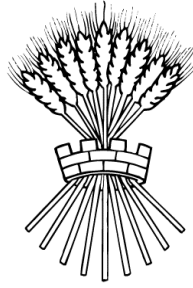


RYEDALE
DISTRICT
COUNCIL



Partnership Governance Toolkit

Draft July 2009

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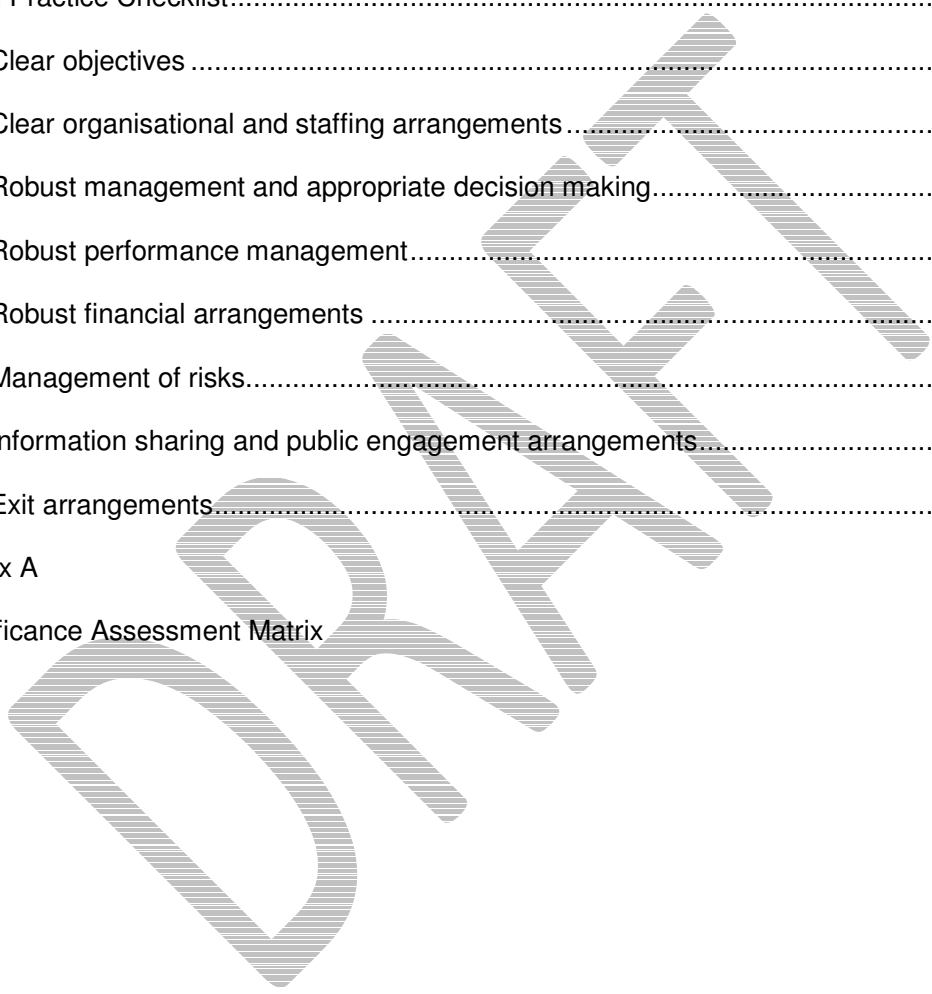
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Significance Assessment Matrix



Purpose of the toolkit

The toolkit outlines the approach to be applied when considering joining or introducing new partnerships and also reviewing existing arrangements. It provides a basis for examining the key issues that require consideration, to ensure that any potential problems identified in relation to partnership working are confronted, assessed, overcome and avoided in the future.

The main objective is to ensure that the Council participates in successful partnerships that have robust governance arrangements. The Council's eight partnership standards are:

1. Partnerships should have **clear objectives** that are realistic and measurable and link to the achievement of the Council's corporate objectives.
2. There should be **clear organisational and staffing arrangements** in place, with clear accountabilities for those involved in the partnership and clarity with regard to the resources committed to it.
3. Partnerships should have **robust management and appropriate decision making** mechanisms in place. They should have a constitution and/or terms of reference and defined standards as to the way individuals within partnerships should behave.
4. Partnerships should have **robust performance management** arrangements for monitoring and reviewing how successfully targets are being met and sharing review findings amongst partners.
5. Partnerships should have **robust financial arrangements** in place, with clear budget setting and monitoring procedures and clear financial regulations and schemes of delegation.
6. Partnerships should have a clear process for identifying, prioritising and **managing risks**. Business continuity arrangements should also be in place.
7. Partnerships should have a transparent process for **information sharing** within the partnership **and public engagement arrangements** where there is communication with service users and the wider public.
8. Partnerships should have clear **exit arrangements** that allow for minimal disruption and the reallocation of resources.

Both employees and elected members of the Council are expected to use the toolkit for both new and existing partnerships.

Good Governance

“Good governance strengthens credibility and confidence in our public services. The function of governance is to ensure that authorities, other local government organisations or connected partnerships fulfil their purpose and achieve their intended outcomes for citizens and service users and operate in an effective, efficient, economic and ethical manner.”

Good Governance in Local Government, CIPFA

The six principles of good governance in partnerships are:

- (i) Focussing on the purpose of the partnership and on outcomes for the community including citizens and service users and creating and implementing a vision for the local area;
- (ii) Working together to achieve a common purpose with clearly defined functions and roles;
- (iii) Promoting the values of the partnership and demonstrating the values of good governance through behaviour;
- (iv) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- (v) Developing the capacity and capability of the partnership to be effective;
- (vi) Engaging with local people and other stakeholders to ensure robust local public accountability.

Governance arrangements should be proportionate to the risks involved.

Equality and Diversity in Partnerships

One of the Councils corporate equality objectives is to strengthen arrangements for partnership working and procurement.

Working with partners and contractors is a key way for the council to exercise its influence and promote equality in the district. Statutory partners share responsibilities under the public duties relating to equality.

As bodies carrying out public functions on behalf of the council partnerships are, by extension, required to work in accordance with the public duty placed on the council.

When considering the possibility of entering into a new partnership, or reviewing an existing partnership, equality impact assessment must be used to develop the performance management arrangements for the partnership. The impact assessment should also be used to ensure that an option for future service delivery will not adversely affect particular communities.

For further information please contact your Head of Service.

The North Yorkshire Compact

Elected members and officers involved with partnerships should be aware of the North Yorkshire Compact and its content. The Compact is a partnership agreement between statutory bodies, including Ryedale District Council, and the voluntary and community sector, which has been designed to improve relationships and provide a framework within which to understand what to expect from each other.

The Compact states that the statutory organisations will:

- Work towards a situation in which statutory contracts and service agreements are a minimum of three years duration and where a minimum of 12 weeks notice is given in respect of decisions to change or terminate grant or contract conditions (or less by mutual agreement).
- Undertake appropriate consultation with the voluntary sector to ensure that as commissioners we are working towards consistency in commissioning, funding and monitoring practice.
- Provide for quality in consulting the voluntary and community sector and others, including providing for a 12 weeks minimum consultation period wherever possible.
- Recognise that VCS organisations have the right and duty to determine and manage their own affairs in the best interests of the constituencies and beneficiaries.
- Recognise the entitlement of voluntary and community groups to campaign within the law in order to advance their aims and objectives, and to comment on and challenge public sector policy, irrespective of any funding relationship that might exist.
- Recognise the breadth of knowledge and ideas within the Voluntary and Community Sector and agree to value and utilise these resources when developing policy, strategy and service delivery.

