

Brentwood Borough Council

Partnership Policy and Procedures

Aims, Scope and Key Drivers

AIMS:

This policy and associated procedures are introduced to provide a framework for officers and staff who are engaged in, giving consideration to engagement in, or withdrawing from partnership activities.

Brentwood Borough Council recognises that the quality and cost effectiveness of services can be significantly improved when organisations work well together.

Working as a partnership is integral to the way that Brentwood Borough Council and many of our partners operate and seeks to achieve their ambitions. Collaboration with other agencies and the public is fundamental to Brentwood Borough Council's approach to achieving the shared priorities and outcomes desired by not only our partners and ourselves, but importantly the public of Brentwood.

This policy is one of inclusion. We aim to ensure that partnership working is supportive of the different communities within Brentwood. Our residents and businesses deserve us to be working within the very best partnerships, delivering positive outcomes, in the most cost effective way possible.

Supporting our staff to achieve this, Brentwood Borough Council's Partnership Policy and Procedures sets out the Council's broad approach to working in partnership and details how this important means of delivering services will be managed.

In principle, Brentwood Borough Council will actively seek to work in partnership and make positive contributions where:-

- It has statutory obligations to be a member of the partnership;
- It is considered that partnership working will provide a more efficient or effective way of achieving its aim of supporting our residents and businesses, or will deliver the commitments contained within the Council's Corporate Plan, more appropriately than would be possible by simply working alone;
- Partnership working will potentially increase opportunities for accessing or saving money or resources in line with the above, thus ensuring best value delivery for residents or businesses of Brentwood.

Whilst the benefits of working in partnership are overwhelmingly positive, there are risks which must be fully considered and mitigated against.

This Policy seeks to ensure that Brentwood Borough Council is able to recognise the full range of partnerships in which we have become engaged, and be satisfied that they are:-

- Properly risk assessed and suitably managed;
- Formally approved and registered on the Council's Partnerships Register;
- Monitored and reviewed on at least an annual basis in order that a focus on delivery can be maintained;
- Have clear aims, objectives and outcomes;
- Have clear terms of reference;
- Where appropriate, operate an information sharing protocol which partners have a responsibility to adhere to;
- Have clear governance arrangements in place to ensure accountability;
- Establish a clear understanding between partners regarding their individual and collective responsibility and liability for the actions of the partnership;
- Operating effectively in adding value to our efforts to achieve our priorities and as appropriate supporting the delivery of partnership priorities, or discharging our statutory responsibilities;
- Providing Brentwood Borough Council, our partners and the public good value for money in relation to the level of investment being made;
- Delivering positive outcomes for the people of Brentwood.

Brentwood Borough Council's view is that the partnerships it enters into should add significant value to the Council's priorities and desired outcomes. As such, where it is considered that the costs of being involved outweigh, or are likely to outweigh the benefits gained, then Brentwood Borough Council may challenge and potentially discontinue support for those arrangements.

This policy sets out the formal processes that will support Brentwood Borough Council in consistently, professionally and objectively making sound decisions when it considers whether to establish or enter into a partnership and reviews whether it should continue to support a partnership arrangement. It also aims to provide staff with clarity about the Council's approach to partnership working and help enable them to understand their personal responsibilities when developing or working in the partnership arena.

SCOPE:

The word partnership can mean different things to different people. To make partnerships work effectively, they need to be differentiated from other joint

arrangements such as funding regimes, contractual arrangements and informal relationships or networks.

Definition of a partnership

As such Brentwood Borough Council defines a partnership in relation to this policy as a joint working arrangement where two or more partners:

- Are otherwise independent bodies;
- Agree to co-operate to achieve a common goal, which supports the delivery of at least one Council priority or target;
- Create a new organisational structure or process to achieve a goal, separate from their own organisations; and
- Plan and implement a jointly agreed programme of work which may often result in joint staffing, shared use of resources or information and a perception that some element of risk and reward is also shared.

Independent bodies' would normally mean that partners are separate entities in a legal sense.

Partnership is a concept that is difficult to define precisely. A distinction can be made between establishing a formal partnership such as 'Multi-agency Licensing Group' and an informal way of working involving partners such as a localised Keep Safe initiative.

This policy is primarily concerned with defining the arrangements for managing formal partnerships.

Such arrangements will identify key responsibilities / accountabilities or liabilities that would be shared with members, formally recorded within a Terms of Reference or a Partnership Agreement.

