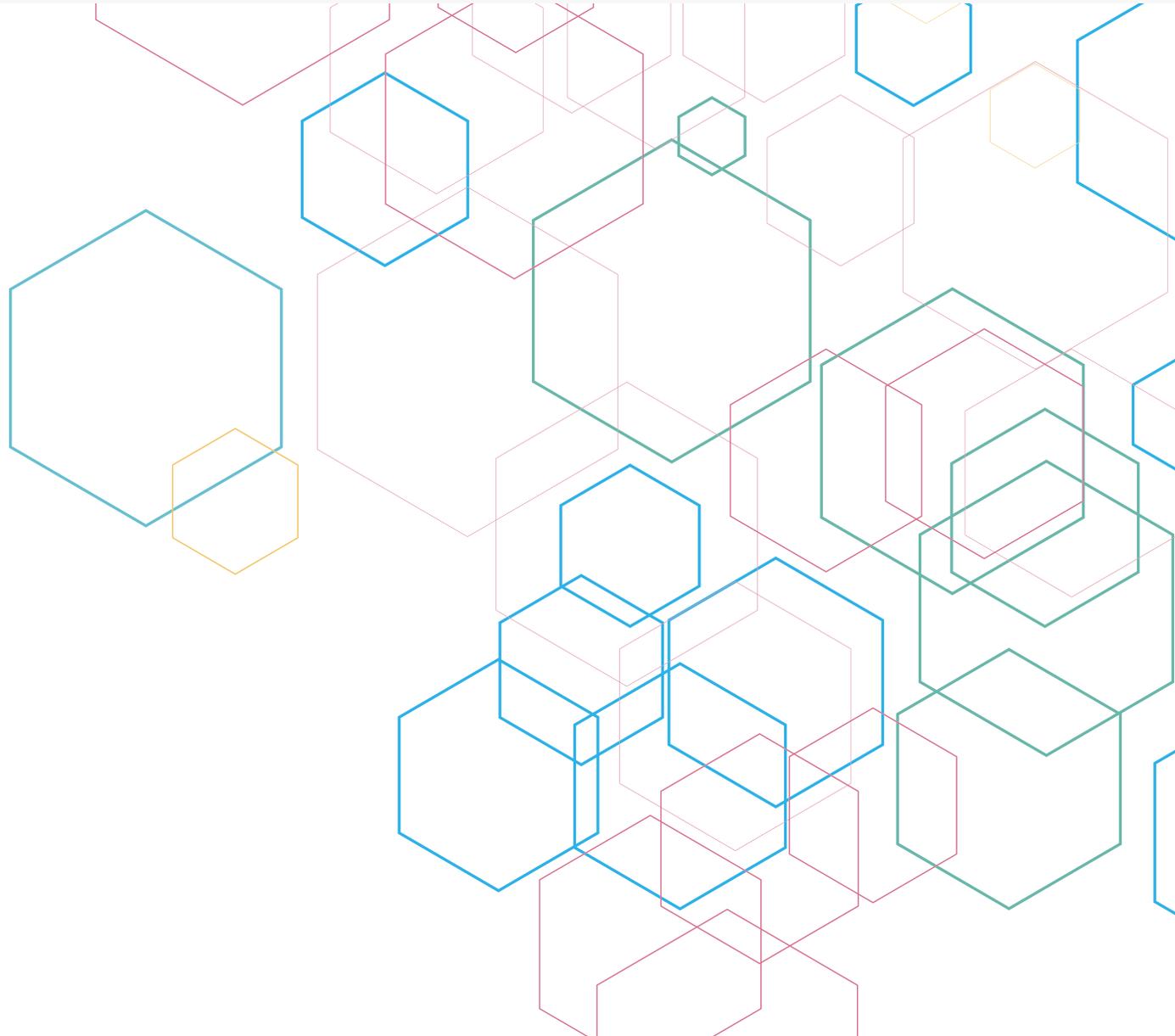


PARTNERSHIP CHARTER WITH ARM'S LENGTH BODIES

ALB FORUM



The
Executive Office

1 / INTRODUCTION AND BACKGROUND

In January 2022, a new Forum was established in The Executive Office (TEO) to promote partnership and collaboration with and between Arm's Length Bodies (ALBs) (See Annex 1).

TEO is uniquely placed with a wide range of ALB partners which offers an opportunity to bring together diverse skills, experiences and networks to increase knowledge, break down silos and boost innovation through sharing our own experiences and those from elsewhere.

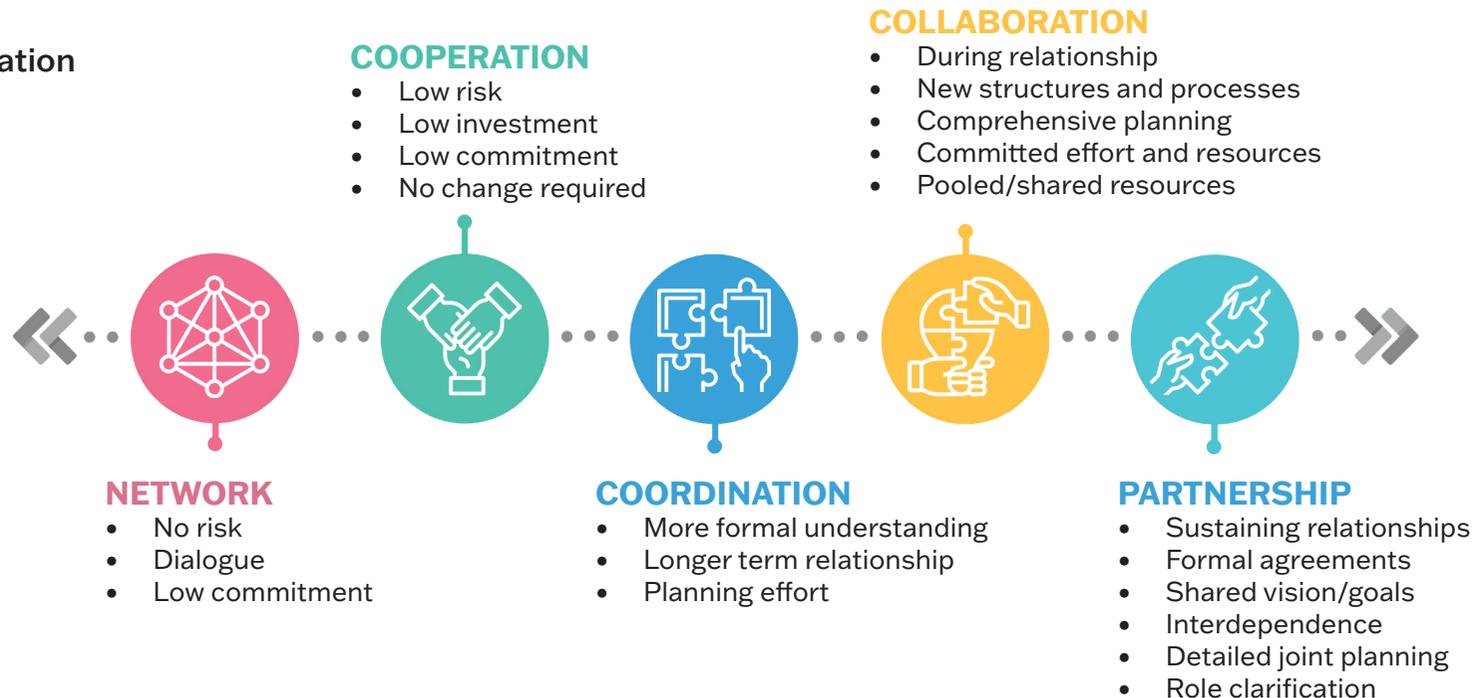
This Partnership Charter was developed by a working group of ALBs and TEO staff and endorsed by the ALB Forum as a whole. It is based on an initial exploration of national and international guidance and practice but there remains much more to explore and learn. It is a live and dynamic document that will be updated as we work together, test out new ideas and reflect.

The Charter is a high level framework to promote both a horizontal partnership approach across and within ALBs, across and within TEO and vertical collaborative working between TEO and ALBs. This Partnership Charter seeks to influence and promote new thinking, new ways of working together and a new culture.

In the longer term, it is hoped that this way of working will influence and complement future sponsorship, oversight and governance arrangements based on applied experience and we move towards a new and fully integrated way of partnership working (per Diagram 1 below). It is anticipated that the core learning and principles emerging from this process will align with Partnerships Agreements between TEO and ALBs over time.

This is the start of a journey...

Diagram 1:
Levels of collaboration



This Charter will ensure that:

- All ALB and TEO staff are clear about the purpose and expected outcomes of the partnership;
- Priorities and objectives are being set within a common overarching and ambitious framework;
- There is clarity and shared understanding about roles, responsibilities and remits;
- Governance, accountability and performance arrangements are clear including performance review, monitoring, reporting and risk management.

2 / COMMON PURPOSE

The overall purpose of the ALB Forum is to:

Embrace the diversity of ALBs, harness our range of skills and experiences and improve the wellbeing of society together.

We will do this by:

- Embracing working together in partnership as a way to collectively achieve more than we can on our own
- Proactively sharing ideas, outcomes, innovation, risks and responsibilities
- Looking systemically at TEO objectives, exploring the interconnectivity between ALBs (and between ALBs and TEO) and breaking down silos
- Using our collective expertise to work in partnership on a number of common areas and new challenges
- Improving collective outcomes, relationships & governance
- Embracing transformational change and collaboration

We will also ensure that the purpose of the ALB Forum is continually reviewed to strategically align with local (and relevant national and international) strategies including at a minimum:

- Programme for Government Outcomes Framework
- TEO Business Plan
- ALB Business Plan

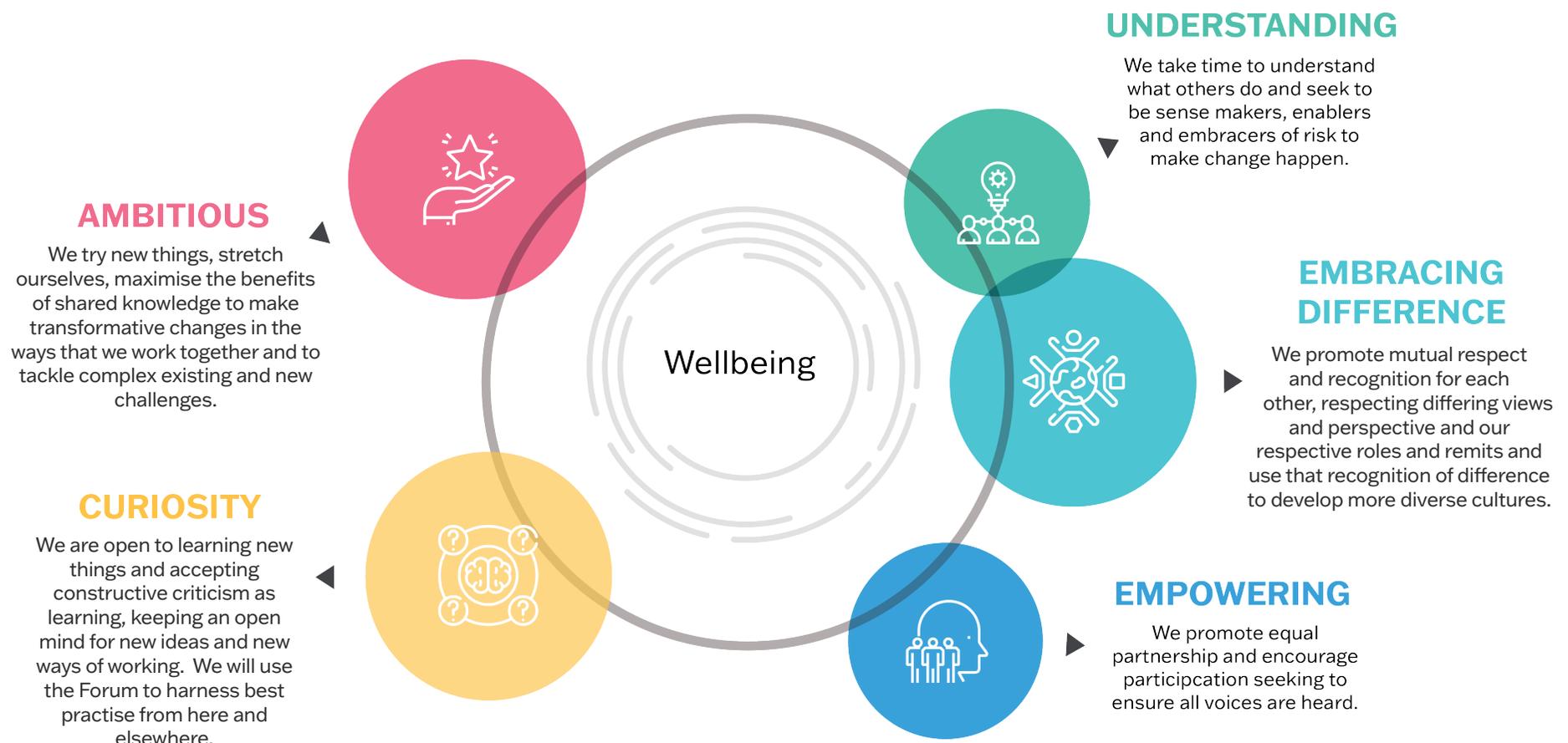
3 / PRINCIPLES AND VALUES

The Nolan principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) underpin all that we do and are also a core expression of vertical and horizontal working relationships.

In line with all other public processes, the safeguarding of public funding and value for money in terms of economy, efficiency, and effectiveness are also a key working principle.

With the common purpose of wellbeing at the centre of all that we do, these principles of public life are complemented by the following ALB Forum values.

Diagram 2: ALB Forum Values



4 / OUTCOMES

The ALB Forum adopts an outcomes-based approach in line with the Programme for Government Programme. These outcomes are things with which TEO and all ALB’s people can identify with and contribute to and all are designed to be long term improvements.

Diagram 3: ALB Forum Strategic Outcomes



5 / LEARNING AND GROWTH

The importance of learning and growth will be a key theme connecting the common purpose, values and outcomes. This is how we will show our successes and how we will identify areas for growth and development.

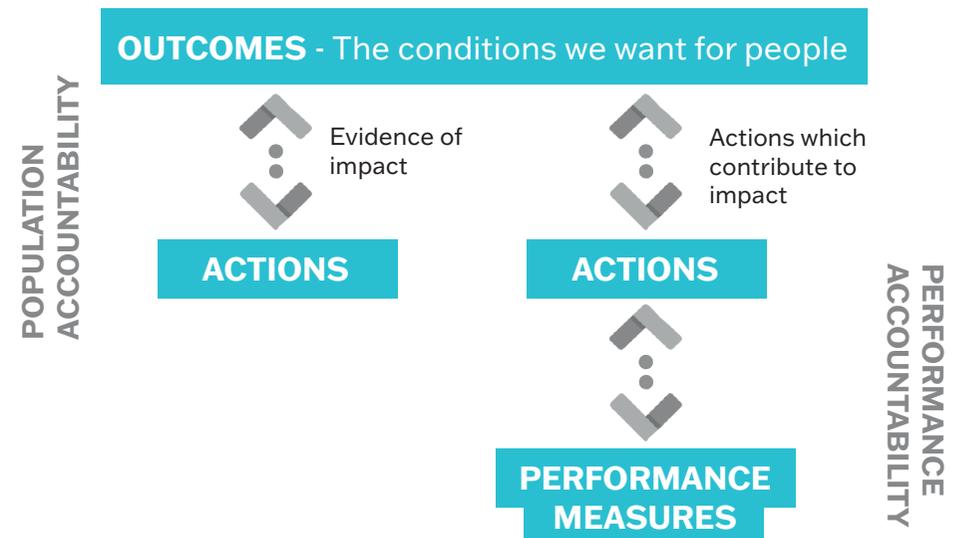
5.1 Self Assessment

On an annual basis the ALB Forum will come together and carry out an annual Self-Assessment (similar to Annex 2)

5.2 Framework

In adopting an outcomes based approach, the ALB Forum will ensure that a learning and growth framework is established at the outset of any specific action/delivery/project plans.

Diagram 4: Learning and Growth Framework



The actions, indicators and performance measures will be captured and recorded in an annual (or longer term) Work Programme similar to Annex 3.

6 / GOVERNANCE ARRANGEMENTS

In embracing new ways of working together, governance arrangements have been outlined briefly below but are expected to change and adapt as the partnership progresses.

These should be reviewed on an annual basis as the partnership progresses and moves from informal to formal (in line with Diagram 1 above)

Key elements are:

WORK PROGRAMME

A work programme will be designed each year collectively by the ALB Forum. In practical terms, this will be adaptable and flexible, focusing on existing or new issues, aligned to the outcomes above and operational indicators set similar Annex 3 below

RESOURCES

The resources (financial, people and other) will be aligned to the work programme on an annual basis and a commitment made to make the resources available to take this work forward.

SHARING RISKS

The Forum will embrace a proportionate approach to risk taking, trying new things and piloting ideas. The overall risk appetite for the ALB Forum is: **High**. However a risk appetite will be agreed with each work programme action (low, medium or high) and balanced with the strategic outcome we are trying to achieve.

CULTURE AND LEADERSHIP

A collaborative design approach in line with the principles and values in Section 3 will be adopted in all that we do. We seek to find new ways of working, innovative approaches and making a difference in all that we do.

COMMUNICATIONS AND ENGAGEMENT

A Communications and Engagement Strategy and Plan incorporating a detailed Stakeholder Analysis will ensure that all staff in both TEO and ALBs and external stakeholders are aware of the ALB Forum, its purpose and plans and supplemented for specific actions in the Work Programme.

All of the above will be integrated and align with the Common Purpose, focus on Outcomes and the Learning and Growth framework.

TEO ALBs

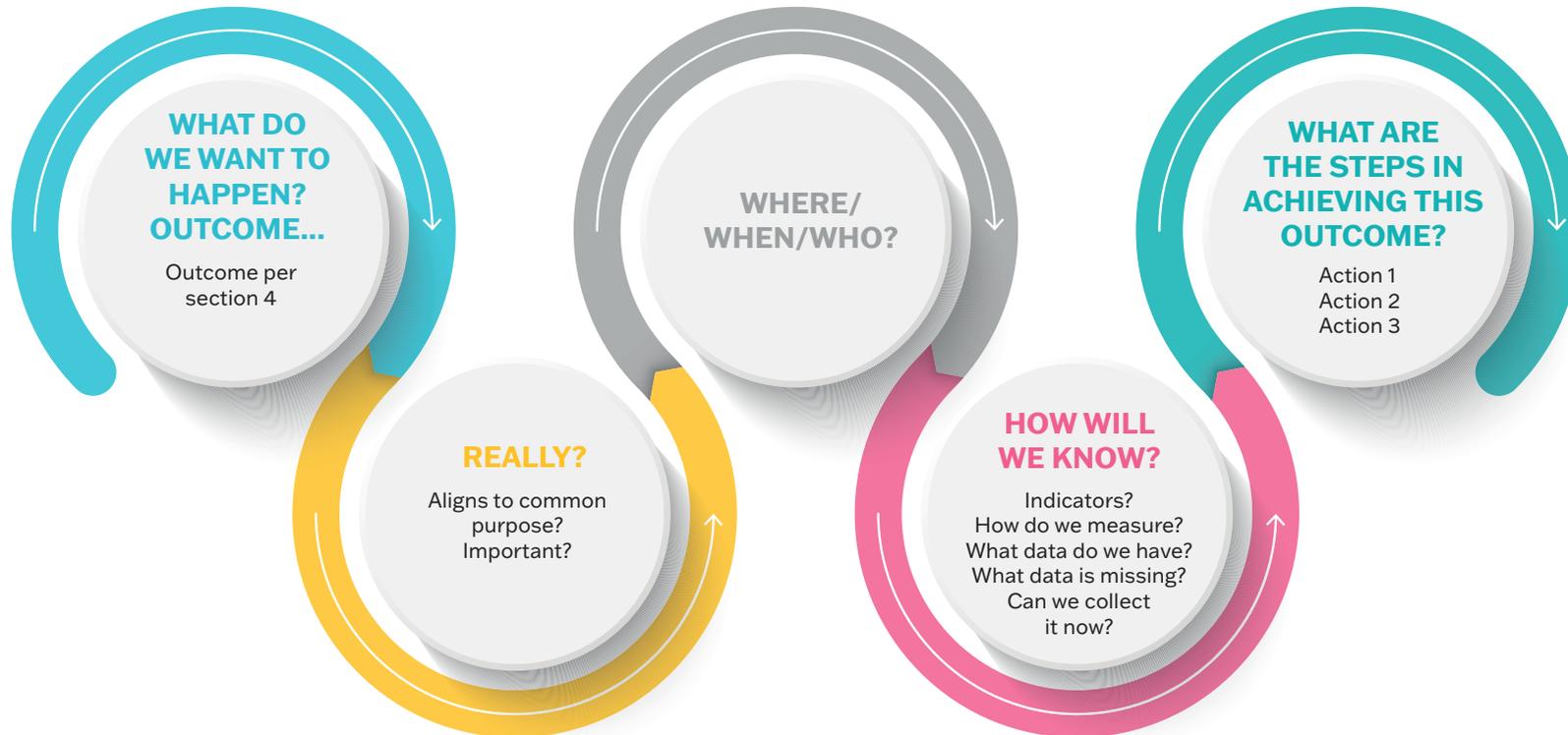
Annex 1

- Commission for Victims and Survivors in Northern Ireland
- The Equality Commission for Northern Ireland
- Strategic Investment Board Limited
- Northern Ireland Community Relations Council
- Northern Ireland Judicial Appointments Commission
- Victims and Survivors Service
- Maze/Long Kesh Development Corporation
- Commissioner for Survivors of Institutional Childhood Abuse
- Attorney General for Northern Ireland Victims' Payments Board
- Commissioner for Public Appointment for Northern Ireland
- Historical Institutional Abuse Redress Board

Annex 2 ALB Forum – Annual Self-Assessment

Developing effective collaboration: self-assessment		In place?
Understand the cross-entity environment		
1	Entities have worked together to understand the common goals and drivers for any proposed collaboration.	<input type="checkbox"/>
2	Entities have established and mutually agreed that a collaborative arrangement is likely to present advantages over a single entity approach.	<input type="checkbox"/>
Promote cross-entity performance and accountability		
3	Entities have discussed and agreed on a clear purpose, a coordinated strategy and shared and visible lines of accountability.	<input type="checkbox"/>
4	Each party's expectations, responsibilities and functions have been identified, agreed, understood and documents, including arrangements for funding, monitoring progress and performance reporting.	<input type="checkbox"/>
Establish clear roles, responsibilities and governance arrangements		
5	The parties have agreed and documented accountability arrangements in three dimensions: (i) horizontal accountability obligations among the partners (ii) vertical accountability within each entity to its governing or oversight body (iii) collective accountability of all partners to an overall governing body.	<input type="checkbox"/>
6	Appropriate consideration has been given (and action taken) to appointing a lead entity and/or management committee to oversee and drive the partnership and monitor outcomes.	<input type="checkbox"/>
7	Appropriate consideration has been given towards establishing formal dispute resolution mechanisms in order to deal effectively with any differences that arise during the course of the partnership.	<input type="checkbox"/>
Work towards a shared objective or outcome, while managing shared risks		
8	The desired objective or outcome of the collaboration has been agreed and clearly documented.	<input type="checkbox"/>
9	Funding and accountability arrangements have been discussed, agreed and clearly documented, with a focus on ensuring transparent and appropriate expenditure of public funds.	<input type="checkbox"/>
10	Risks associated with the collaboration - including shared risks - have been identified, considered and fairly allocated, and agreement has been reached and documented on how risks will be managed and reported on.	<input type="checkbox"/>

Annex 3 Work Programme Framework





The
Executive Office