Of particular relevance to partnerships between the Council and the VCS is the Commission for the Compact's guidance on commissioning with third sector organisations. The guidance is designed to ensure that the commissioning process and the management of contracts complies, wherever possible, with the Compact principles. The document can be found at:

http://www.thecompact.org.uk/information/100016/103956/compact_commissioning_guidance_published/

PLEASE NOTE: The Compact itself is a voluntary agreement between the various sectors BUT non-compliance could be challenged through the Commission and non-compliant organisations (both statutory and VCS) required to implement recommendations from the Commissioner. The Commission for the Compact has also asked Government for it to be given the statutory powers of investigation and enforcement.

The full version of the North Yorkshire Compact can be found at

http://www.nysp.org.uk/downloads/FINALVERSION_Compact_and_codes_FULL.pdf?PHPSESID=11289fdc29112e413418b98229e09429

For further information on the North Yorkshire Compact please contact [Jos Holmes](#), Economic and Community Services Manager, Ryedale District Council.

Good Practice Checklist

This good practice checklist will help you to assess the health of your partnership. All of the answers should be 'yes' and action should be taken where this is not the case.

Please only use N/A in exceptional cases where there is a special reason for doing so.

1. Clear Objectives	Y	N	N/A
Does the partnership have a clear mission and purpose?	✓		
Are there agreed aims and objectives?			
Do the aims and objectives relate to those of the council?			
Is there a clear published strategy for the partnership?			
Is there a shared action plan to deliver the strategy?			
If N/A selected please state why:			

2. Clear organisational and staffing arrangements	Y	N	N/A
Was the correct approval sought to initiate the partnership?	✓		
Is your role and responsibilities clearly defined?			
Is there clarity about the functions and decisions that can be delegated and to whom?			
Are there arrangements in place for the external scrutiny of partnership decisions?			
Do staff employed by the partnership have agreed aims and objectives?			
Is there a policy on recruitment to the partnership? Is it clear whose recruitment procedures should be used?			
Are staff supervision arrangements clear and appropriate for partnership staff?			
Have staff development procedures (appraisal, training) been clarified for partnership staff?			
Is it clear how staff conduct issues will be addressed between partners?			
If N/A selected please state why:			

3. Robust management and appropriate decision making	Y	N	N/A
Does the partnership have terms or reference or a constitution?	✓		
Is there a code of conduct?			
Are clear and accurate minutes recorded?			
Is there a declaration of interest procedure?			
If N/A selected please state why:			

4. Robust performance management	Y	N	N/A
Is there an agreed performance management framework?	✓		

Are challenging and SMART targets set year on year?			
Is performance against targets tracked and reported to the partnership?			
Are performance measures in place for the council to monitor its involvement in the partnership?			
Are there arrangements in place for the partnership's progress and performance to be reported back to the council on a regular basis?			
If N/A selected please state why:			

5. Robust financial arrangements	Y	N	N/A
Is it clear where accountability lies for financial matters?	✓		
Is the council's financial commitment clearly identified in service budgets?			
Is it clear whose standing orders/financial regulations/constitution are to be used?			
Is the process for approving spending clear, documented and agreed by the partnership?			
Are financial monitoring and reporting arrangements in place within the partnership and who manages them?			
Where necessary, are financial monitoring arrangements in place within the council in relation to the partnership?			
Is there a means to evidence that objectives are being met in a cost effective manner?			
Is the procedure for applying for grants and external funding clear?			
Where resources are jointly purchased or commissioned, is there clarity over ownership, responsibilities etc?			
Have the implications of VAT and other taxation requirements of, and differences between, different organisations been considered?			
If N/A selected please state why:			

6. Management of risks	Y	N	N/A
Does the partnership maintain a risk register and actively manage its risks?	✓		
Are there arrangements in place for the partnership's significant risks to be reported back to the council on a regular basis?			
Has the council undertaken a risk assessment of being in the partnership?			
Business Continuity arrangements are in place			
If N/A selected please state why:			

7. Information sharing and public engagement arrangements	Y	N	N/A
Is an information sharing protocol in place between partners?	✓		
Have data protection issues been addressed?			

