

REPORT OF THE DIRECTOR OF POLICY, PARTNERSHIPS & COMMUNICATION

REVISED PARTNERSHIP GOVERNANCE FRAMEWORK

1. PURPOSE OF THE REPORT

To present the revised Partnership Governance Framework for approval.

2. RECOMMENDATIONS

It is recommended that the Audit Committee note and approve the revised Partnership Governance Framework (Appendix A).

3. REASONS FOR CONSIDERATION

The role of overseeing the Partnership Governance Framework has recently moved from Executive Board to the Audit Committee, as it fits more naturally with Audit Committee's terms of reference. As part of the transition the framework has been revised following a review of partnership governance in the city and national best practice.

4. BACKGROUND

4.1 Nottingham City Council (NCC) has a long and successful history of working in partnership across the public, private, voluntary and third sector. The benefits and opportunities of working in partnership are well understood and there are some significant successes. For example, the formation of the Crime and Drugs Partnership in 2005 saw an increase in partnership working and significant reductions in crime. Additionally, the work of the Green Partnership has helped in Nottingham to have the lowest carbon footprint of all the core cities.

4.2 Whilst the benefits of partnership working are clear, there are also some key challenges that arise from collaborative working. For example, if a particular partnership fails or is ineffective, the Council may be at risk for a number of reasons:

- Financially as it may have contributed significant resources or funding;
- Reputationally by involvement in a failing or ineffective partnership; or,
- Strategically as the partnership may be crucial to delivering one of the Council's key objectives.

4.3 Therefore, it is necessary to have in place a governance framework that identifies any risks and ensures consistency and efficiency of any partnerships of strategic, reputational or financial importance to the City Council. In response the Partnership Governance Framework was developed in 2009 in order to identify any risks to the Council that might arise through its involvement with a particular partnership.

- 4.4 The framework brings clear benefits, including:
- Providing confidence in NCC's partnership arrangements and governance;
 - Identification of ineffective partnerships and providing the opportunity to address weaknesses and seek improvement;
 - It keeps NCC up-to-date with the changing policy landscape within the partnerships; and,
 - Provides an annual view of our most significant partnerships.
- 4.5 It is not intended that the framework be applied to all partnerships the Council is involved in; rather the framework only applies to those partnerships which are deemed 'significant' due to their strategic, financial or reputational importance to the Council.

5. THE REVISED PARTNERSHIP GOVERNANCE FRAMEWORK

- 5.1 A review of partnership governance in the City and national best practice has been completed and as a result the framework has been revised in order to make it more streamlined and less bureaucratic. For example, the number of forms required for completion has been reduced and the actual framework (Appendix A) is considerably shorter. **Appendix A** presents the revised framework for approval by Audit Committee. The process, however, is summarised below.
- 5.2 Partnerships which are identified as being 'significant' are entered on to the 'Register of Significant Partnerships' and are subject to the Partnership Governance Framework. The framework follows an annual cycle whereby the nominated NCC lead officer involved in the partnership, working with the Chair, conducts an annual 'health check' that enables the identification of any areas of concern that might pose a risk in regards to the following areas:
1. Aims and objectives
 2. Membership and structure
 3. Decision making and accountability
 4. Performance management
 5. Evaluation and review
 6. Equalities
 7. Finance
 8. Partnership Risk Management
- 5.3 This process allows any potential risks or weaknesses to be identified and the Partnership will then outline steps/ actions to be taken in order to minimise/ remove that risk/ weakness.
- 5.4 A summary report outlining the results of the annual 'health check' process and the updated 'register of significant partnerships' are presented to Audit Committee with a number of recommendations for approval. **Appendix A** provides the revised framework, which outlines the process in more detail. It is recommended that Audit Committee note and approve the revised Partnership Governance Framework.

6. BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING EXEMPT OR CONFIDENTIAL INFORMATION

- Review of Partnership Governance
- Register of Significant Partnerships 2012
- Partnership Governance Framework 2009¹

7. PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

None

¹ <http://gossweb.nottinghamcity.gov.uk/nccextranet/index.aspx?articleid=11775>

Appendix A

Nottingham City Council

Partnership Governance Framework

Nov 2012

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1. INTRODUCTION

- 1.1 Nottingham City Council (NCC) has a long and successful history of working in partnership across the public, private, voluntary and third sector. The benefits and opportunities of working in partnership are well understood. There are, however, some key challenges that arise from collaborative working. As such, it is necessary to have in place a governance framework that identifies any risks and ensures consistency and efficiency of any partnerships of strategic, reputational or financial importance to the City Council.
- 1.2 Partnerships are complex. The number of different organizations involved can mean that there is the potential for a lack of clarity with regard to objectives, achievements, decision making processes, lines of accountability and regulation. In particular, there is a need to ensure that partnerships are linked to the Council's democratic processes and that when the Council participates and puts resources into partnerships, they are effective and aligned with our priorities as outlined in the Nottingham Plan to 2020 and the Council Plan.

