



CONFIDENTIAL FEEDBACK REPORT

Avanti Top Team Partnership

Individual and partnership feedback report

Prepared for: Sample Participant

Partnership: Sample Council leadership

Date: October 2026

Illustrative sample: all scores in this report are synthetic

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WELCOME

Welcome, Sample Participant

Thank you for taking part in the Avanti Top Team Partnership. This report is yours. It describes how you read the partnership between the political or governance side and the executive side across eight partnership elements, and sets your reading alongside the whole partnership's and each side's. It starts with what already holds, because every partnership has strengths worth noticing and building on.

Please read it with curiosity. The readings reflect how the partnership felt at one moment, and differences between your view, the other side's and the whole partnership's are among the most useful parts of the report, because each bank sees the bridge differently. Nothing here is a judgement of you, of any colleague or of either side. It is a starting point for an honest, generous conversation about the bridge you share, the part you play in it and how you might strengthen it together. Take your time with it.

Our approach

Values-led

Integrity, the public interest and outcomes for people and places sit at the heart of every instrument. Community, lived experience and co-production are part of what we measure, not an afterthought.

Non-judgemental

We describe, we never diagnose. There are no good or bad profiles, only different starting points, and every result is offered as a perception to explore.

Difference as a positive

Different scores, views and styles are contributions. The richest conversations start where people see things differently.

Maximising potential

We look for what people and teams could become: the strengths to build on, the range not yet used and the contribution others are waiting for.

Individual to system

Each instrument connects the individual to the team, the organisation and the wider system of partners and communities.

Developmental

Every result is a starting point for growth and conversation, never a verdict. The instruments are not for selection, pay or performance management.

How to use this report

Read it twice

Once for the headlines, and again a day later with a pen. First reactions are worth noticing, but they are rarely the whole story.

Look for patterns

Single numbers matter less than the shape of the whole profile and the gaps between views.

Stay curious

Every score is a perception. Ask what people saw that led them to answer as they did, and what you might be missing.

Choose a few things

Pick one or two areas to work on. Small, specific changes, practised consistently, make the biggest difference.

READING YOUR RESULTS

How to read this report

Each partnership element is scored from 1 to 10 as the average of six statements. The charts show your own reading alongside the whole partnership's reading and the reading from each side. Where the two sides' readings are close, both banks see that part of the bridge in a similar way. Where they differ, the gap is described on a scale from closely aligned to a striking gap, and it points to a conversation worth having.

Each reading falls into one of three score bands. Growing edge (below 5) marks an element where the partnership has the most room to build together. Established (5 to below 7.5) means the element is a recognisable part of how the partnership works. Signature strength (7.5 and above) means it is dependable and both sides can build from it. For each element you will find what your reading and the partnership's suggest, what your view adds, ideas for bridging with colleagues, questions for reflection and ideas to build on.

The Bridge

Two banks, one span: each side stands on its own bank with its own role, and the partnership is the bridge they build and keep in good repair together.

Top Team Partnership is completed by everyone on both sides of the partnership, and its report shows the bridge from three angles. First, the whole partnership's reading for each element, combining everyone's views. Second, a reading for each side: the political and governance side (for example a leader and cabinet, a chair and board members, or ministers) and the executive side (for example a chief executive and directors, senior civil servants or executive directors). Third, the gap between the two sides for each element, described on a simple scale: closely aligned (a gap of less than half a point), a modest gap (less than one point), a gap worth naming (less than one and a half points), a notable gap (less than two and a half points) and a striking gap (two and a half points or more). The gap between sides is often the most valuable conversation the instrument opens. It does not show that one side is right. It shows that the same bridge looks different from each bank, and that each side can see something the other cannot. Side readings are shown only where enough people have taken part on that side to protect confidentiality, and Avanti agrees with the partnership in advance how small sides will be reported.

Differences in how people read the partnership are one of the most valuable parts of this report, and the gap between the two sides most of all. The political or governance side and the executive side stand on different banks, with different roles, accountabilities and pressures, so the same bridge really does look different from each. When your reading differs from the whole partnership's, or one side reads an element differently from the other, it is not a question of who is right. It shows something one bank can see that the other cannot yet. Partnerships that explore those differences with curiosity build a bridge that works for both.