It is also recognised that if Brentwood Borough Council leaves a partnership it does not automatically imply that the partnership itself should cease. It is felt to be good practice for a Terms of Reference to indicate how each individual organisation can leave a partnership.

Brentwood Borough Council also acknowledges that the 3rd sector (voluntary and community sector organisations) can be a key partner and play a prominent role in supporting the local community in Brentwood and across Essex.

Implementation of the Partnership Policy

Responsibility for the implementation of the Partnership Policy and its supporting procedures is held by:

- Elected Members;

- Head of Paid Service and Heads of Service;
- Partnership, Leisure and Funding Manager;
- Staff receiving an invitation to join a, or planning to develop a partnership;
- Staff engaged as the principle Brentwood Borough Council representative within a partnership;
- All staff working within a partnership focussed environment

Local and Operational Partnerships

There are two levels of partnership, 'local level' and 'operational'. The local level partnership is one where the financial commitment, resource and risk to the Council is minimal and therefore can be subject to approval by the Head of Service or the Head of Paid Service. Where the partnership is considered 'operational' then this needs approval from elected Members at the relevant Committee (unless delegated authority is given to officers) in order to ensure proper governance across all partnerships.

Brentwood Borough Council needs to ensure that any decision making in relation to partnership working is properly authorised and made by the relevant constituent bodies forming the particular partnership through agreed governance arrangements as partnerships are not usually separate legal entities. In the absence of Council officers having the delegated authority to take decisions on behalf of the Council, such matters have to be reported back to the Council or their Committee for decision. It is important for good governance that such decisions are 'scrutinised and challenged effectively'.

KEY DRIVERS:

Statutory requirement

The Council has a statutory responsibility for the delivery of certain services and a specific legal responsibility for working in certain statutory partnerships (i.e. Community Safety Partnerships).

Partnership working offers opportunities to deliver services in more efficient and effective ways and the Council's emphasis on providing value for money services that deliver positive outcomes for communities within Brentwood means that consideration about whether services could be delivered better, or more efficiently collaboratively with partners should be regularly explored by officers.

Financial and resource implications

Through collaborative working arrangements, Brentwood Borough Council aims to work with its partners to deliver effective, value for money, quality services to the residents and businesses of Brentwood.

Financial pressures will increase on all partner agencies in future years and may lead to requests being made to the Council to enter into partnerships and share

resources to address issues that may not be of sufficient priority to the organisation and these will need to be carefully considered.

Within any partnership arrangement there will be some resource implication for Brentwood Borough Council. This could be a financial commitment, officer support or other in kind support for the partnership. These will need to be fully identified before any formal decisions are agreed.

Before entering into financial arrangements with external bodies, guidance as appropriate will be sought from the Finance Director (Section 151 Officer) and the relevant account officer with regard to procurement or other related financial matters. Agreements/or arrangements entered into must not have an adverse effect on the services provided by the Council, or its financial position.

Data retention and disposal

Partnership procedures will involve sharing of information through formal meetings, to ensure multi-agency approach. It may require the signing of an information sharing protocol with partners. As such, there are a wide range of potential outcomes with regard to final disposal of information, and whilst many will involve Brentwood Borough Council, some may involve partner agencies. More detail is contained within the documented procedures which accompany this Council's Partnership Policy.

The partnership may involve the creation of further records such as meeting minutes, action records and it would not be practicable to detail the retention periods for the whole spectrum. Under normal circumstances, all partnership information will be held for a period of **36 months**. All records should therefore be retained, reviewed and disposed of in line with the Council's Data Retention Policies and within the partnership's own Terms of Reference.

Publicising Partnership working

The Policy seeks to formally record the benefit of formal collaborative working that supports the priorities of Brentwood Borough Council, its partners and deliver value for money quality services to local communities.

To provide the public with information about the partnerships that the Council is involved in, a dedicated webpage will be set up listing the Council's Partnership arrangements together with a Partnership Register which will give a brief description of each partnership, its aims and objectives and the relevant partners involved.

Partnership Policy - Procedures

There are a number of key drivers that support working together in partnership which are mentioned in the policy on page 4. The Council needs to ensure that it has a consistent, transparent approach that has been properly risk assessed, has been approved through the right level of governance, to deliver value for money and support the Council's priorities.

There are four stages of partnership working, Approval, Recording, Monitoring and Evaluation and the Termination of a partnership.

