

PARTNERSHIP STRATEGIC RISK - CHECKLIST

Risk	Control	Check
Poorly defined shared vision and objectives	Corporate objectives of all partners need to be linked to a shared and agreed joint vision with clearly defined objectives	
Local political leadership changes and support for the partnership declines	Engage members in the debate on partnership and obtain buy-in from all parties.	
Collaborative advantage for working together not clearly defined	Partners must identify collaborative advantages of working together and processes needed to ensure a successful partnership.	
Policy changes within Government and / or partner organisations.	A partnership will only succeed if it can respond to change; therefore flexibility is an essential element of the partnership arrangements.	
The project will not be attractive to potential partners	Develop a robust strategic and outline business case that defines the scope of the partnership. Ensure a marketing exercise has been carried out as part of the business case and views of the market have been factored into the partnership development.	
Partners do not meet performance targets in a satisfactory or timely way.	Develop an agreed Performance Management framework. Encourage joint ownership of problems and solutions, building trust and cooperation.	
No strategic approach to issues of risk, costs and benefits	Define and agree a partnership risk strategy/plan and a comprehensive approach to dealing with costs and benefits of the partnership.	

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Lack of effective and consistent leadership for the partnership	Ensure key roles are allocated and the partnership champion role is adequately resourced.	
Lack of trust within the partnership.	Develop an effective governance structure to build trust and mutual understanding of issues.	
Failure to engage key stakeholders	Identify key stakeholders, and ensure robust communication strategy is in place.	
Robust contracts not drawn up to underpin the partnership.	<p>A formal contract / memorandum of understanding must be in place, and agreed by all partners.</p> <p>Contract must define scope of partnership, respective roles & responsibilities and effective governance arrangements.</p>	
Relationship with partner breaks down and subsequently one of the major partners withdraws.	Buy-in from all key stakeholders is essential; failure to do so could be detrimental to the long term partnership objectives.	
Local authority structure and culture inappropriate for forming and maintaining strategic partnerships.	<p>Ensure mechanism for conflict resolution is agreed with all partners at negotiation stage.</p> <p>Create a joint board for the partnership that meets regularly to discuss issues.</p> <p>Draw up a joint risk register, with regular review.</p> <p>Transparent monitoring of PIs.</p>	

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Improvements do not meet Council's and/or public's expectations.	<p>Ensure members buy-in at all stages of the partnership. Keep staff fully informed of plans for development of strategic partnerships.</p> <p>Measure customer satisfaction and manage customer expectations.</p>	
Partnership initiatives are incompatible with other local authority contracts or initiatives.	Assess the financial and non-financial implications of the new arrangements on existing contracts, commitments and initiatives	
Failure to commit resources to the business case for the fear that the investment will be abortive.	Adopt well-constructed processes to define business case and thorough financial evaluation.	
Lack of clarity about when financial benefits are to be realized	Ensure a robust financial plan.	
Contract and partnership development costs are too high.	Prepare an overarching partnership agreement and supplement this with straightforward service delivery contracts based on an output specification.	
Partner faces financial difficulty.	<p>Ensure contract covers this eventuality explicitly and provisions are made to deal with the situation if it arises.</p> <p>Ensure that the Council limits its liability for losses incurred by the partnership.</p>	
Withdrawal of Partner	The risk will need to be continually monitored and alternative strategies developed if the withdrawal of a potential partner occurs	
Partnership fails to deliver Value for Money	Ensure that appropriate benchmarking and market testing processes are in place and used regularly throughout the lifetime of the partnership.	

