

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Corporate Governance Committee

9th April 2008

AUTHOR/S: Chief Executive / Strategic Partnerships Officer

EXTERNAL PARTNERSHIPS REVIEW

Purpose

1. To inform the Corporate Governance Committee of the outcome of the External Partnerships Review carried out under the guidance of EMT.
2. To agree a way forward for further scrutiny of the governance arrangements for the Council's significant partnerships.

Background

3. In October 2005 the Audit Commission released a paper entitled Governing Partnerships. This recommended reviewing partnerships within public bodies to identify the level of risk involved with partnership working and to ensure that there is greater accountability.
4. In line with the aforementioned report EMT has carried out a review of the Council's external partnerships. The Audit Commission's governing partnerships report defines a partnership as 'an agreement between two or more independent bodies to work collectively to achieve an objective'. The partnerships included in this review of external partnerships at the Council are a mix of strategic and operational partnerships. Partnerships set up to steer projects, provide networking opportunities or to promote best practice were not included as part of this review.

Significance Scorecard

5. Based on the Governing Partnerships report and a partnership significance assessment scorecard used by Leeds City Council (Appendix A), the partnerships identified by officers were scored to assess their significance to the Council. The scoring can be found at Appendix B.
6. Based on good practice EMT is suggesting that those partnerships scoring over 22 points are considered as the Council's most significant partnerships. The significant partnerships are those that would have a greater impact on the organisation should they fail and therefore need to be monitored and risk assessed more regularly.
7. The partnerships matrix will need to be updated on an annual basis and significant partnerships re-designated as necessary.

Risk Assessment

8. Using the significance score and also a 'likelihood score' (Appendix C), which assesses a partnership against clear standards and expectations on partnership working, each of the significant partnerships have been risk assessed. Zurich Municipal assisted this work. The Partnerships Governance and Risk Management Matrix can be found at Appendix D.

Partnership Standards

9. EMT has devised a set of minimum standards by which it believes all its partnerships should adhere. Zurich Municipal provided a basis from which to work and the standards can be found at Appendix E. The standards also set out a process for the establishment of new partnerships or joining existing partnerships and if the new standards are adopted will be a requirement for partnership working in the future.

Implications

10. Financial	To ensure that SCDC is using its financial resources effectively and minimising the financial risks from partnership involvement.
Legal	To ensure that SCDC is fulfilling its legal requirements with regards statutory partnerships.
Staffing	To ensure that SCDC staff are participating in the partnerships that will secure the greatest benefit for the council and the wider community.
Risk Management	The partnership review will ensure the council reduces and manages the risks associated with partnerships.
Equal Opportunities	The proposed partnership governance standards include equalities.

Effect on Annual Priorities and Corporate Objectives

11.	Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future
	Strong partnership governance arrangements will assist the Council in meeting its objectives.
	Deliver high quality services that represent best value and are accessible to all our community
	Strong partnership governance arrangements will assist the Council in meeting its objectives.
	Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work
	Strong partnership governance arrangements will assist the Council in meeting its objectives.

Recommendations

12. To consider the process by which EMT has identified the Council's significant partnerships and assess the content of the Risk Management Matrix.
13. To comment upon the proposed minimum standards, including the process for agreeing new partnerships.
14. To consider the future role of the Corporate Governance Committee with regards the scrutiny of the governance arrangements for the Council's significant partnerships and ensuing that minimum standards are being adhered to.

Background Papers: the following background papers were used in the preparation of this report:

Governing Partnerships, Audit Commission 2005

Contact Officer: Gemma Webb – Strategic Partnerships Officer
Telephone: (01954) 713340

SOUTH CAMBRIDGESHIRE PARTNERSHIP SIGNIFICANCE ASSESSMENT SCORECARD

Partnership Name:

Impact No.	Description	Insignificant (Score "1")	Minor Significance (Score "2")	Moderate Significance (Score "3")	Major Significance (Score "4")	Highly Significant (Score "5")	Score
1	Control of finances: the partnership controls or influences direct or indirect financial resources	< £100k direct or indirect	£100k - £500k indirect	> £500k indirect	£100k - £500k direct	> £500k direct	
2	Generates savings: the partnership enables the Council to generate savings	No generation of savings	Minor to moderate savings for partners	Minor to moderate savings for the Council	Major savings for partners	Major savings for the Council	
3	Relationship to Corporate Priorities: to what extent is the partnership's success critical to the achievement of a corporate priority	Not linked to any corporate priority	Indirect links to successful achievement of a corporate priority	Moderate contribution to successful achievement of a corporate priority	Significant contribution to the successful achievement of a corporate priority	Essential to successful achievement of 1+ corporate priorities	
4	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	
5	The partnership takes decisions on behalf of or which are binding on the Council	The partnership does not take decisions on behalf of the Council	The partnership does not take decisions on behalf of the Council, but Council representatives feed back / lobby the Council	The partnership does not take decisions on behalf of the Council, but Council representatives with decision making authority attend the partnership and consider and influence its recommendations	The partnership does not take decisions on behalf of the Council, but representatives with decision making 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 / Executive Board	
6	Statutory or Regulatory Context: is the Council required to set up the partnership by law or is the Council required to set up the partnership in order to receive additional funding / meet a requirement of the assessment regime / statutory guidance	Not required by law, to fulfil statutory functions or for funding	Indirect links to successful achievement of funding, statutory functions or achievement in CPA/CAA	Limited links to successful achievement of funding, statutory functions or achievement in CPA/CAA	Direct links to successful achievement of funding, statutory functions or achievement in CPA/CAA	The Council is required to participate in this partnership by law, to fulfil statutory functions or to receive specific funding	
TOTAL:							

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL: PARTNERSHIPS REVIEW (SCORING 27/03/08)

The Audit Commission's governing partnerships report defines a partnership as 'an agreement between two or more independent bodies to work collectively to achieve an objective'. The partnerships included in this review are a mix of strategic and operational partnerships. Partnerships set up to steer projects, provide networking opportunities or to promote best practice were not included as part of the review.

	Name of Partnership	1	2	3	4	5	6	Overall Score	Lead Member/Officer	Corporate Area
1	Cambridgeshire Together' Local Area Agreement Board (& LAARG)	5	3	5	5	4	5	27	Cllr Manning; Greg Harlock (Cecilia Tredget)	
2	Supporting People Partnerships	5	4	5	4	4	5	27	Stephen Hills; Mike Knight	AH
3	South Cambridgeshire Local Strategic Partnership Board	5	3	5	5	4	5	27	Cllr Manning; Cllr Howell; Greg Harlock	
4	Cambridgeshire Horizons Board (& Senior Officer Board)	5	3	5	5	4	4	26	Cllr Bard; Steve Hampson (Caroline Hunt)	
5	Crime and Disorder Reduction Partnership Board	4	3	4	4	3	5	23	Cllr Howell; Simon McIntosh	PPP
6	Community Safety Strategic Group	4	2	4	4	4	4	22	Cllr Howell; Simon McIntosh	PPP
7	Chief Executives Liaison Group	3	5	4	3	3	4	22	Greg Harlock	
8	Greater Cambridge Partnership	3	4	4	4	4	3	22	Greg Harlock	
9	Joint Strategic Growth Implementation Committee (& Senior Officer Board)	1	3	5	5	4	4	22	Cllr Bard; Steve Hampson	
10	Cambridgeshire and Peterborough Joint Waste Partnership (RECAP)	4	4	3	3	3	5	22	Dale Robinson	HES
11	Cambridgeshire Children and Young People's Strategic Partnership & Area Partnership	3	4	3	4	3	5	22	Steve Hampson	
12	Joint Transport Forum	3	3	4	4	3	4	21	Gareth Jones	PSC
13	Sub Regional Choice Based Lettings Project	4	3	4	3	3	4	21	Stephen Hills	AH
14	Fringes Sites Delivery Board	3	3	4	5	4	2	21	Gareth Jones	PSC
15	Northstowe Delivery Board	3	3	4	5	4	2	21	Steve Hampson	

16	Planning & Transport Lead Member Group	3	3	4	5	3	3	21	Keith Miles	PSC
17	Growth Areas Affordable Housing Partnership	3	4	4	4	4	2	21	Denise Lewis	PSC
18	Cambridge Sub-Regional Strategic Housing Board & Group	1	3	5	4	3	4	20	Stephen Hills; Mike Knight	AH
19	Environment & Transport Area Joint Planning Committee	3	2	4	4	4	3	20	Claire Spencer	PSC
20	Cambridge East Joint Member Reference Group	1	3	5	4	3	4	20	Caroline Hunt	PSC
21	North West Cambridge Joint Member Reference Group	1	3	5	4	3	4	20	Caroline Hunt	PSC
22	Cambridgeshire Domestic Violence Steering Group	4	3	3	3	3	3	19	Anita Goddard	AH
23	Investing In Communities	5	1	3	3	3	4	19	Tricia Pope	PPP
24	Area Safeguarding Children Panel (City and South Cambs)	1	2	3	4	3	5	18	Simon McIntosh	PPP
25	Travellers Sponsorship, Co-ordination & Liaison Groups	2	3	3	4	3	3	18	Greg Harlock; Simon McIntosh; Cathy Hembry	PPP/AH
26	Arbury Park Strategic Housing Group	3	4	3	3	2	3	18	Sarah Lyons	AH
27	Cambourne Strategic Housing Group	3	4	3	3	2	3	18	Sarah Lyons	AH
28	Northstowe Sustainable Energy Partnership	1	3	3	4	3	3	17	Richard Hales	PPP
29	Improving Health Partnership	1	2	4	3	3	4	17	Dale Robinson	HES
30	Arts and Culture Implementation and Development Group	2	3	4	3	2	3	17	Andy O'Hanlon	PPP
31	Concessionary Fares Group	3	3	2	3	2	3	16	Lee Phanco	FSS
32	LAA Older People's Reference Group	2	1	3	3	3	4	16	Denise Lewis	AH
33	Cambridge Sub-Region Strategic Homelessness Group	1	3	3	3	3	3	16	Sue Carter	AH
34	Community Engagement Group	1	3	3	3	2	4	16	Simon McIntosh	PPP
35	Cambridgeshire Older People's Partnership Board	2	2	3	3	3	3	16	Tracey Cassidy	AH
36	Joint Allocations Panel	1	3	3	3	2	3	15	Sue Carter	AH
37	Neighbourhood Policing Gold Group	1	2	3	2	3	4	15	Simon McIntosh	PPP

38	Cambridgeshire Anti-Social Behaviour Steering Group	1	3	3	3	2	3	15	Philip Aldis	PPP
39	Cambridgeshire Planning Monitoring Meeting	1	1	4	4	1	4	15	Tim Waller	PSC
40	Transport and Access Group	1	3	3	3	2	3	15	Tricia Pope; Claire Spencer	PPP/PSC
41	Cambridge & South Cambs Disability Sports Focus Group	1	2	3	3	3	2	14	Jane Lampshire	PPP
42	Cambridge City & South Cambs Personal & Community Development Learning Partnership	3	2	1	3	1	4	14	Tricia Pope	PPP
43	Park & Ride Business Strategy Group	2	2	3	4	2	1	14	Claire Spencer	PSC
44	Compact Group	2	1	2	2	3	4	14	Tricia Pope	PPP
45	Cambridgeshire Biodiversity Partnership	1	3	2	3	2	3	14	Rob Mungovan	PSC
46	Economic Development and Enterprise Forum	1	3	3	2	2	2	13	Alison Talkington	PSC
47	Cambridge East Steering Group	1	1	4	4	1	2	13	Caroline Hunt	PSC
48	North West Cambridge Joint Working Group	1	1	4	4	1	2	13	Caroline Hunt	PSC
49	North West Cambridge Officer Working Group	1	1	4	4	1	2	13	Caroline Hunt	PSC
50	Cambridgeshire Sports Partnership 'Living Sport'	5	2	2	1	1	2	13	Jane Lampshire	PPP
51	Distraction Burglary & Rogue Trader Task Force	1	2	3	2	2	3	13	Tracey Cassidy	AH
52	Cambridge City Centre Management	3	2	2	2	3	1	13	Keith Miles	PSC
53	Cambridgeshire and Peterborough Tobacco Control Alliance & Smoke Free Cambridge	1	3	3	2	2	2	13	Iain Green	HES
54	Arts Forum for Cambridgeshire and Peterborough	1	2	3	1	3	3	13	Andy O'Hanlon; + Elected Member Rep	PPP
55	Children & Young People's Participation Champions Partnership	2	2	3	2	3	1	13	Susannah Harris	PPP
56	CamQuit Steering Group	1	2	3	1	2	2	11	Iain Green	HES
57	Cambridge Sub-Regional Enablers Group	1	1	4	2	1	2	11	Schuyler Newstead	AH
58	County Disability Sports Forum	1	2	3	2	1	2	11	Jane Lampshire	PPP