Purpose of the governance framework

- 1.3 The Council must ensure that its involvement in partnerships does not expose it to an unacceptable level of risk. The Council therefore needs to demonstrate that it has identified its significant partnerships and has adopted robust partnership governance arrangements that have been clearly set out and formalised. The Council needs to ensure at all times that its business is conducted in accordance with the law and proper standards, and to make sure that public money is safeguarded, accounted for and spent economically, efficiently and effectively.
- 1.4 This framework is designed to bring consistency to the Council's approach to its work with significant partnerships and ensure that they have "good governance arrangements, including reliable financial and performance data; robust risk assessments; good leadership; agreed objectives and roles, responsibilities and skills to achieve them; openness, honesty and integrity. These factors create the climate for internal and external accountability and delivery of effective and innovative services" (Audit Commission 2005).
- 1.5 By setting standards, it helps nominated NCC lead officers to strengthen accountability, manage risks and rationalize working arrangements. The framework supports officers to evaluate the effectiveness of partnerships and to identify and manage the risks associated with partnership working. It enables the Council to fulfil its requirements for the Annual Governance Statement.

Executive and Corporate Roles and Responsibilities

Executive partnership champion – Leader of the City Council

Corporate partnership champion – Director of Policy, Partnerships and Communication

2. **DEFINING PARTNERSHIPS**

2.1 A partnership is defined as:

“An agreement between two or more independent bodies to work collectively to achieve an objective”

Audit Commission “Governing Partnerships” (2005).

2.2 Partnerships vary in size, membership and function. As such, partnerships can vary greatly compared to one another. For example, some partnerships will attract dedicated funding; some will be limited companies; others are charitable trusts and still more are unincorporated associations. The common factor, however, is that they are all working toward a common objective or purpose.

2.3 Appendix 1 provides a checklist of types of groupings commonly described as partnerships and also outlines groups that would not be considered partnerships under this framework.

Significant Partnerships

2.4 In 2005, Council officers reported participation in around 250 “partnerships” but it is not intended that this governance framework apply to all partnerships. Instead, application of this framework focuses on ensuring good governance in the most significant partnerships. A partnership will be considered ‘significant if one of the following criteria applies:

- **Strategic Importance** - the partnership is critical to the delivery of the Council’s key objectives or statutory obligations. The success of the partnership is therefore fundamental to the Council’s priorities and functions; or,
- **Reputational Importance** - the Council’s reputation could be damaged by failure of the partnership to deliver; or,
- **Financial Importance** – currently or potentially managing/directing resources that include a substantial financial contribution from the Council or for which the Council is the Accountable Body.

2.5 Some partnerships have their own partnership families. In these cases only the “parent” partnership is regarded as a significant partnership. The only exception to this is One Nottingham and the family of theme partnerships that sit directly with it. One final consideration relates to Private Finance Initiatives (PFIs) and some Public Private Partnerships (PPPs). These will not be addressed by this governance framework as they are already subject to complex legal requirements.

Please contact the Director of Policy, Partnerships and Communication if you need advice on whether an organization or working arrangement:

- a) **Is a partnership;**
- b) **Is ‘significant’ (as per the definition outlined in section 2.4); or,**
- c) **Falls outside this framework as its legal status and requirements are set elsewhere**

3. HOW THE FRAMEWORK OPERATES

- 3.1 Once a partnership has been identified as ‘significant’, the framework operates on an annual cycle and the following sections outline the process.

Making the Business Case: Becoming a ‘Significant Partnership’

- 3.2 As previously highlighted, this framework is only intended to apply to partnerships that are of strategic, reputational or financial importance to Nottingham City Council (NCC) and thus deemed ‘significant’. The starting point to become recognised as a ‘significant partnership’ is for the nominated NCC lead officer of the partnership to complete a ‘Partnership Registration’ form (a template is provided in Appendix 2). The registration form covers basic details of the partnership including format (status of the partnership, membership, structure etc), purpose and, most importantly, why it is of strategic, reputational or financial importance to the Council (as per section 2.4).
- 3.3 Proposals for a partnership to be recognised as ‘significant’ (via the ‘Partnership Registration’ form) can be made at any time and a recommendation upon all applications will be made by the Director of Policy, Partnerships and Communication (subject to final approval by the Audit Committee). Those partnerships deemed to be significant will be included in the Register of Significant Partnerships.