Is there clarity on confidentiality within meetings and on handling confidential information between partners?			
Does the partnership publicly report its progress?			
Are the partnerships papers available to the public?			
Can the public ask questions at meetings or raise agenda items?			
Is there a complaints and feedback process in place?			
If N/A selected please state why:			

8. Exit arrangements	Y	N	N/A
Does the partnership have an exit strategy in place?	✓		
Where appropriate, have staffing issues been considered in the partnerships exit planning?			
Does the exit strategy include a policy on dealing with ongoing income and expenditure?			
Is it clear who will own assets once the partnership comes to an end?			
If N/A selected please state why:			

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1. Clear objectives

One of the main reasons that partnerships fail is the lack of clear objectives and plans.

The Council believes that all partnerships it is involved with should have:

- A clear mission and purpose.
- A business plan or strategy in place.
- Realistic and measurable objectives.
- Targeted outputs and outcomes.
- A clear link to the achievement of the Council's corporate objectives.

There should be clear aims and realistic and measurable objectives before a partnership is set up and these should be agreed by the partnership at the first meeting. The aims and objectives should answer the question '*what is it intended to achieve?*' and should have a clear link to the achievement of the Council's strategic themes and corporate priorities.

The aims and objectives should be set out in the partnership's terms of reference or constitution and the short/medium/long-term outcomes and performance measures in a business plan or strategy.

Objectives

Objectives are specific statements that can be measured. For this to take place they should be SMART, which means they are:

- | | | |
|-------------------|---|---|
| Specific | - | all objectives should have specific outcomes |
| Measurable | - | the outcome of an objective should be able to be measured |
| Achievable | - | the objective should describe something that can be achieved within the timescale and resources set for the project |
| Realistic | - | objectives should describe something that can actually be done |
| Timebound | - | a timescale should be set for when the objective is to be achieved |

Outputs, inputs and outcomes

Once the aims and objectives have been set, partners should turn the objectives into specific outcomes. The outcomes should answer the question '*how will I know when these objectives have been achieved, in terms of benefits experienced by the community?*'

Each of the partnership's outcomes should be able to be measured or monitored. This can be achieved by setting specific performance measures or milestones. Performance measures can be quantitative or qualitative. Quantitative measures use statistical information whereas qualitative measures provide an understanding of people's experiences, perspectives and histories in the context of their personal circumstances or settings and answer 'what is', 'how' and 'why' questions.

Outputs should relate to the outcome and are the activities that will need to take place for the objectives to be met. They are usually things that need to be done in order to produce the desired result e.g. carry out an awareness campaign or increase the number of neighbourhood watch schemes in an area.

Inputs are the resources that are available to carry out the work needed in order to achieve the objectives. The inputs or resources used to produce the outputs can be financial, material or human.

For further information on this section please contact your Head of Service.

2. Clear organisational and staffing arrangements

The Council believes that all partnerships it is involved with should have:

- Clear accountabilities e.g. role of lead officer, Corporate Management Team, Senior Management Team, Elected Members, Overview and Scrutiny Committee.
- Clarity around resources committed to the partnership.

Your Role

Firstly, it is very important that you are clear about your role on the partnership that you are involved with.

Where you are the Council's lead officer for a partnership, you are expected to:

- Be a point of contact between the Council and the partnership.
- Assist the partnership work with the Council.
- Facilitate the Council's input into the partnership.
- Review performance against agreed outcome targets and highlight any issues with your Head of Service.
- Alert relevant Council officers to any issues.
- Facilitate a regular self-assessment of the partnership's activity and make recommendations about any action required.
- Be clear as to the level of decision-making authority that the partnership has and whether or not you have such authority from the Council.

You also need to be clear about the amount of time you are expected to commit to the partnership and ensure that your manager is agreeable to this level of commitment. Staffing commitments should not exceed the amount of added value that the partnership can deliver.

Senior Management Team

The Council's Senior Management Team is responsible for:

- Scoring the Council's partnerships against the significance assessment scorecard.
- Risk assessing the Council's significant partnerships on a quarterly basis.
- Referring partnerships to the Policy and Resources Committee and Overview and Scrutiny Committee, where appropriate.
- Keeping a register of the Council's significant partnerships.
- Monitoring the overall impact of partnerships and advising Policy and Resources Committee on any action required.
- Commenting on the viability and strategic fit of any new partnership, and relevance of existing partnerships.
- Championing the use of this toolkit.