59	Physical Disability and Sensory Impairment Board	1	2	2	2	2	2	11	Kevin Reynolds	AH
60	Cambourne Service Providers	2	2	3	2	1	1	11	Susannah Harris	PPP
61	Voluntary Sector Forum	1	1	2	3	2	2	11	Tricia Pope	PPP
62	Rural Forum	2	1	2	2	2	1	10	Tricia Pope	PPP
63	Cambridgeshire Food and Health Partnership	1	1	3	1	2	2	10	Iain Green	HES
64	ExerC:se	1	1	3	1	2	2	10	Iain Green	HES
65	Proof of Age Partnership	1	1	2	1	2	2	9	Iain Green	HES
66	Children & Young People's South Cambs Locality Group	1	1	2	1	2	1	8	Tricia Pope	PPP
67	South Cambridgeshire Locality Mental Health Working Group: Housing Subgroup	1	1	2	1	1	1	7	Mike Knight	AH
68	Housing Partnership	1	1	2	1	1	1	7	Mike Knight	AH
69	Planning Policy Forum	1	1	1	1	2	1	7	Jon Dixon	PSC
70	LAA Health & Social Care Partnership	0	0	0	0	0	0	0	Dale Robinson	HES

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL: PARTNERSHIPS REVIEW, LIKELIHOOD SCORING, 01/04/08

The Assessment of Likelihood Toolkit sets out clear standards and expectations on partnership working. The Toolkit also provides a simple means to compare partnerships against the expected standards.

The partnership lead officer must ensure these principles are being met within the partnership, regularly compare the partnership against these standards and (where the scoring is less than 3) immediately inform EMT.

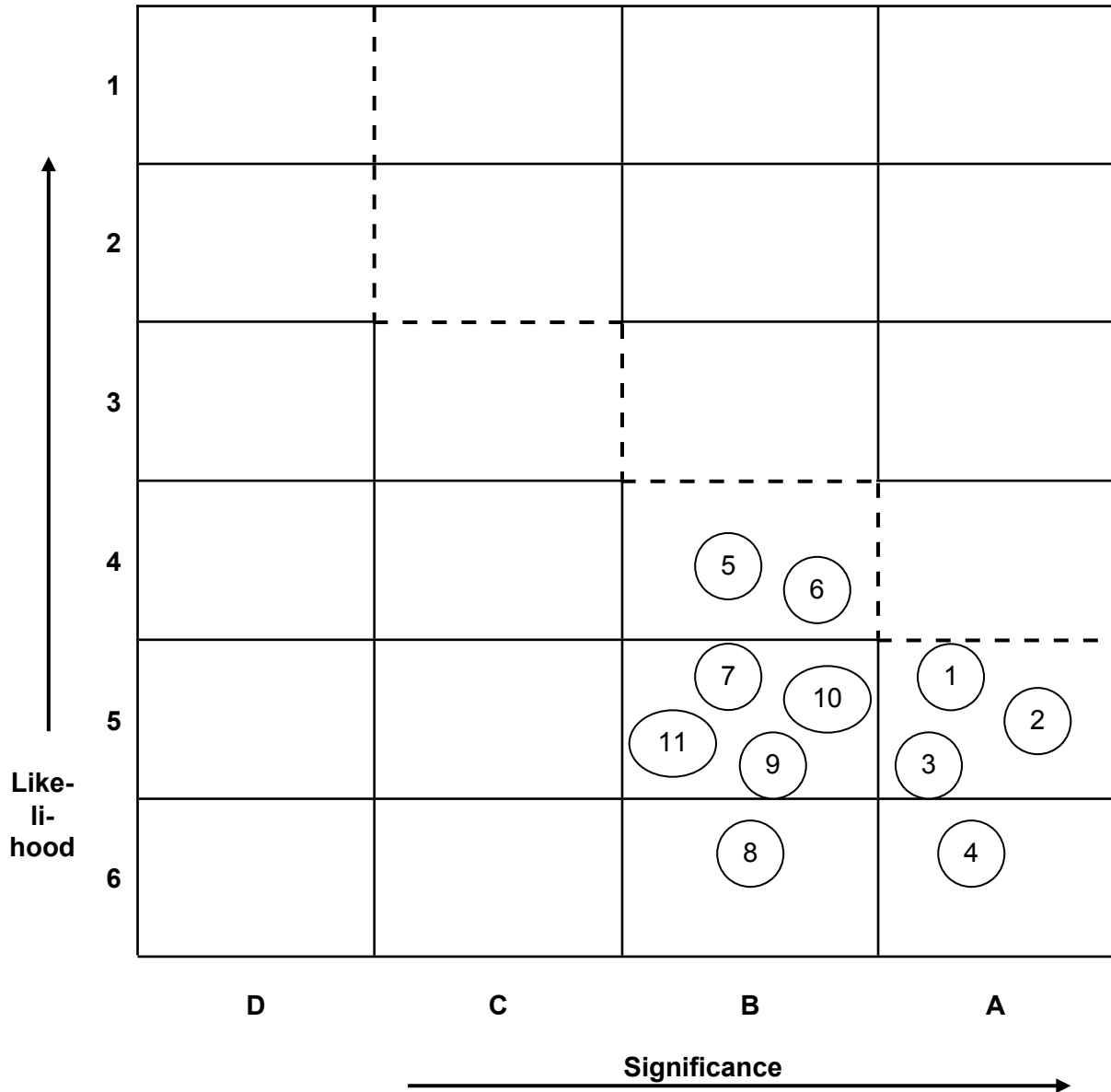
No.	Area	Description	Reference	Score 1 “more work required”	Score 3 “get by ... just”	Score 5 “as good as it gets”
1	Financial Management Arrangements	Budgeting process, clear accounting and monitoring of financial activity, regular reporting.	Financial Regulations	Arrangements are not clear, limited information presented.	Some information to enable basic management of the financial affairs.	Clear and robust financial management, budgeting and monitoring.
2	Constitutional / Legal framework	The legal / organisational framework that sets out how the partnership will be run.	Legal & constitutional framework	Unclear constitution or framework.	Some gaps or areas for concern.	Robust framework in place and key decision making processes defined.
3	Performance Management and Monitoring Arrangements	The process to assess progress towards the partnership's ultimate defined goals.	Service planning guidance	Limited monitoring, no clear outcomes or targets defined.	Some monitoring, not regular or robust.	Clear outcomes and plans that are clearly monitored and managed.
4	Clear Accountability and Scrutiny	Clear roles and responsibilities, access by audit and clear decision making process.	Terms of reference for roles & responsibilities	Lack of clarity around who is doing what.	Some room for improvement.	Clear roles, clear accountabilities with access by audit and a clear scrutiny role.
5	Risk Management	Risk register, process for managing risk, mitigation plans, clear risk allocation and exit strategies.	Risk Management policy	No process, risks not understood or taken seriously.	An initial view, not widely shared or regularly updated.	Clear consensus between partners & robust process updated regularly.
6	Objectives and Milestones	Clear objectives articulated, clear milestones and outcomes. Managed and monitored.	Partnership's defined aims and objectives	Limited outcomes or definition around purpose.	Some objectives and milestones, not always updated – some more clarity required.	Buy-in from all parties to a plan / vision with clear objectives and milestones.
7	Codes of Conduct	Rules defining how individuals within the partnership should behave.	Codes of conduct protocol	Clear expectations are not set – conflicting behaviours.	Partially defined – but not all areas.	Very clear code of conduct.
8	Equality and Diversity	Where we work in partnership or have influence with other bodies with the overall aim of promoting the value and purpose of equality and diversity programmes.	Equality and Diversity Policy	Not considered or recognised as issue. Potential for the risk of unequal treatment exists.	A number of positive steps and a moderate recognition of the issues.	Conformance with the Council's policy. High level awareness of issues and actions to manage the risk of unequal treatment.