The Register of Significant Partners

- 3.4 The many forms of partnership that exist give rise to different legal structures and ways of working. It is important that whatever the arrangements entered into, the Council has clarity about the purpose, membership, roles and responsibilities of all its ‘significant’ partnerships, so that it can protect its interests and the interests of its citizens. In order to do this a central register of each significant partnership is held by the Director of Policy, Partnerships and Communication².
- 3.5 As part of the registration process, a responsible Corporate Director and nominated NCC lead officer is identified for each significant partnership for the purposes of this governance framework. The registration form (Appendix 2) provides key information for the register including:
- Format and membership
 - Purpose
 - Accountability and reporting
 - Council representation
 - Resources (Council and other)
 - Why the Partnership is of significance to the NCC
 - Risk Management
- 3.6 There is a requirement that significant partnerships ensure that their registration details are kept up-to-date and thus lead NCC officers are required to refresh their registration details annually in order to reflect any changes in circumstances (e.g. change in legal status of the partnership, removal of grant funding, change in membership etc). This annual process allows partnerships to be removed from the register if there is a material change in circumstances that results in them no longer meeting the ‘significant’ criteria as outlined in section 2.4. The recommendation as to whether a partnership is to be removed from the register will be made by the Director

² The Register will be available on the Intranet

of Policy, Partnerships and Communication (subject to final approval by the Audit Committee).

Partnership Governance Health Check

- 3.7 The overall objective of this governance framework is to enable an assessment of the effectiveness of the partnership; identify whether there are any strategic, reputational or financial risks to the Council through its membership of the partnership; and facilitate the development of proposals for changes/improvements. The annual ‘health check’ is the mechanism through which any issues are identified in regards to a partnership’s governance arrangements and capacity.
- 3.8 Appendix 3 provides the Health Check template that the Lead NCC Officer for each partnership is required to complete on an annual basis. Some of the detailed definitions and examples may not be directly applicable for all partnerships. There may also be some additional definitions of good governance that the nominated NCC lead officer will need to apply given the specific circumstances or arrangements for the partnership. Evidence to support the findings of the health check will be held by the nominated NCC lead officer.
- 3.9 The health check does not negate the need for the partnership to regularly review itself in terms of its governance and performance arrangements. The Council’s nominated lead officer has a responsibility to support and advise the partnership to carry out its own review and take any action required to improve its governance.
- 3.10 The health check has 4 categories:

Score	Category	Description
1	Excellent	There is an excellent system of governance designed to achieve the partnership’s and the council’s objectives; any potential strategic, reputational or financial risks for the council are noted and well managed; performance is on track.
2	Good	There is a basically sound system of governance, but some weaknesses that may threaten some of the partnership’s and the council’s objectives; any concerns regarding management of potential strategic, reputational or financial risks to the council are minor; performance is mainly on track.
3	Some key areas for improvement	There are some significant weaknesses that could threaten some of the partnership’s and the council’s objectives; there are some significant concerns about potential strategic, reputational or financial risks to the council and their management; performance is not on track in some areas
4	Many key weaknesses	Governance and controls are generally weak leaving the partnership’s system open to significant error or abuse; the partnership’s and council’s objectives are unlikely to be met; there are many significant concerns about strategic, reputational or financial risks to the council and their management; performance is not on track in most areas

- 3.11 The Health Check is completed by the Lead NCC Officer for each partnership and signed-off by the Partnership Chair.

Annual Partnership Review

- 3.12 The Partnership Governance Framework follows an annual cycle and the final element is the production of an Annual Partnership Review. The partnership registration details and the health checks will form the basis of this review and the findings and any recommendations will be presented to Nottingham City Council's Audit Committee for approval. This will include proposals to remove or add partnerships to the register.

4. REPORTS AND RECOMMENDATIONS

- 4.1 Following the annual review, the Director of Policy, Partnerships and Communication will prepare a summary report in November each year highlighting any issues and recommendations. The report will be presented to the Audit Committee for consideration and approval.
- 4.2 The report will also highlight any specific issues in regards to individual partnerships. As and when these issues are identified an exceptions report will be required from NCC's nominated Lead Officer/ and responsible Corporate Director of the relevant partnership outlining the issues in more detail and recommendations in regards to remedial/ mitigating actions and any resource implications. This could involve major change to the partnership, its membership and its operation. This timescale will tie in with service and operational planning.

