genetically modified organisms?	
Have you contravened any environmental legislation or regulations in the last three years?	
Are you involved in the production or distribution of other fuels (e.g. biofuels)?	
Are you involved in forestry or the timber trade?	
Are you a promoter or a client of a tax scheme subject to HMRC notification or have you contravened any tax laws or rules (e.g. been convicted of tax evasion within the last five years)?	
Are you involved in the experimentation or use of great apes for any purpose?	
Are you involved in blood sports (e.g. fox hunting)?	
Are you involved in the gambling industry?	
Have you ever breached any relevant advertising standards codes or marketing codes (e.g. Advertising Standards Agency codes)?	
Do you have published policies on Climate and the Environment?	
Do you have published policies relating to Equity?	

If you answered 'yes' to any of the questions above, please provide details: