

Council – 19 July 2010

Walsall Partnership Accountable Body Agreement

Service Area: Neighbourhoods

Wards: All

1. Summary of Report

To request Council approve and adopt the Walsall Partnership Accountable Body Agreement (appendix 1).

2. Recommendations

That Council approve and adopt the Walsall Partnership Accountable Body Agreement.

3. Background Information

3.1 As part of the governance arrangements of the Walsall Partnership Accountable Body Agreement, both the Walsall Partnership Board and Walsall Council are required to formally approve and adopt this policy.

3.2. Advice has been sought from the Council's Constitutional Services, Legal, Finance and Audit departments and changes to the policy have been made where appropriate.

3.3 This policy was presented, in draft format, to the Walsall Partnership Board prior to its meeting on 21 June 2010.

3.4 This policy was approved by Walsall Partnership Board at a Special Board meeting on 21 June 2010.

4. Resource Considerations

4.1 **Financial:** one

4.2 **Legal:** None

4.3 **Staffing:** None

5. Citizen Impact

None

6. Community Safety

None

7. Environmental Impact

None

8. Performance and Risk Management Issues

8.1 **Risk:** If Council does not adopt the Walsall Council/Walsall Partnership Accountable Body Agreement, Walsall Partnership will not be able to continue to operate as it would be outside of its governance arrangements and unable to take any decisions.

8.2 **Performance Management:** None

9. Equality Implications

None

10. Consultation

None

Background Papers

Walsall Partnership Accountable Body Agreement

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Signed:



Executive Director:

Date: 6 July 2010



Walsall Partnership

Accountable Body

Memorandum of Roles and Responsibilities

July 2010

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Internal Memorandum

1 Status

1.1 Walsall Metropolitan Borough Council

- 1 The Council acts under powers given to it by the Local Government Act 2000 and in accordance with its Constitution, which enables it to undertake the role of Accountable Body to the Partnership.
- 2 The Council agrees to be the Accountable Body responsible for finance provided to the Partnership.
- 3 The Council shall act only in accordance with the relevant Acts of Parliament, ministerial advice, external Grantors' conditions and its own Constitution.

1.2 Walsall Partnership

- 1 The Partnership is an unincorporated body established under the Government Guidance on Local Strategic Partnerships (LSPs).
- 2 The Partnership agrees to act only in accordance with the Accountable Body's requirements, its own Constitution and this Memorandum.

2 Background

- 1 The Partnership is a single non-statutory, multi-agency body, which works within the metropolitan borough of Walsall. It aims to bring together at a local level different public, private, community and voluntary agencies. These will act as partners in order to deliver services throughout the metropolitan borough of Walsall.
- 2 The Council is the local authority and a member of the Partnership. It participates fully in the Partnership's work. It also provides administrative and financial support to the Partnership.
- 3 Central Government requires all LSPs to identify an organisation to take on the role of the Accountable Body. This Memorandum of Roles and Responsibilities describes the relationship between the Council and the Partnership and sets out a framework under which the Council will ensure, among other things, accountability and transparency of the Partnership's use of funds for which it has been delegated authority to allocate to Programmes/Commissions to deliver the Sustainable Community Strategy (SCS) and Local Area Agreement (LAA).
- 4 As a LSP, the Partnership is not capable of entering into a contract as it is not a single entity. This Memorandum is therefore not intended to be legally binding; its purpose is to set out the respective roles and responsibilities of the Council acting as the Accountable Body for the Partnership and that of the Partnership.

3 Commencement, Termination and Variation

- 1 This Memorandum shall come into force only after approval by:
 - a) The Council – following the written agreement of the Chief Finance Officer; and
 - b) The Partnership – following a resolution of its Partnership Board.
- 2 This Memorandum shall remain in force until it is terminated upon a date to be agreed by both the Council and the Partnership. Termination shall require:
 - a) A resolution of the Council; and
 - b) A resolution of the Partnership Board.
- 3 The Memorandum shall terminate upon the disbanding or winding up of the Partnership. In these cases, both the Council and the Partnership shall complete all their obligations concerning:
 - a) Monies granted to or by the Partnership;
 - b) Other assets held by the Council on the Partnership's behalf; and
 - c) Final claims and accounts to be submitted to Government and other statutory organisations, as set out by the Government's requirements of LSPs.
- 4 Either the Council or the Partnership may choose unilaterally to terminate this Memorandum, but shall:
 - a) Provide written notice of at least three months to the other party; and
 - b) Comply with the requirements of Central Government and other Grant funding agencies.
- 5 If the Council ceases to be the Accountable Body, it shall:
 - a) Hand over to the Partnership or new successor Accountable Body (where appropriate) such invoices, receipts and other relevant records which are in its possession and which it holds in connection with its role as Accountable Body under this Memorandum;
 - b) Continue to co-operate with the Partnership, any successor Accountable Body and with all Grantors to enable a smooth transfer of the role of Accountable Body;
 - c) Provide information to assist in the transfer of the role of Accountable Body; and
 - d) Maintain, to the extent it deems necessary, staffing and other resources to the Partnership's Support Team. This should be provided at no more than the cost to the Council including its administrative costs. Such provision should extend for a period of no longer than six months following the transfer of Accountable Body status to another organisation.
- 6 The Council and the Partnership agree to review, on a regular basis, the arrangements under which this Memorandum is operated.
- 7 The terms of this Memorandum shall be varied by mutual agreement following:
 - a) A resolution of the Council; and

- b) A resolution of the Partnership Board.
- 8 The Council reserves to itself the right to suspend, terminate or vary the terms of this Memorandum. This shall be undertaken by resolution of the Council where it considers such action to be necessary for:
- a) Protection or proper management of public funds; or
 - b) Maintenance of appropriate standards of accountability and governance.
- 9 Except in cases of urgency, the Council shall not suspend, terminate or vary the terms of this Memorandum without first entering into consultation with the Partnership Board.
- 10 Where varying this Memorandum forms a change to the Partnership's Constitution, the variation shall not come about until that Constitution has been altered in line with its requirements.
- 11 This Memorandum shall be varied at once, and without need for consent of either the Council or the Partnership where such variation arises directly from:
- a) A change in statute law,
 - b) Receipt of ministerial advice, or
 - c) Variations to Grantors' conditions.
- 12 Both the Council and the Partnership shall notify one another in writing upon becoming aware of the need to vary for reasons shown in paragraph 11 above.

4 Non Discrimination

- 1 In undertaking activities covered by this Memorandum, neither the Council nor the Partnership shall unlawfully discriminate within the meaning of the scope of the Race Relations Act 1976 and Race Relations Amendment Act 2000, the Sex Discrimination Acts 1975 to 1986, the Disability Discrimination Act 1995, the Employment Equality (Sexual Orientation) Regulations 2003, the Employment Equality (Religion and Belief) Act 2003, the Equality Act 2006 and any other applicable anti-discrimination statutes or any statutory modification or re-enactment thereof relating to discrimination in employment.

5 Operation of the Memorandum

5.1 The Partnership

- 1 The Partnership shall be directed and operate only in accordance with:
 - a) Its agreed Constitution;
 - b) The Council's Constitution, including its Finance and Contract Rules; and
 - c) This Memorandum.
- 2 It shall undertake all Programmes/Commissions and Grants in accordance with guidelines provided by the Central Government agencies, the Government Office for the West Midlands (GOWM), European Commission and any other bodies whose regulations control the use of the funds provided to the Partnership. For the avoidance of doubt, all agencies and organisations from which funding is claimed or received are referred to as 'Grantors' throughout this agreement.
- 3 Through its Partnership Board, its Executive Group, the Thematic Groups, Area Partnerships and its Support Team, the Partnership shall:
 - a) Undertake all strategic decision making and determine policy necessary for delivery of Programmes/Commissions for which the Council is to act as Accountable Body;
 - b) Plan, manage, deliver, and monitor all activities resourced through funding provided for the Partnership's use;
 - c) Produce and approve a delivery plan in consultation with:
 - (i) The people of Walsall;
 - (ii) Organisations delivering services within the metropolitan borough of Walsall and the surrounding area;
 - (iii) Area Partnerships;
 - (iv) Representatives of voluntary bodies; and
 - (v) Representatives of other interested groups.
 - d) Provide, at the required time and in the prescribed form, the approved delivery plan, as defined in the Schedule attached to this Memorandum, to the Council and to Grantors.
- 4 Through its Executive Group, Thematic Groups, Area Partnerships and its Support Team, the Partnership shall:
 - a) Examine and appraise all proposed Programmes/Commissions for which Grants may be made in accordance with Grantors' guidance;
 - b) Undertake independent appraisal, as defined in the Schedule attached to this Memorandum, of all proposed Programmes/Commissions through its own staff or by other suitably qualified persons;
 - c) Determine whether or not to approve each proposed Programme/Commission for which a Grant may be made upon that Programme's/Commission's own merits and is a reasonable expenditure of public funds that is in the public interest;