KEY CONTACTS

Liz Jones
Interim Head of Policy
Nottingham City Council

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Website: www.nottinghamcity.gov.uk

COMMON TYPES OF PARTNERSHIP ARRANGEMENTS

Type of partnership	Key indicators
Statutory or contractual	<ul style="list-style-type: none"> • The requirement for co-operation between local partners to agree and deliver national or local priorities is set down in statute or contracts • Parties to be involved are defined in statute or contracts • National and local funding is directed towards achieving shared priorities and outcomes
Voluntary	<ul style="list-style-type: none"> • Council consults and works with external agencies to better align and streamline ways of working to meet its targets • Cooperation is dependent on member agencies working together on a voluntary basis • Funding on agreed priorities is not necessarily pooled
Executive	<ul style="list-style-type: none"> • The partnership is set up to deliver specific, jointly agreed, possibly time limited outcomes • Collaborative working is achieved whereby the Council has specific investment and executive responsibilities and powers
Non-executive	<ul style="list-style-type: none"> • The partnership provides a forum for cross-agency discussion and information sharing • The Council has no direct responsibility or powers to direct specific outcomes on behalf of the partnership • The Council's objective is primarily to influence the priorities of other organizations
Service delivery	<ul style="list-style-type: none"> • Council services are delivered jointly with external organizations • Additional capacity or efficiencies are achieved through partnership working • Responsibilities are documented in service level agreements

Other possible terms:

- Strategic partnerships
- Partnering contracts
- Collaboration
- Outsourcing

The following are **not** considered to be partnerships for the purposes of this framework

- Where the Council has direct and sole control over decisions and budgets
- Where consultation groups are set up to consider specific topics
- Networking groups
- Procurement agreements to acquire goods/services... governed under contracts or service level agreements
- Where the Council provides grants for other organizations for specific purposes
- Where the Council provides subs/membership payments for outside bodies
- Commercial partnerships established within the terms of the Partnerships Act 1990

PARTNERSHIP REGISTRATION TEMPLATE

Name of Partnership:

Format

- Nature of partnership including any legal/statutory status
- Membership (which organizations/sectors)
- Structure of the partnership
- Date established
- Proposed end date (if any)

Purpose

- Origins and purpose
- Main areas of work

Accountability and reporting

- Who is the partnership accountable to
- How/where is the partnership's performance reported within the Council

Council representation

- Lead Councillor (if appropriate) and Responsible Corporate Director
- Nominated lead NCC officer who can be contacted for day to day matters/queries
- Roles and responsibilities of Councillors and officers involved in the partnership

Resources

- Resources/funding from partners to support partnership capacity and development and their sources
- Resources/funding from partners for delivery of services/programmes/activity and their sources
- What resources will the Council be required/expected to provide (this includes resources from all funding streams that the Council has to account for)
 - Finance
 - Planned and source
 - Potential risk
 - Staff
 - Accommodation
 - Legal and other advice
 - Support services (please give details)
 - Communication tools
 - Other

Significant Partnership Criteria: Please provide details as to why the partnership is of significance to the Council in regards to one or more of the following:

Strategic Importance:

Reputational Importance:

Financial Importance:

PARTNERSHIP GOVERNANCE HEALTH CHECK GUIDANCE

The health check is a guide for an annual assessment of a partnership's governance and capacity. The aim is to make an overall assessment of the effectiveness of the partnership; identify whether there is any strategic, reputational or financial risk to the Council through its membership of the partnership; and lead to proposals for changes/improvements.

Some of the detailed definitions and examples may not be directly applicable. There may be some additional definitions of good governance that the nominated lead officer will need to apply given the specific circumstances or arrangements for a partnership. Evidence to support the findings of the health check will be held by the nominated lead officer.

This health check does not substitute for the partnership itself reviewing its governance and performance. The Council's nominated lead officer and chief officer have a responsibility to support and advise the partnership to carry out its own review and take any action required to improve its governance.