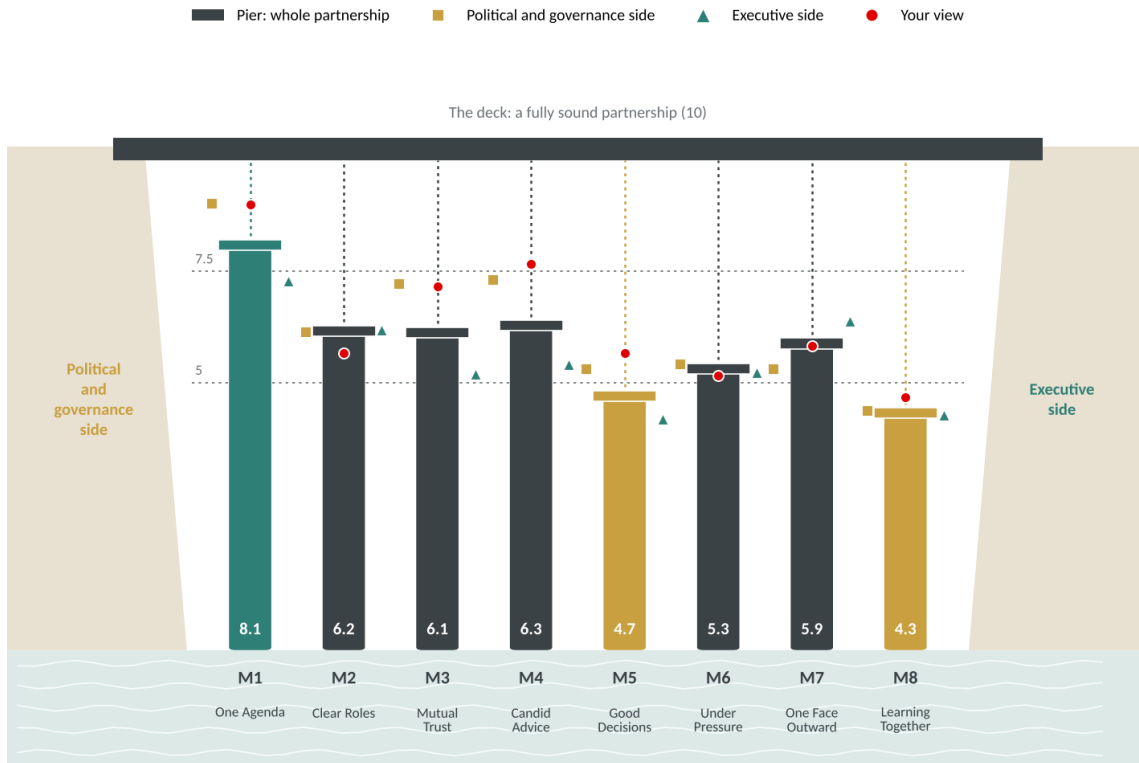
Band	Range	What it signals
Growing edge	1 to under 5	This element of the partnership is present at times, and it offers both sides a clear opportunity to build the bridge more strongly together.
Established	5 to under 7.5	This element is a recognisable part of how the partnership works, felt on both banks much of the time, with room to strengthen it further.
Signature strength	7.5 to 10	This element is a dependable part of the bridge that both sides can rely on, carry weight across and build from.