For further information on this section please contact your Head of Service.

3. Robust management and appropriate decision making

All partnerships should have a governing document such as a constitution or terms of reference and operating conventions. The process of agreeing a document is in itself an important element of partnership governance; it will help clarify roles and relationships and build goodwill and trust.

The Council believes that all partnerships it is involved with should have:

- A constitutional or legal framework, which can include terms of reference
- Clear codes of conduct
- A clear decision making process

Whilst there is no single form of document that will suit the size and scope of all partnerships, the main elements that should be considered are:

- Name of the partnership
- Aims and objectives
- Timescales (date of establishment, review and end - see exit arrangements)
- Membership, including status of different members and termination of membership, schemes of delegation
- Powers (statutory responsibilities and decision-making authority)
- Accountability (reporting structures, dealing with complaints and public transparency)
- Roles and responsibilities of the Chair and other members, including codes of conduct and equalities
- Income and other resource contributions, including ownership of assets
- Meetings (frequency, quorum rules, chairing and voting)
- Decision-making processes (scope and timescales)
- Performance management arrangements
- Amendments to the partnership's rules
- Minutes and
- Exit strategy

Governing documents should be reviewed at least every two years and amended where necessary.

For further information on this section please contact your Head of Service

4. Robust performance management

The Council believes that all partnerships it is involved with should have:

- Clear milestones, outcomes, performance indicators and delivery dates.
- Arrangements for monitoring and reviewing how successfully targets are being met.
- Arrangements for ensuring that monitoring and review findings are shared and disseminated amongst the partners.
- A clear process for addressing poor performance within the partnership.

For information on milestones and outcomes please look at section one 'clear objectives'. The aims and objectives should be set out in the partnership's terms of reference or constitution and the short/medium/long-term outcomes and performance measures in a business plan or strategy.

All partnerships should have robust performance management arrangements in place. Partnerships with a more formal workload, more onerous responsibilities and larger resources should have more sophisticated arrangements in place. Where possible, management arrangements should be aligned with the Council's own performance management arrangements. Performance management should be undertaken through the Council's performance management system – Covalent for significant partnerships where this is considered appropriate.

Partnerships should regularly monitor and evaluate their performance and provide updates at partnership meetings. If a partnership is not meeting its targets, or is likely to fail in the future, this will need to be flagged via the partnership's agreed reporting structures and should also be discussed with your Head of Service.

Performance and progress against milestones should be reported to the council on a regular basis. The frequency of reporting will be determined by the scale of the partnership, e.g. where significant funding has been contributed, quarterly reporting would be expected.

Partnerships should also consider carrying out regular self-assessments to maximise their potential and deliver better outcomes. Self assessment frameworks can be uploaded to Covalent.

For further information on this section please contact the Transformation Team.

5. Robust financial arrangements

There is a range of financial issues to consider when setting up a partnership and a number of them are covered below. This section sets out a number of important points, but if in doubt please seek advice.

The Council believes that all partnerships it is involved with should have:

- Clarity on resource committed to the partnership.
- Clear budget setting and monitoring procedures in place.
- A budget and performance reporting framework in place.
- Clear financial administration procedures in the form of financial regulations and scheme of delegation.

Resources

Every partnership needs to be clear about the resources it has available. Resources can be in the form of people, other in kind contributions and/or money. If partners are committing funds to the partnership, clear agreements need to be in place setting out how much funding will be provided and how under and over spends will be dealt with.

Budgeting

Budgeting is a fundamental part of the planning process for any organisation or partnership. It links what resources are at your disposal with how you are going to use them to achieve your objectives and each year a budget plan should be approved. Where a partnership has monetary resources at its disposal it should agree monitoring procedures that are appropriate to the level of funding it receives.