- d) Procure the delivery of Programmes/Commissions by awarding Grants to other organisations acting as delivery agents;
 - e) Agree terms and conditions of Programmes/Commissions so as to enable a specific Grant Agreement which is specific to each programme to be made with persons and agencies whose Programmes/Commissions have been approved by the Partnership.
- 5 The Partnership, through its Support Team or otherwise, shall co-operate so as to enable the Council to undertake its duties as Accountable Body. It shall, amongst other things:
- a) Consult with the Council about the timing and content of all returns to be made to any body or organisation from which a Grant may be claimed; and
 - b) Provide the Council with copies of all material communications between the Partnership and GOWM wherever this may have any bearing upon Grants receivable or reclaimable.

5.2 The Council

- 1 The Council shall undertake all the functions of Accountable Body for the Partnership in accordance with the provisions of:
- a) Its Constitution, including its Finance and Contract Rules and any procedures made under those Rules; and
 - b) The Partnership's Constitution; and
 - c) The Grantors' requirements.
- 2 The Council shall also:
- a) Comply and procure others' compliance with Grantors' rules, regulations and conditions to the extent it is able to ensure this;
 - b) Clarify, as Accountable Body, to the Partnership (and individual partners, where applicable) the Grant funding allocations to be received for that financial year. This will include the procedures for distributing the Grant;
 - c) Compile and verify applications and claims to be made for funding from all existing Grantors;
 - d) Assist the Partnership to identify other sources of funding and to apply for these;
 - e) Provide details of all monies expended in accordance with Grantors' requirements;
 - f) Examine and monitor the use of money disbursed under Grant Agreements with organisations who provide Programmes/Commissions approved by the Partnership and subsequently ratified by the Council;
 - g) Agree, in accordance with Grantors' conditions, the establishment and budget of the Partnership's Support Team;
 - h) Enter into funding agreements on the Partnership's behalf and in accordance with Grantors' requirements;
 - i) Provide reasonable assistance to the Partnership enabling it to:

- (i) Prepare and submit relevant documents for inspection by Central Government agencies or external auditors;
 - (ii) Undertake project appraisal and approval of proposed Programmes/Commissions;
 - (iii) Monitor approved Programmes/Commissions during and after implementation;
 - (iv) Support generally all Programmes/Commissions undertaken; and
 - (v) Offer support and assistance to the Partnership to ensure that spending of funding by the Partnership and its agents is in accordance with Grantors' conditions and guidance.
- 3 The Council shall operate through the Partnership to enter into funding and other agreements with Grantors and prospective Grantors. These shall be regarded as delegated commitments although produced and delivered under the name and signature of the Council as Accountable Body.

6 Personnel

6.1 The Partnership shall:

- 1 Supervise and manage staff appointed to work as part of the Partnership's Support Team in accordance with the Council's:
 - a) Conditions of appointment, remuneration and superannuation;
 - b) Health and safety requirement;
 - c) Equalities and Diversity policies; and
 - d) Employee Code of Conduct.

This shall include all Council policy relating to the employment of permanent, interim, temporary, casual and agency employees.

6.2 The Council shall:

- 1 Appoint a Director for the Partnership, in agreement with the Partnership Board and in accordance with the Partnership's Constitution.
- 2 Employ the Partnership's Director and Support Team, as its own employees, upon the same terms as all other employees of the Council except:
 - a) All persons employed shall declare, at the commencement of their employment and on any change taking place, any personal or prejudicial interest they may have in the work of the Partnership, and
 - b) Where a person is employed specifically to work within the Support Team, their employment may be dependent upon the continuation of Grants.
- 3 Take reasonable steps to ensure that sufficient personnel are made available to enable the Partnership's Support Team to carry out its obligations, and shall:
 - a) Provide an appropriately qualified and experienced officer to act as its Authorised Officer, who shall represent the Chief Finance Officer;
 - b) Ensure that all officers who undertake work for the Partnership are suitably qualified and experienced;
 - c) Provide appropriate training for all officers working for the Support Team; and
 - d) Wherever practicable, make all officers aware, of all legislation, ministerial advice, Grantors' requirements and the Council's Constitution.

7.1 The Partnership shall:

- 1 Undertake all financial activities in accordance with the Council's Financial and Contract Rules and such other procedures as may be required by the Council's Chief Finance Officer.
- 2 Undertake day-to-day responsibility for financial matters in accordance with:
 - a) Grantors' conditions;
 - b) The conditions of this Agreement;
 - c) The Council's Finance and Contract Rules; and
 - d) The Partnership's Constitution.
- 3 Determine annual budgets to enable delivery of Programmes/Commissions identified by the Partnership Board, its Executive Group, Thematic Groups and/or Area Partnerships and to provide for the necessary day-to-day expenditure of the Support Team.
- 4 Create and implement robust systems to control all income and expenditure.
- 5 Adopt procedures to identify and notify the Council of any unexpected income, receipts, commitments or expenditure.
- 6 Where necessary, procure and engage the services of experts, consultants and contractors to undertake activities in support of the delivery of Programmes/Commissions including those funded by other agencies.
- 7 Make Grants to persons and organisations who it has resolved shall receive these.
- 8 Procure Programmes/Commissions for undertaking of services and works or provision of goods in accordance with the Council's Financial and Contract Rules.
- 9 Procure other goods, works and services necessary to the day-to-day running of the Partnership and the needs of the Support Team.
- 10 Request the Council to effect the ordering of and payment for:
 - a) Approved Grants and Programmes/Commissions;
 - b) Goods, works and services for the Partnership's use in accordance with its Constitution and following approval of the Partnership's Director.

7.2 The Council shall:

- 1 Establish and maintain a financial management system to account for all monies received and disbursed on the Partnership's behalf.
- 2 Act as Accountable Body in all financial matters, taking overall responsibility for the Partnership's financial activities in accordance with this Agreement and with Grantors' requirements.
- 3 Approve funding for Programmes/Commissions identified by the Partnership Board, its Executive Group, the Thematic Groups and/or Area

Partnerships, the allocation of which funding has been delegated to the Partnership.

- 4 Hold the funding securely and account for it in accordance with Grantors' requirements and those of the Council's Constitution.
- 5 Receive income and make payments on the Partnership's behalf only in accordance with:
 - a) The Grantors' conditions;
 - b) The conditions of this Agreement;
 - c) The Council's Finance and Contract Rules; and
 - d) The Partnership's Constitution.
- 6 Maintain proper financial records, in accordance with its Financial and Contract Rules, of all monies received and disbursed for the Partnership.
- 7 Submit claims for grant funding in respect of the costs it incurs in carrying out the role of Accountable Body only in accordance with its agreements with Grantors.
- 8 Prepare in consultation with the Partnership all statements regarding the income, expenditure and disbursement of the Grantor's funds as may be contained within that Grantor's requirements.
- 9 Supply at the appropriate time, completed statements of income, expenditure and disbursements to:
 - a) The Partnership Board;
 - b) The Grantors;
 - c) Central Government agencies and departments; and
 - d) The Council's external auditors.

8 Audit Arrangements

8.1 The Partnership shall:

- 1 Co-operate with and assist the Council's Chief Internal Auditor in the regular audit examination of systems operated by the Support Team, making available all records and providing explanations where required.
- 2 Receive the Chief Internal Auditor's reports and effect, at its earliest convenience, recommendations contained within them.
- 3 Act upon all recommendations contained within the Chief Internal Auditor's reports where the Chief Finance Officer requires action to be taken.
- 4 Report any financial irregularity or suspected irregularity in the use of any funding to the Council's Chief Internal Auditor and to the funder.
- 5 Provide the Council, its external auditors, and Grantors with all documentation required to support defrayal of funds provided so as to enable the timely production of interim and final grant claims.
- 6 Undertake the reasonable requirements of the Council where it acts in accordance with Section 8.2.4 of this Memorandum.

8.2 The Council shall:

- 1 Provide an internal audit of the financial and other systems operated within the Partnership's Support Team. The Council's Chief Internal Auditor shall examine, to the extent that he or she considers necessary, the use of any funds and resources for which the Council acts as the Accountable Body.
- 2 Undertake regular audit examination of the Partnership's activities. This shall determine whether financial and other systems operated by the Support Team provide a sufficient degree of protection to the Partnership's assets and to its officers in the performance of their day-to-day duties.
- 3 Present a report following each audit, which shall include recommendations to strengthen the systems operated by the Support Team.
- 4 Take appropriate action where it has reason to believe that the Partnership or any body acting as its agent is failing to:
 - a) Adhere to Grantors' requirements, whether expressed as part of an agreement or otherwise;
 - b) Act in accordance with its own and the Council's Constitution;
 - c) Maintain the systems to be used to control financial and other aspects of its work to a sufficient standard; or
 - d) Provide a suitable standard of probity.