AT A GLANCE

Your profile at a glance

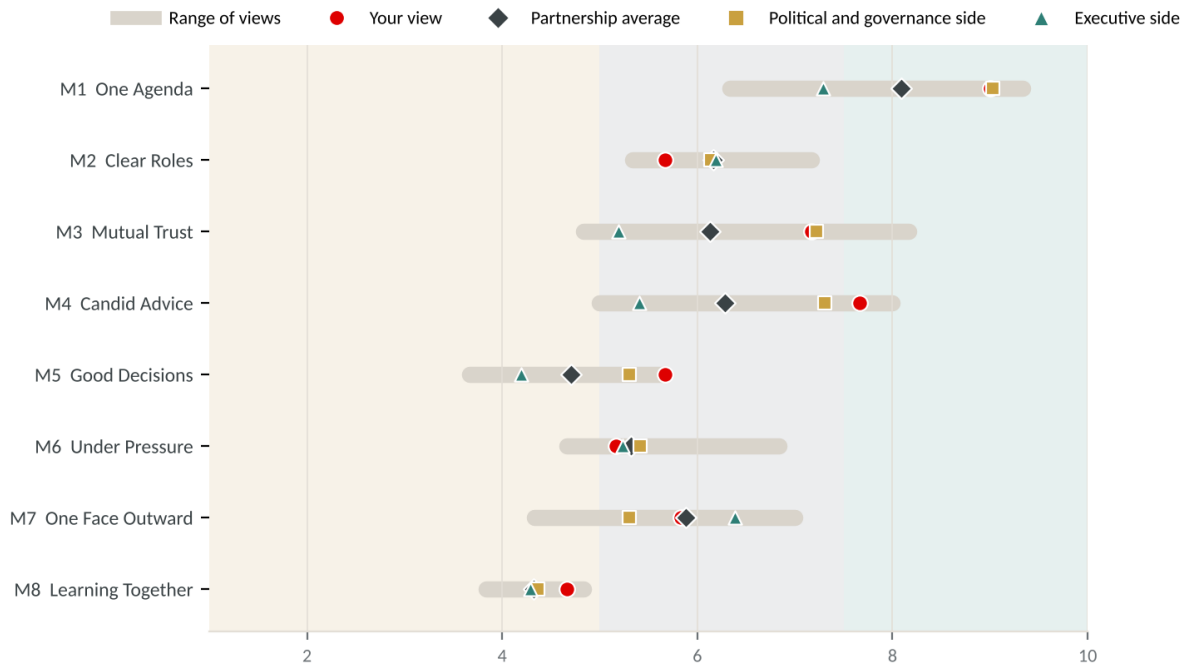
Your picture: The Bridge

Each pier is one partnership element and rises to the whole partnership's reading; the dotted gap to the deck is room to build. Gold and teal show each side's reading, and red shows your view.



The detail: every view and the range

This chart shows your view of each partnership element (red dot) against the whole partnership's view (charcoal diamond), each side's view and the full range of views across the partnership (grey bar).



M1 9.0

One Agenda

The span

Signature strength

M2 5.7

Clear Roles

The abutments

Established

M3 7.2

Mutual Trust

The foundations

Established

M4 7.7

Candid Advice

The engineer's survey

Signature strength

M5 5.7

Good Decisions

The deck

Established

M6 5.2

Under Pressure

Holding in high wind

Established

M7 5.8

One Face Outward

The view from the shore

Established

M8 4.7

Learning Together

Upkeep and repair

Growing edge

	Partnership element	Your view	Partnership	Difference	Your band
M1	One Agenda	9.0	8.1	A modest gap	Signature strength
M2	Clear Roles	5.7	6.2	A modest gap	Established
M3	Mutual Trust	7.2	6.1	A gap worth naming	Established
M4	Candid Advice	7.7	6.3	A gap worth naming	Signature strength
M5	Good Decisions	5.7	4.7	A modest gap	Established
M6	Under Pressure	5.2	5.3	Closely aligned	Established
M7	One Face Outward	5.8	5.9	Closely aligned	Established
M8	Learning Together	4.7	4.3	Closely aligned	Growing edge

STRENGTHS

Strengths to build on

This section starts with what already holds. It brings together the partnership elements you read most positively, and those the whole partnership's reading highlights, so you can see the strengths both sides can build from. Strengths deserve careful attention: understanding why one part of the bridge is strong helps the partnership build the same strength elsewhere, and shows the part you play in it.

	In the partnership	In a project or piece of change
One Agenda We work to one shared agenda that both sides of the partnership own.	Strength in One Agenda lets a top team lead with a single voice about direction. Budgets, plans and people line up behind the same priorities, staff hear one message, and the leader and chief executive, or chair and executive lead, spend less time reconciling competing lists and more time making progress.	On a major programme or transformation, a shared agenda means both sides own the case for change from the start. It reduces the risk of a programme being seen as 'the officers' plan' or 'the politicians' project', and helps partners and communities trust that it will be seen through.
Candid Advice Officers give honest advice, including unwelcome news, and it is welcomed and tested.	Strength in Candid Advice means a top team sees risks early, chooses between real options and makes decisions that hold up. For the leader and chief executive, or chair and executive lead, it brings the confidence that nothing important is being kept from them.	On a major programme, candid advice means problems with cost, timescale or impact are raised while they can still be fixed. It also makes room for honest feedback from partners and communities to reach decision makers in time to change course.
Clear Roles We each know our role, respect the other side's and stay in our own lane.	Strength in Clear Roles lets a top team move quickly without stepping on each other. Members can lead with confidence, officers can advise and deliver without fear of being drawn into politics, and the leader and chief executive, or chair and chief officer, can spend their time on the work rather than on repairing crossed lines.	On a high-profile programme, clear roles mean everyone knows who owns the political or board decisions, who leads delivery and who to talk to. That protects the programme from confusion when pressure rises, and helps partners and communities know who is accountable for what.

YOUR RESULTS IN DETAIL

Results, partnership element by partnership element

MI ONE AGENDA

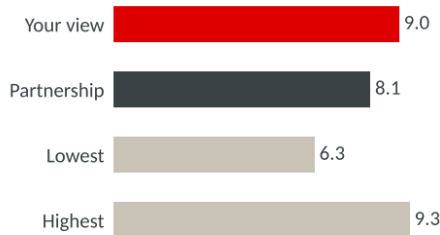
Your view 9.0, Signature strength | Partnership 8.1, Signature strength

We work to one shared agenda that both sides of the partnership own. A bridge has one span, not two half-bridges reaching towards each other, and a partnership with One Agenda carries both sides towards the same far bank.

Your band: Signature strength. You see One Agenda as a signature strength of your partnership. Both sides know what the organisation is working towards and feel they made that agenda together, which gives staff and partners a clear and steady direction. Set this alongside the whole partnership's reading and the gap between sides to see whether ownership is felt equally on both banks. One way to build on it is to open the agenda further to communities, so the far bank you are heading for is one they helped choose.

How others may experience this: Colleagues are likely to experience you as someone who is confident about where the organisation is heading and who owns that direction fully. That confidence helps others on both sides commit, and your view reminds the partnership how much its shared agenda is worth to the public.

Two views: Political and governance side 9.0, Executive side 7.3: a notable gap.



Reflect

When has this partnership felt most united about where it was heading, and what helped create that?

Which of our current priorities would each side describe differently, and why?

How do the people and communities we serve get to shape the agenda we share?

Ideas to build on

Hold a joint session each year where both sides agree a short list of shared outcomes in plain words.

Bring political or board commitments and the corporate plan into a single document with one set of priorities.

Agree a simple process for testing new priorities jointly before either side announces them.

Review progress on the shared agenda together at regular intervals, starting with what has changed for people.

When this strength is overplayed: A very settled shared agenda can leave little room for new political direction or emerging evidence, and the partnership may hold to its plan a little longer than events suggest.

M2 CLEAR ROLES

Your view 5.7, Established | Partnership 6.2, Established

We each know our role, respect the other side's and stay in our own lane. Each end of a bridge rests on its own abutment, built into its own bank, and a partnership with Clear Roles lets each side bear its proper load without leaning on the other's footing.

Your band: Established. You read roles in the partnership as generally clear and respected, and that clarity is already helping people work with confidence. There may be particular areas, perhaps high-profile services, constituency or stakeholder issues, or new portfolio holders, where the line becomes blurred. Compare your reading with the whole partnership's and with each side's. Your view helps show where the footings are firm and where a short, open conversation about roles would help both sides.

How others may experience this: Colleagues are likely to experience you as someone who appreciates how well roles generally work and notices where they blur. Your view helps the partnership recognise its firm footings and spot the particular situations where a conversation about roles would help.

Two views: Political and governance side 6.1, Executive side 6.2: closely aligned.

Your view  5.7

Partnership  6.2

Lowest  5.3

Highest  7.2

Reflect

When have the roles in this partnership felt most clear, and what made that possible?
Where does the line between our roles most often blur, and how does it feel from each bank?
What would help newer members and officers understand our roles quickly?

Ideas to build on

Work through three or four real examples together and agree whose role each decision or action belongs to.
Review the protocol on member and officer relations, or its equivalent, as a partnership rather than as a document.
Agree a simple, respectful phrase either side can use to signal that a line feels crossed.
Build a joint induction for new portfolio holders, board members or ministers and their senior officers.

When this strength is overplayed: A strong focus on boundaries can make the partnership formal and distant, so each side guards its own bank and the middle of the bridge goes unvisited.

M3 MUTUAL TRUST

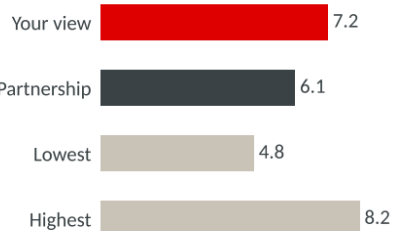
Your view 7.2, Established | Partnership 6.1, Established

We trust each other's intentions and abilities, and we keep our word. Out of sight beneath the water, the foundations carry every load the bridge will ever bear, and Mutual Trust is the foundation the partnership stands on.

Your band: Established. You read the partnership as having a good level of trust much of the time, and that trust is already carrying real weight. There may be particular conditions, perhaps sensitive issues, new relationships or moments of public pressure, when the ground feels less firm. Compare your reading with the whole partnership's and with each side's. Your view helps show where the foundations are solid and where a little more care would strengthen them.

How others may experience this: Colleagues are likely to experience you as someone who values the trust the partnership has and notices when it is tested. Your view helps the partnership recognise what is already working and where small, consistent acts would strengthen the foundations.