Reporting framework

Where a partnership is in receipt of monetary resources, the accountable body for the funding should provide the partners with regular budget control reports, to enable the partners to understand what the financial position is. A named person should be given this responsibility. The reporting framework needs to link to the agreement on how under and over spends within the partnership would be dealt with if they happened.

The accountable body may change depending on where the funding originates. The partnership must abide by the accountable body's financial regulations and must ensure that it has obtained the appropriate level of authorisation before payments are made.

The budget reporting framework should be linked to the partnership's performance management framework to ensure that spend is linked to outcomes.

Audit requirements

From the outset, the partnership agreement must provide both internal and external auditors with rights of access to documentation. All partners must ensure there is a clear audit trail for any payments made, contracts tendered and funding received, which follows the appropriate financial / contract regulations and schemes of delegation.

Document retention

It will need to be established who is going to be responsible for holding documents and for that party to be aware of the legal requirements of retaining documents for various statutory and grant body requirement periods.

Grants

Grants may form the main funding for partnership arrangements and the terms and conditions of those grants must be clear, including who the accountable body is and document retention. Grant funded services or projects should have clear exit strategies for when the funding ends.

For further information on this section please contact Finance and Revenues Service Unit.

6. Management of risks

Risk management is a key element of corporate governance. It allows you to identify things that may go wrong and plan ways to either prevent them happening or minimise their impact. Each partnership needs to consider the risks that, if they occurred, would prevent it from achieving its objectives.

As partnerships carry out work to meet the Council's objectives, the Council itself faces a risk of partnership failure. The Council's lead officer for a partnership should therefore assess the risk of their partnership failing and - where this is a possibility - take action to put mitigating controls in place.

The Council believes that all partnerships with which it is involved should have:

- A clear process for identifying and recording risks, assessing the potential impact and likelihood of risks occurring, prioritising and managing risks.
- A common understanding of the identified risks among all partners in the partnership.
- A clear allocation of risks to nominated members of the partnership, including responsibility for overseeing the implementation of action plans to mitigate risks.
- Regular review of risks and action plans.
- Appropriate business continuity arrangements in place.

The Council's scoring mechanism for assessing the likelihood of a partnership failing, considers whether the following elements of risk management are in place: risk register, process for managing risk, mitigation plans, clear risk allocation and exit strategy.

Risks are categorised as high, medium and low whereby risks falling within the medium and high categories require mitigating action.

The Council's own risk management processes are set out in its Risk Management Strategy, and all risk registers and action plans must be managed through Covalent and include:

- areas to consider regarding the scope of risk;
- guidelines for assessing the impact and likelihood of risk; and
- templates for risk registers and action plans.

Lead officers can use the Council's processes as a guide to ensuring that appropriate risk management arrangements are established in a partnership, proportionate to its significance and scope. All partnerships judged to be significant to the Council will be required to report their Risk Register and action plans to Overview and Scrutiny Committee at least annually.

The frequency of reporting will be determined by the scale of the partnership, e.g. where significant funding has been contributed, quarterly reporting would be expected.

For further information on this section please contact [John Barnett](#), Audit Manager.

7. Information sharing and public engagement arrangements

The Council believes that all partnerships it is involved with should have:

- A clear and transparent process for sharing information within the partnership.
- A clear data quality trail.
- Communication with service users and the wider public to explain how the partnership works and where responsibility and accountability lie.
- A joint complaints procedure or process for ensuring redress can be obtained.

Information sharing

There are enormous benefits to sharing information; however, it should always be done within the law. The provisions in the Data Protection Act 1998 should be used as a safeguard to protect privacy and confidentiality and not be used to justify unnecessary barriers to sharing information. Various information sharing protocols exist across partner organisations in North Yorkshire and it is important to abide by these where applicable.

Protocols seek to facilitate the professional and responsible exchange of information. They provide guidance on how officers can lawfully and fairly exchange personal, depersonalised and non-personal information and set out the principles that must be followed when exchanging information. If your partnership exchanges personal information to meet its aims you must ensure that a protocol is in place and that the guidance is followed.