No.	Name of Partnership	1	2	3	4	5	6	7	8	Overall score	Lead Member/ Officer	Corporate Area
1	Cambridgeshire Together' Local Area Agreement Board (& LAARG)	3	4	3	3	2	5	5	5	30	Cllr Manning; Greg Harlock	
2	Supporting People Partnerships	5	5	4	5	2	4	3	5	33	Stephen Hills; Mike Knight	AH
3	South Cambridgeshire Local Strategic Partnership Board	3	3	3	3	3	5	5	5	30	Cllr Manning; Cllr Howell; Greg Harlock	
4	Cambridgeshire Horizons Board	4	5	5	4	5	5	3	4	35	Cllr Bard; Steve Hampson	
5	Crime and Disorder Reduction Partnership Board	3	2	4	3	2	4	3	4	25	Cllr Howell; Tricia Pope	PPP
6	Community Safety Strategic Group	3	2	3	3	2	4	3	4	24	Cllr Howell; Tricia Pope	PPP
7	Chief Executives Liaison Group	5	3	3	3	3	5	4	4	30	Greg Harlock	
8	Greater Cambridge Partnership	5	5	5	4	4	5	3	4	35	Greg Harlock	
9	Joint Strategic Growth Implementation Committee (& Senior Officer Board)	3	3	5	3	5	5	3	4	31	Cllr Bard; Cllr Manning; Cllr Kindersley; Steve Hampson	
10	Cambridgeshire and Peterborough Joint Waste Partnership (RECAP)	4	5	5	5	4	5	3	3	34	Dale Robinson	HES
11	Cambridgeshire Children and Young People's Strategic Partnership & Area Partnership	5	4	4	5	3	4	3	5	33	Steve Hampson	