Two views: Political and governance side 7.2, Executive side 5.2: a notable gap.



Reflect

When has trust between the two sides been strongest, and what built it?
 What small acts most affect how much you trust colleagues on the other side?
 How could our trust rest less on particular people and more on how we work together?

Ideas to build on

Agree a short set of partnership commitments, such as no surprises and confidences kept, and review them together.
 Create regular one-to-one time between key pairs across the two sides, beyond formal meetings.
 When trust has been strained, talk about it directly and agree what would help repair it.
 Notice and name moments when trust was honoured, so the partnership can see its foundations growing.

When this strength is overplayed: Deep trust can make the partnership slower to question one another, so advice and assurances are accepted more readily than the public interest might require.

M4 CANDID ADVICE

Your view 7.7, Signature strength | Partnership 6.3, Established

Officers give honest advice, including unwelcome news, and it is welcomed and tested. A bridge stays safe because its engineers report honestly on what it can bear, and Candid Advice is that honest survey offered freely and received well.

Your band: Signature strength. You see Candid Advice as a signature strength of your partnership. Advice is honest and evidence-based, unwelcome news arrives early, and it is tested with respect rather than resisted. Set this alongside the gap between sides to check that both banks feel the same freedom. One way to build on it is to bring more voices into the survey, including frontline staff, partners and people with lived experience.

How others may experience this: Colleagues are likely to experience you as someone who gives and welcomes honest advice with confidence. That openness gives others permission to be candid too, and your view reminds the partnership how much good decisions depend on it.

Two views: Political and governance side 7.3, Executive side 5.4: a notable gap.

Your view  7.7

Partnership  6.3

Lowest  5.0

Highest  8.0

Reflect

When has honest advice made the biggest difference to a decision here, and what allowed it to be heard?

On which topics does advice become more guarded, and why might that be?

How could the voices of frontline staff and communities reach our advice more directly?

Ideas to build on

Agree as a partnership how unwelcome news will be raised and received, and revisit the agreement after difficult moments.

Ask for reports to set out genuine options, including the option of doing nothing, with risks for each.

Hold occasional joint reviews of a significant decision, asking whether the advice was candid and well tested.

Model thanking people for difficult advice, especially if you hold a senior role on either side.

When this strength is overplayed: A strong culture of candour can tip into relentless caution, so advice dwells on risk and the partnership finds it hard to take the bold step the public needs.

M5 GOOD DECISIONS

Your view 5.7, Established | Partnership 4.7, Growing edge

We make decisions properly, in good time, and once made they stick. The deck is where the traffic actually crosses, and Good Decisions is the sound, well-laid surface that lets choices travel from proposal to action and bear weight once they arrive.

Your band: Established. You read the partnership as making sound decisions much of the time, and that reliability is already giving the organisation a firm surface to work from. There may be particular kinds of decision, perhaps contested, cross-cutting or urgent ones, where the process becomes less clear or decisions are reopened. Compare your reading with the whole partnership's and with each side's. Your view helps show where the deck is sound and where some boards need relaying.

How others may experience this: Colleagues are likely to experience you as someone who values the partnership's decision-making while noticing where it wobbles. Your view helps the partnership recognise what works and focus attention on the kinds of decision that need a firmer route.

Two views: Political and governance side 5.3, Executive side 4.2: a gap worth naming.

Your view  5.7

Partnership  4.7

Lowest  3.7

Highest  5.7

Reflect

Which recent decision did this partnership make particularly well, and what made it work?

Where do the formal route and the real route for decisions differ here?

How do communities see the part their voices played in what we decided?

Ideas to build on

Map how two or three recent significant decisions were really made, and agree what you would change.

Agree, for each major item on the forward plan, who will decide and by when.

Build community and lived experience evidence into the template for significant decision reports.

Agree a simple test for reopening a decision, based on new evidence or changed circumstances.

When this strength is overplayed: A strong attachment to proper process and settled decisions can make the partnership slow to respond, and reluctant to change course when circumstances genuinely call for it.

M6 UNDER PRESSURE

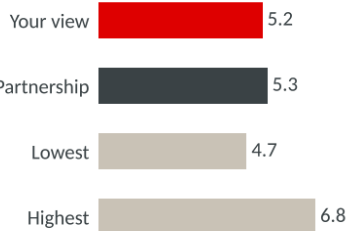
Your view 5.2, Established | Partnership 5.3, Established

When pressure rises, we hold together and do not turn on each other. A bridge is built for the storm as well as the calm day, and Under Pressure is how well the partnership holds together when the wind rises and the load is heaviest.