The health check has 4 categories:

Score	Category	Description
1	Excellent	There is an excellent system of governance designed to achieve the partnership's and the council's objectives; any potential strategic, reputational or financial risks for the council are noted and well managed; performance is on track.
2	Good	There is a basically sound system of governance, but some weaknesses that may threaten some of the partnership's and the council's objectives; any concerns regarding management of potential strategic, reputational or financial risks to the council are minor; performance is mainly on track
3	Some key areas for improvement	There are some significant weaknesses that could threaten some of the partnership's and the council's objectives; there are some significant concerns about potential strategic, reputational or financial risks to the council and their management; performance is not on track in some areas
4	Many key weaknesses	Governance and controls are generally weak leaving the partnership's system open to significant error or abuse; the partnership's and council's objectives are unlikely to be met; there are many significant concerns about strategic, reputational or financial risks to the council and their management; performance is not on track in most areas

NOTTINGHAM CITY COUNCIL
SIGNIFICANT PARTNERSHIPS GOVERNANCE HEALTH CHECK

In consultation with your partnership, please complete the tables below. Once the details have been agreed by the partnership please return them to alice.johnson@nottinghamcity.gov.uk. If you require any assistance please contact Alice Johnson, Policy Officer, Nottingham City Council, on 0115 87 63372.

Name of Partnership:
NCC Lead Councillor:
NCC Corporate Director:
NCC Lead Officer:
Partnership Chief Executive/Manager (if appropriate):

We have identified 8 areas of good governance. In each area we have provided a number of clear statements to illustrate what 'excellent' looks like for that area of governance. Using the criteria where 1 is 'excellent' and 4 is 'many key weaknesses' (page 1), please record a score (1-4) for each area of good governance for your significant partnership, making relevant notes on how the score could be improved.

Good governance	Health assessment (score 1-4)	Notes
<p>1. Aims and objectives</p> <ul style="list-style-type: none"> The partnership has clear aims and SMART objectives clearly set out and understandable Strong alignment between the partnership's and The Nottingham Plan and 2030 vision In pursuing the 2030 vision, the partnership has a set of values against which decision making and actions can be judged (e.g. code of conduct) The partnership achieves more than the sum of its parts. It delivers the benefits identified in the business case 		<ul style="list-style-type: none">
<p>2. Membership and structure</p> <ul style="list-style-type: none"> The structure is clear, is set out in Terms of Reference, a Memorandum of Agreement or other governing documents and is regularly reviewed. 		<ul style="list-style-type: none">

<ul style="list-style-type: none"> ● Roles, responsibilities and contributions are defined for all partners and set out in the governing documents, including whistle-blowing, responding to compliments and complaints, risk assessment, personnel and financial management and financial and performance reporting. ● Key partners provide effective leadership. Their leadership roles and responsibilities are understood and fulfilled. ● The membership provides the necessary knowledge, skills and experience to do the job. Partners ensure that the right people are in the right place at the right time. ● The partners are committed at the highest level to deliver the partnership’s objectives. There are constructive working relationships between all partners, the right people attend the meetings, and these are supported by lead officers within partner agencies. ● Changes to membership and exit strategies are considered and the governing documents say what will happen if/when a partner wishes to leave. 	
<p>3. Decision making and accountability</p> <ul style="list-style-type: none"> ● Decision making is clear and transparent. Authority and delegations are set out in governing documents including <ul style="list-style-type: none"> ○ Who can make what decisions ○ Delegated responsibilities ● The partnership has a clear procedure for dealing with conflicts of interest ● Those making decisions are provided with information that is fit for the purpose – relevant, timely and give clear explanations of technical issues and their implications ● Decisions are properly recorded and notified promptly to those who are affected by them. ● The partnership has a communication plan to inform service users, members and the public about the partnership, its decisions, its achievements and successes, who is accountable and responsible for what. It provides routes for people to comment/contribute to the partnership’s work. 	<ul style="list-style-type: none"> ●

<ul style="list-style-type: none"> • The partnership has clear lines of accountability and arrangements for reporting performance • Arrangements are in place for the partnership to report in a timely way on its work and achievements to Council officers and Councillors. Decisions and activities are scrutinized at the appropriate level. • There are clear routes for members and partners to raise concerns. 		
<p>4. Performance management</p> <ul style="list-style-type: none"> • The partnership reviews its progress and delivery against clear outcomes, outputs and milestones and takes prompt corrective action if necessary. • Delivery contracts and agreements are monitored and poor performance is tackled. 		<ul style="list-style-type: none"> •
<p>5. Evaluation and review</p> <ul style="list-style-type: none"> • The partnership regularly reviews its policies, strategies, membership and use of resources against its objectives and targets. • The partnership reviews its progress and delivery against clear outcomes, outputs and milestones and takes prompt corrective action if necessary. • Delivery contracts and agreements are monitored and poor performance is tackled. • Arrangements for responding to complaints and dealing with unforeseen problems needing a prompt response are in place and clearly stated. • There are clearly stated procedures to deal with disputes within the partnership and these are followed when necessary. 		<ul style="list-style-type: none"> •
<p>6. Equalities</p> <ul style="list-style-type: none"> • The partnership assesses its policies and programmes for their impact on equalities. • The partnership considers impact on inequality and deprivation as part of its performance management. 		<ul style="list-style-type: none"> •