9 Monitoring and Reporting

9.1 The Partnership shall:

- 1 Report at the agreed times and in the required format agreed with the Council upon:
 - a) Grants and other income received and receivable;
 - b) Applications made for further grants and other income;
 - c) Programmes or grant agreement made;
 - d) Grants and programmes anticipated; and
 - e) Current and projected costs of administration.

9.2 The Council shall:

- 1 Examine the systems used by the Partnership to appraise, approve and monitor the Programmes/Commissions which are to receive funds disbursed through the Partnership.

9.3 Jointly

- 1 The Council and the Partnership shall jointly operate a protocol for the making of reports or returns to Central Government, regional agencies, European Commission or other agencies such as Regional Development Agency or GOWM including attendance at Grantors' review/audit visits. Under this arrangement:
 - a) The Partnership's Director and the Council's Authorised Representative will jointly initiate and attend all review and audit visits;
 - b) The Council's authorised representative will notify the terms and conditions of any Grant Determination Letter to the Partnership Director;
 - c) The Council will prepare and consult with the Partnership as to all reports and returns to be made to relevant Grantor agencies; and
 - d) The Council shall provide the Partnership with copies of all relevant written correspondence and details of communications between it and relevant Grantor agencies, except when this relates to matters of alleged fraud or individual misdemeanour.

10 Information, Records and Publicity

10.1 The Partnership shall:

- 1 Maintain records of all income and expenditure to provide all partners with up-to-date information regarding spent, allocated and committed or anticipated expenditure.
- 2 Keep records of all applications made for Programmes/Commissions or other funding along with:
 - a) Details of reports to appraise or assess;
 - b) Dates upon which reports have been made to the Partnership's Board and its Executive Group, the Thematic Groups, Area Partnerships and the Council's Cabinet; and
 - c) Decisions made as to whether to provide funding.
- 3 Keep a register of all Grant Agreements made with those persons and organisations who it has resolved shall receive funding. This shall include the:
 - a) Date of the approval and of the making of the agreement;
 - b) Name, address and other contract information;
 - c) Purpose for which the funding has been provided;
 - d) Value of funding to be made available;
 - e) Dates upon which the funding is to be paid or by which it should be claimed;
 - f) Anticipated outcomes from the funding; and
 - g) Assessment of the success of the project funded.
- 4 The Partnership shall obtain the prior written approval (not to be unreasonably withheld or delayed) of the Council's Chief Finance Officer prior to its:
 - a) Disclosure or use of information about the Council in any form of publicity or advertising material or any other literature; or
 - b) Providing any interview, press statement or other information about the Council or its activities.
- 5 Upon receipt of any request or notice made under the:
 - a) Freedom of Information Act;
 - b) Data Protection Act; or
 - c) Any other legislation concerning the receipt, retention or transmission of information or data;forward these requests or notices to the Council's Freedom of Information Officer or Data Protection Officer as appropriate.

10.2 The Council shall:

- 1 Maintain securely for a period of at least seven years, all invoices, receipts and other relevant records of expenditure pertaining to:

- a) Programmes and Commissions operated by the Partnership; and
 - b) Operation of the Support Team.
- 2 Make available all documents and records held for inspection by the Council's:
 - a) Chief Internal Auditor, whether as part of a routine audit or otherwise;
 - b) External auditors and Grantors;
 - c) Inspection and review agencies; and
 - d) Chief Finance Officer and staff involved in the creation of budgets, grant applications, submissions and claims.
 - 3 These records shall also be made available to officers representing any funder or Grantor who may have right of inspection.
 - 4 The Council shall obtain the Director of the Partnership's prior written approval (not to be unreasonably withheld or delayed) to:
 - a) Disclose or use information about the Partnership in any form of publicity or advertising material or any other literature; or
 - b) Provide any interview, press statement or other information about programmes or commissions operated by the Partnership.
 - 5 Ensure that any information provided to the Partnership is accurate and made available at the earliest opportunity.

