

Appendix 3
Partnership governance Health Check guidance
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 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 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 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 financial risks to the council and their management; performance is not on track in most areas

NOTTINGHAM CITY COUNCIL
SIGNIFICANT PARTNERSHIPS GOVERNANCE HEALTH CHECK 2017

In consultation with your partnership please complete the tables below. Once the details have been agreed by the partnership please return them to elaine.fox@nottinghamcity.gov.uk. If you require any assistance please contact Elaine Fox, Policy Officer, Nottingham City Council, on 0115 87 64540.

Name of Partnership:	
NCC Lead Councillor:	Does a Cllr attend partnership meetings? Yes / No
NCC Corporate Director (to identify which department is responsible):	
NCC Lead Officer:	
Partnership Chief Executive/Manager (if appropriate):	
Accountable body (if the partnership isn't a legal entity; if 'don't know' please state):	

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 and further explanation
1. Aims and objectives 1. The partnership has clear aims and SMART objectives. 2. The partnership has clearly allocated responsibility for achieving its objectives, and has gathered assurance that the objectives will be achieved. 3. The partnership ensures that it uses its allocated resources to achieve its objectives. 4. Do the aims and objectives link with relevant parts of the Council Plan / Nottingham Plan?		•
2. Membership and structure 1. The NCC lead officer is actively engaged. 2. The structure is clear, is set out in Terms of Reference, a Memorandum of Agreement or other governing documents and is regularly reviewed, to ensure roles, responsibilities and		•

<p>contributions are defined for all partners. Also set out in the governing documents are whistle-blowing protocols, how to respond to compliments and complaints, risk assessments, personnel and financial management and financial and performance reporting.</p> <ol style="list-style-type: none"> 3. Key partners provide effective leadership. Their leadership roles and responsibilities are understood and fulfilled. 4. 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. 5. Changes to membership, dispute resolution 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> <ol style="list-style-type: none"> 1. Decision making is clear and transparent. Authority and delegations are set out in governing documents including <ol style="list-style-type: none"> a. Who can make what decisions b. Delegated responsibilities 2. The partnership has a clear procedure for dealing with conflicts of interest. 3. 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. 4. Decisions are: <ol style="list-style-type: none"> a. properly recorded b. notified promptly to those who are affected by them 5. The partnership has: <ol style="list-style-type: none"> a. A communication plan to inform service users, members and the public about the partnership, its decisions, its achievements and successes, who is 		<ul style="list-style-type: none"> •

<p>accountable and responsible for what. It provides routes for people to comment/contribute to the partnership's work</p> <p>b. Clear lines of accountability and arrangements for the timely reporting of performance and achievements to Council officers and Councillors.</p> <p>c. Processes in place for scrutiny of decisions and activities at the appropriate level</p>		
<p>4. Performance management</p> <p>1. The partnership reviews its progress and delivery against clear outcomes, outputs and milestones and takes prompt corrective action if necessary.</p> <p>2. Delivery contracts and agreements are monitored and poor performance is tackled.</p>		<ul style="list-style-type: none"> •
<p>5. Evaluation and review</p> <p>1. The partnership regularly reviews its policies, strategies, membership and use of resources against its objectives and targets.</p> <p>2. The partnership reviews its progress and delivery against clear outcomes, outputs and milestones and takes prompt corrective action if necessary.</p>		<ul style="list-style-type: none"> •
<p>6. Equalities</p> <p>1. The partnership assesses its policies and programmes for their impact on equalities and considers impact on inequality and deprivation as part of its performance management.</p>		<ul style="list-style-type: none"> •
<p>7. Finance</p> <p>1. The partnership has a financial and /or procurement plan that identifies how it proposes to use these funding to achieve its objectives.</p> <p>2. The partnership has effective arrangements for financial monitoring and reporting, uses its resources well and demonstrates how it uses</p>		<ul style="list-style-type: none"> •

<p>them to add value and ensure value for money.</p> <p>3. Where applicable, for the most recent financial year the partnership has had “unqualified audit opinion” (i.e. it has passed audit without any qualifications) and any recommendations raised by auditors have been actioned.</p>		
<p>8. Partnership Risk Management</p> <p>1. The partnership has an agreed mechanism for identifying, assessing and managing risks.</p>		<ul style="list-style-type: none"> •
<p>9. Additional information</p> <p>1. Is there anything else relating to the partnership and its governance you wish to highlight?</p>		<ul style="list-style-type: none"> •