Your band: Established. You read the partnership as generally holding together under pressure, and that steadiness is already a real asset. There may be particular kinds of pressure, perhaps the media, political contest or prolonged scrutiny, when the bridge sways more. Compare your reading with the whole partnership's and with each side's. Your view helps show where the structure is strong and where some extra bracing would help before the next storm.

How others may experience this: Colleagues are likely to experience you as someone who stays steady in difficult times and notices where the partnership strains. Your view helps the partnership recognise its resilience and identify where it needs bracing.

Two views: Political and governance side 5.4, Executive side 5.2: closely aligned.



Reflect

When has this partnership held together best under pressure, and what made that possible?

What kinds of pressure most test our partnership, and how do they feel from each bank?

What would we want to agree now, before the next crisis arrives?

Ideas to build on

Agree a short partnership protocol for crises, covering communication, roles and who speaks publicly.

Run a joint exercise on a realistic scenario, then review how the partnership responded.

Agree how the two sides will work respectfully through the next election or politically charged period.

After any significant crisis, hold a joint, blame-free review of how the partnership held.

When this strength is overplayed: A strong instinct to hold together can make it hard to acknowledge mistakes publicly, so loyalty to the partnership is sometimes put ahead of openness with the public.

M7 ONE FACE OUTWARD

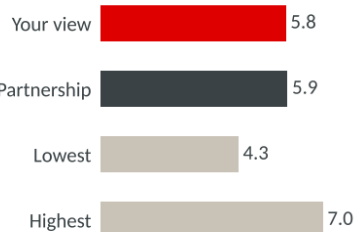
Your view 5.8, Established | Partnership 5.9, Established

We present a coherent leadership to the world while respecting legitimate difference. People on the shore judge a bridge by how it looks and whether it seems safe to cross, and One Face Outward is how the partnership appears to staff, partners and the public who depend on it.

Your band: Established. You read the partnership as presenting a generally coherent face to the world, and that consistency is already helping staff and partners have confidence. There may be particular moments, perhaps contested decisions, political debate or media interest, when the messages diverge. Compare your reading with the whole partnership's and with each side's. Your view helps show where the view from the shore is clear and where it becomes confusing.

How others may experience this: Colleagues are likely to experience you as someone who values a coherent leadership and notices when messages drift apart. Your view helps the partnership appreciate its consistency and agree how to handle the harder moments.

Two views: Political and governance side 5.3, Executive side 6.4: a gap worth naming.



Reflect

How do you think staff, partners and communities would describe this partnership?
When have our messages to the outside world diverged, and what led to that?
How can we respect political difference while presenting a clear organisational direction?

Ideas to build on

Agree a simple joint approach to communicating significant decisions, including who speaks and when.
Ask a few trusted partners and community representatives how the leadership looks from outside.
Hold joint visits or staff sessions where both sides appear together and speak to the shared agenda.
Agree how political debate and the organisation's agreed direction will be distinguished in public.

When this strength is overplayed: A strong wish to present a united front can smooth over legitimate difference, so political debate feels discouraged or the public receives a picture that is tidier than the reality.

M8 LEARNING TOGETHER

Your view 4.7, Growing edge | Partnership 4.3, Growing edge

We take time to review how our partnership works, and we grow together. Every bridge needs regular inspection and repair to stay strong as traffic and weather change, and Learning Together is how the partnership looks after itself over time.

Your band: Growing edge. Your reading suggests Learning Together is a growing edge for your partnership, and taking part in this process is already a step towards it. Partnerships often find themselves here simply because the business of the day is so demanding that there is little time left to look at the relationship itself. The opportunity is to build small, regular habits of reflection: a short review after significant meetings, an occasional joint development session, a thoughtful induction for newcomers. Set your reading beside the whole partnership's and each side's, because each bank may have different appetites and opportunities for learning.

How others may experience this: When you read Learning Together as a growing edge, colleagues are likely to experience you as someone who sees the value of reflection and wants the partnership to keep growing. Your perspective helps make room for learning in a crowded agenda.

Two views: Political and governance side 4.4, Executive side 4.3: closely aligned.

Your view  4.7

Partnership  4.3

Lowest  3.8

Highest  4.8

Reflect

When has this partnership learned most about itself, and what made that possible?
What would a regular rhythm of reflection look like for us?
Whose view of our partnership, from outside it, would we most benefit from hearing?