11 Assets

11.1 The Partnership shall:

- 1 Maintain a register of capital assets in accordance with the Council's requirements and any Grantor's conditions.
- 2 Provide to the Council a report showing all assets held at the end of each financial year or upon the written request of the Chief Finance Officer.
- 3 Notify the Council upon:
 - (i) Acquisition of any new asset and its addition to the register;
 - (ii) Any asset becoming irreparable or obsolete; or
 - (iii) Disposal of any existing asset and its deletion from the register.

11.2 The Council shall:

- 1 Routinely examine the Partnership's register of assets in order to verify the assets' existence and condition.
- 2 Seek a report from the Partnership at the end of each financial year.
- 3 Notify grantors of any disposal or change of use of assets made available from their funding.
- 4 Reimburse the Grantor, following sale of assets or change in their use, in accordance with Grant conditions.
- 5 Arrange for the disposal of the Partnership's assets only in accordance with Grantors' requirements.
- 6 Comply with Grantors' requirements for the treatment of assets upon the termination of this agreement, the winding up of the Partnership, or the cessation of grant funding.

Appendix 1 - Schedule

Schedule of Meaning of Terms Used

The terms and expressions used in this Memorandum shall have the meanings set out below. Reference should also be made to the definitions of terms used in the Walsall Partnership Constitution.

Term	Description
Accountable Body	The Council - whose policies and procedures will be followed regarding finance, procurement, personnel, and other matters.
Area Partnership	Walsall Council's neighbourhood engagement structure whose membership is made up of Elected Members and a designated representative of each partner organisation.
Authorised Representative	An officer of the Council who shall be appointed by the Chief Executive to undertake duties on his or her behalf.
Chief Finance Officer	The Council's officer duly appointed in accordance with Section 151 of the Local Government (1972) Act.
Commissions	For definition, please see <i>Programmes/Commissions</i> below.
Constitution	Document that sets out the operating principles of the Council and partners.
Delivery Plan	The Walsall borough Sustainable Community Strategy and the Local Area Agreement. These documents together form the Partnership's Delivery Plan, setting out the actions which the Partnership intends to undertake over the forthcoming three to five years.
Executive Group	The Executive Group of the Partnership Board to include members of the Partnership Board and other senior staff or their representatives as necessary, to overview strategies and assure delivery plans under the direction of the Partnership Board
GOWM	Government Office for the West Midlands
Grant Agreement	An agreement made between the Partnership and each person/organisation who is to receive a grant or undertake a commission.
Grant Determination Letter	Letter from national Government informing the Council of the levels of funding to be allocated for each financial year.
Grantors	All agencies and organisations from which funding is claimed or received.
Independent Appraisal	A process carried out by officers of the Walsall Partnership, or by others whose services are procured for this purpose, by which the merits and disadvantages of supporting a proposed programme/commission are examined.
Local Area Agreement (LAA)	A three-year agreement between Walsall Council, Walsall Partnership and Government Office West Midlands to deliver agreed targets.

Term	Description
Local Strategic Partnership (LSP)	An overall partnership that brings together organisations from the public, private, community and voluntary sector within a local authority area, with the objective of improving people's quality of life.
Memorandum of Roles Responsibilities	The Memorandum setting out the responsibilities of and actions to be undertaken by the Partnership and the Council.
National Indicator Set	Targets set by national Government
Partnership Board	Representatives from nominated organisations and other co-opted individuals appointed to form the governing body of the Walsall Partnership.
Partnership Support Team	Team of officers to oversee governance to support the work of the Partnership and to monitor programmes.
Programmes/ Commissions	Programmes of work which utilise the funding for innovative pieces of work to deliver against the national indicator set targets, the SCS and the LAA.
The Partnership	All of the constituent groups of the Walsall Partnership or their sub-groups or stakeholder groups.
Sustainable Community Strategy (SCS)	A document that sets out a range of outcomes across the partners that take into account the aspirations and needs of all citizens within the borough.
The Council	Walsall Metropolitan Borough Council acting as a body corporate or through its duly appointed officers in accordance with its Constitution.
Thematic Groups	The Thematic Groups of the Partnership Board to include members of the Partnership Board and other senior staff or their representatives as necessary to identify activity/programmes to be commissioned to ensure the LAA is delivered, and to monitor the activity to ensure the programme/commission achieves its outputs, milestones and expenditure.