APPROVAL OF PARTNERSHIPS

To support officers when considering entering into a new partnership arrangement in the there is **Partnership Checklist** to complete (**Appendix 1**) which will help officers decide whether a formalised partnership route is the best way of working or whether another model is more suited when working together.

Officers should complete the partnership checklist which can then inform a draft **Terms of Reference (Appendix 2)** for the partnership which will need to be agreed by all those partners involved. Dependent on the type of partnership then approval is needed from either Elected Members via the relevant Committee or Head of Service/Head of Paid Service.

Before entering into financial arrangements with external bodies, guidance as appropriate will be sought from the Corporate Finance Department with regard to procurement or other related financial matters. Agreements and / or arrangements entered into must not have an adverse effect on the services provided by the Council.

Responsibilities of the Head of Paid Service, Head of Finance (Section 151 Officer) are outlined in Council's Financial Regulations and reference documents associated with the Partnerships Policy.

If the Council is acting as the banker for the partnership then the budget holder for partnership activities will, in accordance with procedures specified by the Head of Finance (Section 151 Officer), maintain income and expenditure to aid accounting processes managed and overseen by the Corporate Finance Department. Full details are provided to the Head of Finance (Section 151 Officer) to enable appropriate information to be entered into the Authority's Statement of Accounts.

Key controls have been established which must be in place before authorisation is given to the engagement in a Brentwood Borough Partnership. In every such case it must be possible to:

- Recognise the statutory context in which the proposed partnership is to be established;

- Identify the objectives the proposed partnership is designed to achieve/fulfil;
- Demonstrate how such objectives will support the Council's corporate vision and priorities as set out in the Council's Corporate Plan;
- Identify and assess all known risks associated with the proposed partnership and the extent to which those risks affect the viability of the proposals;
- Identify and assess through a robust project appraisal process the viability of the proposals in terms of resources, staffing and expertise;
- Identify and assess the contractual, legal and financial frameworks of the proposed partnership and to ensure that those arrangements comply with the Council's financial regulations and Contract Standing Orders;
- Identify and agree with other partners the roles and responsibilities of each of the other partners involved in the proposals and the lines of accountability from the proposed partnership to Brentwood Borough Council, and to other partners;
- Be satisfied that other partners have carried out similar assessments for their own purposes, so far as practicable, of the matters referred to in above;
- Ensure that the proposed partnership and its operation will not affect adversely any of the services provided by or for Brentwood Borough Council.

For further guidance refer to the Partnership Checklist Appendix 1.

Documentation in support of this will be captured on the Council's Partnership Register.

All Brentwood Borough Council Partnerships will be subject to routine monitoring and scrutiny by the Council. This will be at least annually, regardless of whether the Authority is the decision-making body or not.

Approval of local level and operational partnerships

A Head of Service can give 'fast track' approval for joining local level partnerships subject to adherence to the Council's Partnerships Policy and associated procedures and based upon a risk assessment of the information provided.

However, if any of the following criteria apply, then such local level partnership approval request must be escalated to the Head of Paid Service/Elected Members for sanction as it will be deemed to be 'operational' .

- All partnerships where personal information is to be shared;
- All partnerships where there is a requirement for financial investment in budget/cash terms;
- All partnerships where there is a requirement for 'in-kind' or human resource investment of above £5K;
- All partnerships where linkage with Council objectives/priorities is felt to be in question or is limited;

- Any partnership where for any other reason it is felt appropriate that a more formal or structured decision-making process be used by the Officers prior to any decision being taken.

The decision-making process will be broadly proportionate to the level of perceived risk and benefit and involve support from specialist staff as appropriate.

Conditional Partnership Support

It is recognised that the development of some partnerships can be a dynamic process and that some form of organisational support may be needed and appropriate at an early stage in order that staff with some expertise and experience in this area can potentially influence and help shape the further improvement and development of a particular partnership.

To delay engagement with a partnership under development may hinder its progression and as a consequence the effective delivery of services to the public. Therefore, under some circumstances, decision-makers are able to grant 'conditional support' to engage in the development of a partnership prior to being required to make a formal or long-term decision.

Conditional support will only be granted for a period up to 3 months at a time. This is to encourage the registering of prospective partnerships at the earliest point in time and provide managers and partnership workers sufficient opportunity to influence the creation of high quality partnerships which are well constructed and thought through prior to formal approval being granted.