Ideas to build on

Agree a regular partnership review, perhaps twice a year, focused on how the two sides work together.
Hold a short reflection at the end of significant meetings on what helped and what could improve.
Design a joint induction for new members of either side, covering how the partnership works in practice.
Repeat this questionnaire after a year, or after a significant change of people, to see how the bridge has changed.

When this strength is overplayed: A strong appetite for reflection and development can absorb time the partnership needs for decisions and delivery, so learning about the bridge comes at the expense of using it.

WORKING WITH OTHERS

How others experience you, and bridging difference

Each bank sees the partnership from where it stands, so colleagues will sometimes describe the same bridge in very different ways. This section offers practical ideas for bridging to colleagues whose reading differs from yours, especially on the other side, for bringing your strengths to the partnership and to major programmes with partners and communities, and for working well together as you strengthen the bridge.

Where your perspective is distinctive

Candid Advice (+1.4)

If you read Candid Advice more positively than the whole partnership, you may be well placed in the flow of advice, or feel especially secure in giving or receiving it. Share what makes candour feel safe for you, and ask colleagues whether they feel the same freedom.

Mutual Trust (+1.0)

If you read Mutual Trust more positively than the whole partnership, you may have particularly strong relationships across the two sides, or experience that has given you confidence. Share what has built that trust for you, and listen carefully to colleagues who feel the ground is less firm.

Good Decisions (+1.0)

If you read Good Decisions more positively than the whole partnership, you may be closer to where decisions are formally taken, or involved in the kinds of decision that work well. Share what makes the process work for you, and ask where others find it less clear.

Bridging to people who see or work differently

Candid Advice

Some colleagues prize directness and want the bottom line quickly; others value careful framing and context. You can bridge the two by leading with the honest headline and then offering the evidence behind it. With colleagues on the other side, ask how they would like difficult news brought to them, and agree it before the news arrives.

Mutual Trust

Some colleagues give trust readily and adjust if it is let down; others wait for it to be earned. You can bridge the two by being reliably consistent yourself, keeping small promises visibly and being open about your intentions. With colleagues on the other side who trust more cautiously, ask what would build their confidence, and do it.

Working well with others

One Agenda

Ask colleagues on the other side what they think the top three priorities are, and compare notes.

Describe priorities in terms of outcomes for people, not only activity or commitments.

Raise a divergence between plans early, as a shared puzzle rather than a complaint.

Candid Advice

Thank the person who brings unwelcome news before responding to its content.

Ask 'what are the real options?' and 'what worries you most about this?'.
When you test advice, focus your questions on the evidence, not the person.

SHAREABLE PAGE

Things others should know about me

This page is designed to be shared. It gathers short statements about what you value in a top team partnership, drawn from the elements that matter most to you. You might use it in a partnership session, with a new colleague on the other side or in a conversation between the leader and chief executive, as a simple way to talk about the conditions in which each of you does your best work together.

Sample Participant

“ I value it when we agree our priorities together, so neither side feels the agenda was handed to them.

“ I value it when we can describe what we are trying to achieve in the same words.

“ I value it when a change of priority is talked through jointly before it is announced.

“ I value it when I am told the truth early, even when it is unwelcome.

“ I value it when advice sets out the real options and risks.

“ I value it when my advice is questioned with curiosity rather than suspicion.

Anything else you would like colleagues to know about how you work best?

YOUR PARTNERSHIP

The partnership's results

This section shows the partnership as a whole. It brings together everyone's readings, with the whole partnership's reading for each element, each side's reading and the gap between sides. No individual responses are shown. Look first for the elements that hold most strongly, then notice where the two banks see the bridge most differently, because that is often where the richest conversation between the political or governance side and the executive side begins.

	You	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
M1 One Agenda	9.0	9.3	8.5	8.8	9.3	9.2	6.3	8.0	7.0	7.0	7.5	7.2	8.0
M2 Clear Roles	5.7	6.2	6.0	6.3	6.0	6.7	6.5	6.3	5.8	5.3	6.0	6.2	7.2
M3 Mutual Trust	7.2	6.2	7.5	6.5	8.2	7.8	5.0	6.0	5.5	4.8	5.2	4.8	5.0
M4 Candid Advice	7.7	8.0	7.2	7.2	7.3	6.5	5.7	5.3	5.2	5.0	5.8	5.2	5.7
M5 Good Decisions	5.7	4.8	5.3	5.7	5.5	4.8	4.3	5.2	3.8	4.0	3.7	4.5	3.8
M6 Under Pressure	5.2	5.2	5.5	5.5	5.5	5.7	4.8	6.8	5.0	5.2	4.7	5.0	5.2
M7 One Face Outward	5.8	4.3	5.2	5.2	6.2	5.2	6.2	6.5	5.5	6.7	6.5	6.3	7.0
M8 Learning Together	4.7	4.5	3.8	4.5	4.7	4.0	4.0	4.3	4.8	4.2	4.5	3.8	4.3

Each column is one person, without names, so you can see the spread of views; no one can be identified from it. Group views are shown only where there are enough people to protect confidentiality.

