

**Devon and Cornwall Police Authority Corporate Governance Committee**  
**11<sup>th</sup> June 2008**

Open for the purposes of FOI

Report of Barry Marsden, Chief Superintendent, Territorial Policing

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**Strategic Partnerships - Governance**

**Recommendation(s):**

- (i) that members note the progress on the review of strategic partnerships.
- (ii) Members delegate authority to the Chair and 2 other members of the committee to review the phase two reviews prior to the end of June and make appropriate recommendations to the Force.

**Introduction / Summary**

1. The Resources Committee previously received, noted, and commented favourably on a completed governance review of Devon Youth Offending Team, which was phase one of a process to review all partnerships.
2. Phase two is for similar reviews to be completed for all Drugs and Alcohol Action Teams, Youth Offending Teams, Children's Safeguarding Boards, Domestic Violence partnerships and LAAs/CDRPs. These reviews were due to be reported to this meeting of the Corporate Governance Committee. Unfortunately, other events have not allowed this work to be completed in time to report to this meeting. Members are requested to convene a small working group to review the information so that this stage can be completed by the end of June.
3. Phase three of the process is for all partnerships supported by the Constabulary to be reviewed and reported to the September Corporate Governance Committee.

**Background**

4. 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.
5. 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.
6. 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.

7. 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.
8. 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.

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