Partnerships Governance and Risk Management Matrix (01/04/08)



South Cambridgeshire District Council



Likelihood:			Significance:		
		<u>Score</u>			<u>Score</u>
1	Very High	1-6	A	Key	24-30
2	High	7-13	B	High	16-23
3	Significant	14-20	C	Medium	8-15
4	Medium	21-27	D	Low	1-7
5	Low	28-34			
6	Very Low	35-40			

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL DRAFT PARTNERSHIP STANDARDS

South Cambridgeshire District Council is committed to working in partnership where value can be added.

PARTNERSHIP GOVERNANCE STANDARDS

All partnerships to which the Council is signed up should abide by its partnership governance standards. Partnerships should have:

1. Clear Objectives

- Business plan in place
- Realistic and measurable objectives
- Targeted outputs and outcomes
- Link to achievement of corporate objectives

2. Clear organisational and staffing arrangements

- Clear accountabilities e.g. role of lead officer, elected members, SMT, EMT etc
- Clarity around resources committed to the partnership

3. Robust management and appropriate decision making

- Constitutional framework / legal framework
- Codes of conduct e.g. equalities, honesty & integrity, objectivity, accountability, openness, personal judgement etc
- Decision making process

4. Robust performance management

- 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
- Partnership clear about what to do if poor performance is reported

5. Robust Financial Arrangements

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

6. Management of Risks

- Clear process for identifying, prioritising and managing risks
- Common understanding of the risks among all partners
- Clear allocation of risks
- Appropriate business continuity arrangements in place

7. Information sharing and public engagement arrangements

- Clear and transparent process for sharing information within the partnership
- Communication with service users and the wider public to explain how the partnership works and where responsibility and accountability lie
- Joint complaints procedure or process for ensuring redress can be obtained

8. Exit arrangements

- Exit strategy which allows for minimal disruption, smooth transition, no nasty surprises
- Arrangements for reallocation of resources
- Management of residual liabilities
- Assessment of impact of ending the partnership

TERMS OF REFERENCE

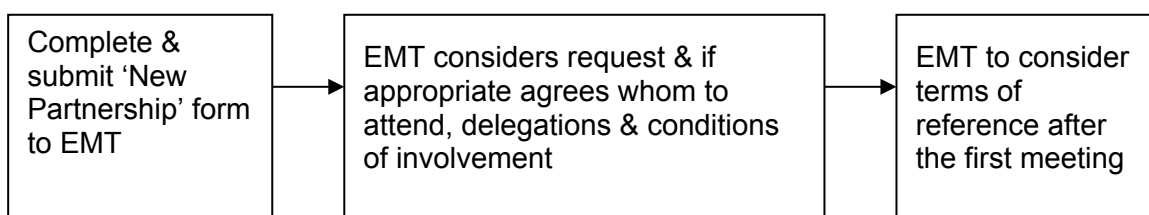
To assist in meeting the Council's governance standards, partnership terms of reference should be developed with partners at the outset and include the following as a minimum requirement:

- Name of the partnership
- Aims and objectives
- Timescales – date of establishment and review
- Membership
- Powers – statutory responsibilities and decision-making authority
- Accountability – reporting structures, dealing with complaints, public transparency
- Roles and responsibilities of the Chair and all members
- Income / other resource contributions
- Meetings – frequency, quorum rules, chairing and voting etc
- Decision making process – scope and timescales
- Performance management arrangements
- Ownership of assets
- Amendments to the partnership rules
- Minutes
- Exit strategy

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

SETTING UP NEW PARTNERSHIPS

When a new partnership is deemed necessary by an officer within the Council or when an approach is made for the Council to join a new or existing partnership to which they are currently not involved, the following process should be followed:



PARTNERSHIP REGISTER

EMT is responsible for risk managing the Council's significant partnerships. The Council's partnership matrix is reviewed on an annual basis and those partnerships scoring higher than 22 are deemed to be significant. Partnerships are scored using a 'Partnerships Significance Scorecard'. A partnerships register is completed for significant partnerships. Significant partnerships are also risk assessed by EMT on a quarterly basis; a risk matrix is completed, along with a risk register.