The Information Commissioner's Office has developed a Framework Code of Practice for Sharing Personal Information, which can be found at www.ico.gov.uk/upload/documents/library/data_protection/detailed_specialist_guides/pinfo-framework.pdf

If you are unsure as to whether or not a protocol is necessary or would like advice regarding the development of a protocol please contact the Legal Team.

For further information on information sharing please contact Anthony Winship, the Councils Monitoring Officer and Legal Services Manager.

Public engagement

The Local Government and Public Involvement in Health Act 2007 introduced a new duty to involve. The duty came into force on 1 April 2009 and requires local authorities to take those steps they consider appropriate to involve *representatives of local persons* in the exercise of any of their functions, where they consider that it is appropriate to do so.

The phrase "representatives of local persons" refers to a mix of "local persons", i.e. a selection of the individuals, groups or organisations the authority considers likely to be affected by, or have an interest in the authority function. In the context of the duty the "representative" does not refer to formally elected or nominated members of the community, such as councillors.

In considering how to fulfil the statutory duty, you should aim to involve representatives of local people as much as possible. This should be in relation to routine functions, as well as significant one-off decisions.

The following three ways of involving should be considered. You will need to consider whether one, two, all three or none of the approaches should be used.

- a) **providing information** about the exercise of the particular function;
- b) **consulting** about the exercise of the particular function; and/or
- c) **involving in another way.**

In addition to complying with the duty to involve, all partnerships should have a **joint complaints procedure** or process for ensuring redress can be obtained. The procedure should be clear and accessible to both partners and the public. Partnerships need to recognise the feedback value of complaints; it should influence decisions about service delivery. Complaints also present an opportunity to engage with the wider public.

Partnerships need to take a collective approach to developing an effective complaints procedure; this means that they can deal with complaints collaboratively, or quickly and efficiently channel the complainant to the appropriate partner's corporate system.

The Councils Complaints Compliments and Comments procedure can be found at http://www.ryedale.gov.uk/council_and_democracy/corporate_complaints/complaints_procedure.aspx

And the Community Engagement Strategy and guidance at <http://intranet.ryedale.gov.uk/default.aspx?page=7396>

For further information on public engagement please contact [Clare Slater](#), Head of Transformation

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8. Exit arrangements

The Council believes that all partnerships it is involved with should have:

- An exit strategy that allows for minimal disruption, smooth transition and no nasty surprises.
- Arrangements for the reallocation of resources.
- A process for managing residual liabilities.
- Assessed the impact of ending the partnership.

Recognising when a partnership is no longer necessary can be difficult, but is important. It is best to plan for the end of the partnership when the partnership is initially set up. Exit arrangements should be detailed within the partnership's governing document.

The partnership should set out in its governing document the conditions under which a partner may leave the partnership and the conditions under which the partnership can be brought to a close. When preparing the exit or end conditions you should consider the following:

- What should happen to any employees working on behalf of the partnership?
- What will happen to any assets (including monetary contribution) owned by the partnership?
- What will happen to any documentation, or information held by the partnership?
- How will a final report (including accounts) of the partnership be presented and to whom?
- Is there a need to consult with stakeholders before withdrawing from or ending the partnership?

Partnerships should carry out a regular review (preferably annually) of whether it should carry on or cease to function. Possible reasons for ceasing include:

- Inability to meet objectives
- Lack of funding
- Lack of commitment from a key partner
- Objectives are met
- The partnership activity no longer supports the Council's objectives
- One or more partners wish to exit for any of the above reasons.

Winding up a partnership that is a company is a specialist task and you will need to take advice from the Legal Team if this applies.

Exiting a partnership can be done at any time, barring any contractual commitments. If you are proposing to exit a partnership this should be discussed with partners and should follow any agreed exit arrangements that are in place. Withdrawal may have serious negative effects on partners and could undermine future relationships if not handled correctly.

The optimal time for a partnership to cease would be at the end of the financial year, as the partnership's plans and budgets likely will be synchronised to this. A withdrawal will need to be planned and it should be borne in mind that a period of notice is considered usual.