Declining Partnership involvement

Where potential difficulties or risks from partnership working are clear from an early stage, an early decision to decline involvement may be prudent. Such cases would include:-

- Partnership with any organisations involved in the tobacco, gambling, or any other industry where the Council plays a role in supervision, licensing or enforcement activities which directly involve them;
- Partnerships where the support from Brentwood Borough Council cannot be readily or easily discontinued;
- Partnerships that would involve the Council in unbudgeted revenue costs, particularly on an on-going basis;
- Partnerships which involve potentially sensitive associations with companies already in contractual arrangements with the Council, which could be construed by competitors as preferential treatment;
- Partnerships with conditions attached that interfere with the Council's operational independence on how the Council's resources are used;

- Partnerships of unclear or unqualified benefits to core Council activities and the delivery of our key aims and objectives;

If the Council is requested to formally join partnerships where it is clear that it is against the interests of Brentwood Borough Council or the public of Brentwood, requests are registered on the Council's Partnerships Database and a recommendation made that they not be approved.

This decision will be taken by the appropriate person or body depending on the nature of the partnership and communicated sensitively to the interested parties at the earliest opportunity.

MONITORING AND EVALUATION OF A PARTNERSHIP

All partnerships that meet the Council's definition are recorded on the Council's Partnership Register by the Partnership Leisure and Funding Manager and will be reviewed on an annual basis.

This Register records information on the partnership and includes:

- Partnership name;
- Membership details;
- Aims and objectives of partnership;
- Link to Council priority(ies);
- Accountability;
- Brentwood Borough Council lead officer;
- Whether the partnership is a statutory or discretionary obligation;
- Terms of Reference;
- Frequency of meetings;
- Allocated budget;
- Risk register for the partnership;
- Information sharing protocols;
- Any Equality & Diversity considerations;
- Funding Arrangements for the partnership

If appropriate, any risks associated with the partnership will added to the Council's Corporate Risk Register where remedial action will be taken or supported.

Decision makers and partnership staff have a responsibility to ensure that the work of approved partnerships is properly monitored and to ensure that all partnership arrangements are formally reviewed on an annual basis, at which point a decision will be made about the continuance of Brentwood Borough Council's involvement.

A **Partnership Self Assessment tool (Appendix 3)** has been designed to assist officers when reviewing and assessing the effectiveness of current partnership arrangement and make a recommendation on completion of the self assessment to either:

- Continue to support engagement in the partnership (approval);
- Continue to support engagement in the partnership with a view to improving the partnership working arrangements (conditional approval); or
- Critically review the partnership with a view to considering Brentwood Borough Council's disengagement from it (termination) .

Monitoring and evaluation mechanisms will be pre-agreed by partners as appropriate in the Terms of Reference, and these should always be proportionate to the level of the partnership and the risks or benefits involved.

Documented Terms of Reference for a partnership, key responsibilities, accountabilities and liabilities of each agency should be recorded and maintained as part of the information on the partnership register.

For operational level partnerships, formal scrutiny will principally be undertaken through the work of the Audit, Scrutiny and Transformation Committee. For local level partnerships, scrutiny will be undertaken through the work of individual members, with activities recorded and documented on the Council's Partnership Register.

The Council's Partnership, Leisure and Funding Manager will maintain an overview of all partnerships across the Council and report, where appropriate, in relation to non-compliance with the partnership policy. This may necessitate some level of exception reporting where updates, monitoring or formal reviews have not been undertaken as required.

Managers will maintain an overview of the partnerships that operate within their service areas of responsibility and provide support for their effective monitoring and evaluation.

Communication

Within the Terms of Reference for each partnership arrangement, a pre-identified and agreed partner will take the lead for communication activity to ensure that a collaborative approach to ensure consistency, accuracy and transparency.

TERMINATING A PARTNERSHIP

Partnership arrangements inevitably may come to an end due to a number of reasons including:

- Achievement of objectives;
- Change in Council or partner priorities;
- Partnership replaced by alternative working arrangements;
- External funding sources/resources cease;
- After review, the Partnership is deemed to be not delivering the outputs and outcomes it was set up to do and new approaches need to be explored;
- After review, an unacceptable level of risk in continuing the Partnership is identified;
- The legal framework upon which the Partnership was founded changes.

The decision whether Brentwood Borough Council's involvement in a Partnership ceases will be made on a case by case basis, to recognise the full range of circumstances involved. The decision to withdraw will be made at the same level at which approval was given to engage.

In circumstances where withdrawn from local or low level partnerships is difficult due to political or reputational reasons, decisions regarding withdrawal will be escalated to the elected Members for consideration and decision.