<p>7. Finance</p> <ul style="list-style-type: none"> • The partnership has access to resources to support delivery of its aims and objectives. It has a financial and /or procurement plan that identifies how it proposes to use these funding to achieve its objectives. • The role of the partnership in relation to finance and the extent of its powers to make financial decisions and approvals are stated and understood. • The partnership has effective arrangements for financial monitoring and reporting. • The partnership uses its resources well and demonstrates how it uses them to add value. It ensures that it uses resources to complement and enhance the work of individual partners. 		<ul style="list-style-type: none"> •
<p>8. Partnership Risk Management</p> <ul style="list-style-type: none"> • Key people are aware of areas of potential risk in partnerships and the need to allocate resources to manage risk. • The partnership has an agreed mechanism for identifying, assessing and managing risks. • Appropriate tools have been developed and resources are in place to manage risk. • Partnership risks are well managed across organisational boundaries. • There is clear evidence of improved partnership delivery through risk management. 		<ul style="list-style-type: none"> •

Overall Headline Risk

Please fill in the table below the most significant risks which the Council needs to be aware of in terms of our involvement with this partnership. These can include strategic, financial and reputational risks. An example risk has been included to guide you.

Some partnerships may not face any risks, whereas others may face many. For those which face many risks, please note only the three most significant risks.

Please write a brief description of the risk, give each risk a rating for likelihood and impact using the criteria below, and bullet point the mitigating actions which will help mitigate the risk.

Risk Description	Impact Rating	Likelihood Rating	Total Risk Rating (Impact x Likelihood)	Mitigating actions
				•
				•
				•

Likelihood rating scale:

1. Remote
2. Unlikely
3. Possible
4. Likely
5. Almost Certain

Impact rating scale:

1. Negligible
2. Minor
3. Moderate
4. Major
5. Catastrophic

REVIEW AND PLANNING TIMELINE – ANNUAL CYCLE

Action	Responsible Officer	Timescale
Refresh Partnership Registration Details	Nominated Lead Officer	Aug
Complete Partnership Health Check	Nominated Lead Officer	Aug
Summary report to Audit Committee (inc. recommendations)	Director of Policy, Partnerships and Communication	Nov
Exception reports and recommendations for each partnership where substantial change, exit or closure is proposed to Audit Committee	Appropriate Corporate Directors	Nov
Implement recommendations for exit/winding up partnership (if appropriate)	Nominated lead officer with Corporate Director	Dec – March
Implement recommendations for improvement (if appropriate)	Nominated lead officer with Corporate Director	Dec – Sept
Repeat cycle starting with Partnership Health Check		Aug

ROLES AND RESPONSIBILITIES

Audit Committee

- Consideration of Register of Significant Partnership and Summary Report on an annual basis in November each year
- Exception reports and recommendations for specific partnership where substantial change, exit or closure is proposed - November each year

Director of Policy, Partnerships and Communications

- Consider the inclusion of new partnerships to the register as and when required (through the submission of partnership registration forms) and present those recommendations to Audit Committee as part of the annual review of partnerships
- Annually review partnership registration forms and propose recommendations to Audit Committee in regards to any partnership that may need removal from the register due to a change in circumstances as part of the annual review of partnerships
- Maintain the Register of Significant Partnerships
- Prepare summary report for Audit Committee each November in regards to the review and make any relevant recommendations
- Coordinate exception reports from Corporate Directors to Audit Committee as required
- Lead a review and revision of the framework within two years of its adoption by Audit Committee

Corporate Directors

- Ultimately responsible for effective application of the governance framework for partnerships connected with their department
- Support/advise nominated lead officer to complete/update Partnerships Register
- Support/advise nominated lead officer to complete partnership health check
- Prepare exception reports and recommendations for Audit Committee as required
- Support/advise nominated lead officer to implement recommendations

Nominated lead officers

- Ensuring the registration details of the partnership are up-to-date
- Annual completion of the partnership health check
- Implementation of recommendations subject to approval by Audit Committee
- Provide information to Director of Policy, Partnerships and Communications when required