The two views side by side

	Partnership element	Political and governance side	Executive side	Gap
M1	One Agenda	9.0	7.3	A notable gap
M2	Clear Roles	6.1	6.2	Closely aligned
M3	Mutual Trust	7.2	5.2	A notable gap
M4	Candid Advice	7.3	5.4	A notable gap
M5	Good Decisions	5.3	4.2	A gap worth naming
M6	Under Pressure	5.4	5.2	Closely aligned
M7	One Face Outward	5.3	6.4	A gap worth naming
M8	Learning Together	4.4	4.3	Closely aligned

What the results suggest

	Partnership element	Score	Band	In a sentence
M1	One Agenda	8.1	Signature strength	We work to one shared agenda that both sides of the partnership own.
M2	Clear Roles	6.2	Established	We each know our role, respect the other side's and stay in our own lane.
M3	Mutual Trust	6.1	Established	We trust each other's intentions and abilities, and we keep our word.
M4	Candid Advice	6.3	Established	Officers give honest advice, including unwelcome news, and it is welcomed and tested.
M5	Good Decisions	4.7	Growing edge	We make decisions properly, in good time, and once made they stick.
M6	Under Pressure	5.3	Established	When pressure rises, we hold together and do not turn on each other.
M7	One Face Outward	5.9	Established	We present a coherent leadership to the world while respecting legitimate difference.
M8	Learning Together	4.3	Growing edge	We take time to review how our partnership works, and we grow together.

One Agenda Signature strength

The combined reading describes a partnership with a genuinely shared agenda, owned on both banks. That is rare and valuable in public leadership. The opportunity is to keep it alive as people and pressures change, and to invite communities into shaping what comes next.

Learning Together Growing edge

Taken together, the partnership's reading points to Learning Together as a shared growing edge. The willingness to take part in this process is a good sign. A helpful next step is agreeing one simple habit of joint reflection and one shared development activity over the coming months.

Questions for your conversation

Bring these into the room

When has this partnership felt most united about where it was heading, and what helped create that?

When has this partnership learned most about itself, and what made that possible?

When has honest advice made the biggest difference to a decision here, and what allowed it to be heard?

When have the roles in this partnership felt most clear, and what made that possible?

TAKING IT FORWARD

Development plan

Use this page in your feedback conversation or with your team. Build from strengths: choose one or two commitments you will genuinely act on.

Which elements of the partnership hold most strongly, and how could you help them grow?

Where does your reading differ from the whole partnership's, and what does your view add?

Where is the gap between sides largest, and what might each bank be seeing?

What would you like the partnership to feel like a year from now?

What one thing will you do from your own bank to strengthen the bridge?

Who on the other side could you talk to about how the partnership looks from there?

NEXT STEPS

Where next

Partnerships that take time to look at the bridge between them, openly and together, are already strengthening it. Whatever the readings, this report gives both sides a shared language and a clear sense of what already holds. The most useful next step is usually small and specific: a shared commitment for the year ahead, two or three elements to focus on, and one thing you will personally do from your own bank.

Bring your reflections to the partnership session and use the planning page to note your own part in the commitment. If you would like support, Avanti offers joint development sessions and paired and individual coaching to help turn insight into everyday practice. We would be glad to work alongside you.

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Two banks, one span. The partnership is the bridge both sides build together.

Talk it through

Book a feedback conversation with your Avanti facilitator, ideally within two weeks of reading this report.

Share what helps

Share the parts of this report that will help colleagues work well with you, if you wish.

Practise

Pick one idea and try it for a month. Notice what changes, for you and for others.

Revisit

Repeat the questionnaire in a year, or after a significant change of people to see how things have grown.

About this report

This is a development instrument. It is not a clinical assessment and it is not designed or validated for selection, recruitment, promotion or performance management decisions. Scores describe perceptions at a point in time and are a starting point for conversation, not a verdict.

About Avanti

Avanti Change Ltd works with leaders, boards and teams across public services: councils, health and care, housing and homelessness, mental health, harm reduction, emergency services and the voluntary and community sector. Our work is rooted in Welsh values of humility, service and dignity, and in the belief that how change is led matters as much as what changes.