

**Devon and Cornwall Police Authority Corporate Governance Committee  
4 March 2008**

Open for the Purposes of the Freedom of Information Act 2000  
Report of the Director of Finance and Resources

---

## **Strategic Partnerships**

### **Recommendation:**

- (i) that members note the governance framework and the proposed timetable for the review of our strategic partnerships.

### **Introduction / Summary**

1. Strategic partnerships by their very nature are complex and difficult to manage. It is therefore necessary to establish sound governance arrangements for multi-agency working to ensure that benefits are in-line with expectations and partner contributions are proportionate to organisational priorities.
2. The public sector has now developed good practice for the governance of partnerships and these arrangements are reviewed as part of the external inspection arrangements applicable to each public sector organisation. For the police, the Audit Commission will examine these arrangements when they review the evidence to support the Annual Assurance Statement and they undertake the Police Use of Resources (PURE) assessment.
3. Recent and significant changes have occurred in the management and legislative framework within which, a number of key and large spending partnerships operate;
  - Drugs and Alcohol Action Teams (DAATS), following the consolidation and redefinition of Primary Care Trusts and a move towards commissioning models of service provision;
  - Strategic community safety partnerships, as local area agreements are implemented which embrace safer and stronger community strands;
  - Emerging partnership arrangements such as Children's Trusts and Local Children's Safeguarding Boards.

These developments have created an ever-changing landscape in which partnerships have had to work and this has created challenges for all the participating statutory and non-statutory agencies. There have, as is often the case, been uncertainties around funding levels, conditions of grant and performance management and audit/inspection arrangements. These changes require effective governance arrangements to be implemented and a phased approach is proposed.

4. The first phase involves the application of a governance process to a single partnership arrangement to test the effectiveness of our review. The Youth Offending Team (YOT) in Devon was selected as a long established partnership with acknowledged good management, excellent

performance and subject to close and routine scrutiny via the Youth Justice Board. The completed template is attached for information and comment.

5. The second phase involves applying the process to the five key partnerships across the Force, DAATS, YOTS, Children's Safeguarding Boards, Domestic Violence partnerships and LAA Safer Community Partnerships. Full governance reviews of these partnerships will be completed by June 2008 and incorporated into the Annual Assurance Statement.
6. The final phase will be the universal adoption of the process by September 2008. This will allow the Authority and Force to review all partnership arrangements and help determine future priorities for the financial year 2009-10.

Contact: for further information

Name	Chief Superintendent Barry Marsden
Job Title	Commander TP
Telephone	01392 452406
E-mail	Barry.marsden@devonandcornwall.pnn.police.uk

Sponsored by Colin Papworth  
Director of Finance and Resources