For further information on this section please contact [Anthony Winship](#), the Councils Monitoring Officer and Legal Services Manager.

Partnership Significance Assessment Matrix


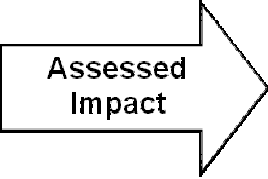
This table should be used to assess the significance of your existing or proposed partnership.

Please enter the score in the last column which most closely represents your partnership. Answer all applicable questions, using scores of 1, 2, 3, 4, or 5.

Name of Partnership:							
Impact No.	Description	Insignificant (Score 1)	Minor Significance (Score 2)	Moderate Significance (Score 3)	Major Significance (Score 4)	Highly Significant (Score 5)	Score
1	PARTNERSHIP COSTS: The Council directly contributes <ul style="list-style-type: none"> • money to the partnership • contributes resources such as officer time or work done or • money is directed through the Council's accounts 	< £50K	£50K to 75K	£75K to £100K	£100K to £500K	> £500K	
2	LINK TO COUNCIL PRIORITIES: To what extent is the partnership's success critical to the achievement of a Council priority?	Not linked to any Service or Council priority	Indirect links to successful achievement of a Council priority	Moderate contribution to successful achievement of a Council priority	Significant contribution to the successful achievement of a Council priority	Essential to successful achievement of 1+ Council priority	
3	CONSEQUENCES: What are the consequences (financial / reputational / liability / political) for the Council of failures within the Partnership?	Insignificant consequences	Minor consequences	Moderate consequences	Major Significance	Highly Significant	
4	DECISION MAKING: The partnership takes decisions on behalf of or which are binding on the Council	No decisions taken on behalf of the Council	No decisions taken on behalf of the Council but Council representatives feedback to the Council.	No decisions taken on behalf of the Council, but representatives with delegated authority attend the partnership and consider and influence its	No decisions taken on behalf of the Council but representatives with delegated authority attend the partnership and agree to be bound by its decisions.	The partnership has decision making responsibilities directly delegated to it from the Council	

Name of Partnership:							
Impact No.	Description	Insignificant (Score 1)	Minor Significance (Score 2)	Moderate Significance (Score 3)	Major Significance (Score 4)	Highly Significant (Score 5)	Score
				recommendations.			
5	STATUTORY OR REGULATORY CONTEXT: Is the Council required to set up the partnership <ul style="list-style-type: none"> • by law? • in order to receive additional funding? • to meet a requirement of statutory guidance? 	Not required by law or for funding	Indirect links to successful achievement of funding or achievement of excellence	Limited links to successful achievement of funding or achievement of excellence	Direct links to successful achievement of funding or achievement of excellence	The Council is required to participate in this partnership by law or to receive specific funding	
6	RISK: The partnership contributes to the management of risks identified on corporate or service risk registers.	The partnership does not contribute to the management of high priority risks identified on corporate or service risk registers	The partnership indirectly contributes to the management of high priority risks identified on a service risk register	The partnership directly contributes to the management of high priority risks identified on a service risk register.	The partnership indirectly contributes to the management of a high priority corporate risk	The partnership directly contributes to the management of a high priority corporate risk	
TOTAL:						A	A
HIGHEST POSSIBLE SCORE (No. of questions answered x 6)						B	B
IMPACT SCORE ("Total" divided by "Highest Possible Score" x 100)						A/B x 100	C %
Please submit your initial assessment to your Head of Service. A list of significant partnerships and all assessment forms will be held in the Transformation Team							

The matrix below uses the Significance Score to categorise your partnership

 Suggested Rigour Required	 Assessed Impact	LEVEL 1 Limited Significance (0-50%)	LEVEL 2 Major Significance (51%+)
The project needs to be signed off by the relevant Head of Service		Mandatory	Mandatory
Senior Management Team needs to be informed of the partnership		Non essential	Mandatory
Ensure application of all aspects of the Partnership Governance Toolkit		Advisable	Mandatory

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