It is acknowledged that Brentwood Borough Council leaving a Partnership does not automatically imply that the partnership itself should cease. Terms of Reference for each partnership will indicate how each individual organisation can leave a partnership and actions which might be necessary in such eventualities.

Where Brentwood Borough Council does decide to leave a Partnership, the reason for departure will be documented on the Council's Partnership Register.

Draft Partnership Checklist

Entering into/proposing a new partnership

Officers and/or Elected Members are required in the first instance to complete the Partnership Checklist when proposing the Council enter into or proposes a new partnership.

This checklist will detail all the information that Officers and/or Elected Members (if applicable) will need to decide on whether to enter into the proposed partnership.

1. INITIAL STAGE

Name of Proposed Partnership

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Do the proposed objectives of the partnership fit with one or more of the following strategic priorities?

Delete as appropriate

Corporate Strategy	Yes/No
Environment Strategy	Yes/No
Community and Health	Yes/No
Economic Development	Yes/No
Planning and Licensing	Yes/No
Transformation	Yes/No

Please provide brief notes on how areas marked 'Yes' will benefit from the Partnership?

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Main Contacts

Lead elected member (if applicable)	
Name	
Address	
Email	
Tel. numbers	
Lead Officer	
Name	
Address	

Email	
Tel numbers	
External Contacts	
Name	
Address	
Email	
Tel numbers	

2. DEVELOPMENTAL STAGE

What are the key objectives of the proposed partnership?

Is there a statutory requirement to establish the partnership? Yes/No

If yes please provide further details

What is the gap in service provision identified by Officers and/or Elected Members which this partnership will help to deliver?

Is the issue/need shared by other organisations? What other options have been explored other than partnership and are there any groups undertaking similar work?

Is there a clear agreed vision/purpose for the proposed partnership? (For example, to improve delivery of a specific service/to develop a strategy?)

Tick		
	Yes	Vision/purpose attached
	No	Please detail timetable for development of Vision/purpose. Please ensure copy is attached to Partnership checklist.

Is this vision realistic, i.e. in terms of resources and opportunities that are likely to be available?

Tick and provide brief explanation		
	Yes	
	No	

Are all the partners willing to devote the necessary time and effort to making the partnership succeed?

Tick and nominate representative		
	Yes	
	No	

Do the partners understand the following;

- a) all know what role they will play
- b) what resources they will contribute and how they will account for the success of the project?

This should identify what the roles are, resources being contributed £'s/people, outputs and outcomes)

	Tick
The role they will play within the partnership?	
The resources they will be contributing? (people)	
What the projected costs are (direct and indirect) of the partnership (£'s)	
What the expected outputs and outcomes are?	
How they will account for the success of the partnership? (outputs & outcomes)	
What the expected benefits are?	

What are the key objectives of the proposed partnership?

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Are there any groups undertaking similar work? (If yes, reconsider the need for a new partnership – no new partnership should be formed if existing partnership covers aims and objectives).

Yes	No

Is there a defined lifetime of the partnership?

	Tick
Yes	
No	

Is there an exit strategy?

	Tick
Yes	
No	

Risk assessment – list what are the partnership liabilities?

Type of Risk
Financial
Reputational

3. IMPLEMENTATION STAGE

Does Partnership need to be signed off at Committee, if yes name and date of the relevant Committee?

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If No, name and title of Head of Service and date signed.

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4. MONITORING STAGE

Detail the frequency and the type of monitoring that will be undertaken of the partnership, please refer to the self assessment tool.

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5. EXIT STAGE

If the partnership ends because it has achieved its objectives or the Council feels that its priorities have changed and does not need to be involved in the partnership then detail the authorisation in place to leave the partnership.

Does the exit from the Partnership need to be signed off at Committee, if yes, detail name and date of relevant Committee.

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Does the exit from the Partnership need to signed by Head of Service, if yes, detail name, title and date signed.

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If you or partner organisations cannot answer the questions above please get clarification before proceeding with the partnership.

[Name of partnership] DRAFT Terms of Reference	
Purpose	
Objectives of the partnership	
Agreed Values and Behaviours and principles of the partnership	•
Targets associated with the objectives	• Insert KPI's including volumes
Membership and administration	
Membership of partnership	• Insert membership list
Role of the Chair of the Executive Group	•
Role of Vice Chair of the Executive Group	•
Role of partners of the [partnership name]	•
Brentwood Borough Council Lead officer	•
Role of Lead Officer	
Frequency of meetings	
Rules on decision making and voting	
The partnership's conflict resolution protocol	
The partnership's complaints procedure	
The reporting methods of the partnership to its member organisations, other partnerships, and the public	
Partnerships that the [partnership name] report to	insert
Partnerships that report to the [partnership name]	insert
Communication	
How will the partnership communications be agreed	
Who will communicate the partnership working and activities	
Finances	
Funding arrangements of the partnership	
Partner financially responsible if the partnership breaks up	insert
Partner through which the partnership access legal advice	insert
Performance	
Performance management arrangements	
Risk management arrangements	
Equality management arrangements	
How the partnership will assess the extent to which it provides Value For Money	
Public accountability arrangements	

Scrutiny arrangements	
Partnership revision	
The methodology for revising the partnership's rules, including planned revision dates	
The procedure for individual members to leave the partnership	
The triggers and procedures for dissolving the partnership	

Partnership Self Assessment Tool

Name of Partnership	Officer undertaking review	Date of review

Name	1. Information Storage and Access			
Description	How the information is stored on the partnership and how accessible is it to those that need it?			
Requirement to be fully compliant	Information is shared with and accessed and updated by multiple users in the organisation and/or externally. All relevant documents such Terms of reference template, minutes of meetings, progress on action plans, review dates of partnership and KPIs all centrally stored.			
	Not at all	Partly initiated	Embedded	Action Plan
	No evidence of partnership register	On spreadsheet or partnership register, but static and not shared internally or externally	Partnership register is dynamic, up-to-date, available to internal and external stakeholders and used for management reporting, planning and partnership management	Identify actions that need to be in place to ensure that this will become fully compliant
Self Assessment level				

Name	2. Communication			
Description	How is the partnership communicating its activities and progress?			
Requirement to be fully compliant	Supporting documentation to link to partnership website, copies of newsletters, minutes of meeting, progress on action plan which is easily accessible to partners and regularly updated.			
	Not at all	Partly initiated	Embedded	Action Plan
	No evidence of communication	Some supporting documentation provided	All documents held electronically in a central point with dynamic updates and sharing or accessibility to other stakeholders	Identify issues if partnership is not properly resourced or supported.
Self Assessment level				

Name	3. Delivery and performance			
Description	Does the partnership have clear objectives and SMART outcomes?			
Requirement to be fully compliant	Supporting documentation to clear action plans with responsible lead partner for each action, arrangements in place for under performance, scrutiny arrangements, achievements that have been delivered in the last year.			
	Not at all	Partly initiated	Embedded	Action Plan
	No evidence of clear objectives and SMART outcomes	Some evidence of clear objectives and SMART outcomes	Clear action plans, arrangements for challenging under performance, evidence of achievements that have been delivered by the partnership in the last year.	Regular review of action plan.
Self Assessment level				

Name	4. Finance and Resources			
Description	Are financial monitoring arrangements robust, clear and understood?			
Requirement to be fully compliant	Supporting documentation to procedures for managing and monitoring pooled budgets and resources. Are partners clear where accountability lies for managing resources and the spending of funds?			
	Not at all	Partly initiated	Embedded	Action Plan
	No evidence of financial monitoring or accountability in place	Some evidence of financial monitoring procedures, but not clear to partners.	Clear financial monitoring arrangements in place that are understood by all partners.	Agreed financial monitoring arrangements in place.
Self Assessment level				

Partnership Self Assessment Tool

Name	5. Risk Assessment			
Description	Are risks identified, understood and assigned as part of the delivery of the partnership action plan.			
Requirement to be fully compliant	Supporting documentation to include risk register, mitigation controls and actions and business continuity plans in place.			
	Not at all	Partly initiated	Embedded	Action Plan
	No evidence joint risk register	Some evidence of risks being addressed	Clear joint risk register with mitigation controls and actions and business continuity plans.	Ensure risks are identified, assigned and updated on the joint risk register.
Self Assessment level				

Name	6. Review of partnership			
Description	Are plans in place for a regular review of the partnership, its membership and its performance			
Requirement to be fully compliant	Supporting documentation which indicates that a regular review of the partnership is undertaken – such as Terms of reference, membership, objectives and outcomes remain relevant.			
	Not at all	Partly initiated	Embedded	Action Plan
	No evidence of regular review of partnerships	Some evidence of review procedures in place	Clear process of regular review of partnerships with set timelines built into the Terms of Reference	Ensure that a regular review of partnerships is built into the Terms of Reference
Self Assessment level				