



PARTNERSHIP TOOLKIT

SUMMARY

- 1.1 This report provides an update on progress made in implementing the Partnership Toolkit against all high and medium risk partnerships listed on the Partnership Register.
- 1.2 Partnership lead officers were asked to supply evidence of a business case and partnership agreement against these priority partnerships.
- 1.3 Going forward, it is important that service directors take ownership of partnership activity, updating the partnership register and ensuring that arrangements meet the governance standards as described by the Partnership Toolkit.

RECOMMENDATIONS

- 2.1 To note the updated Partnership Register and progress in implementing the Partnership Toolkit.

REASONS FOR RECOMMENDATIONS

- 3.1 The Partnership Register and Toolkit will address the issues which were identified by an Internal Audit review of partnership governance. The Toolkit provides a best practice guideline for partnership working and will allow for a consistent approach to governing partnerships, including the approval of business cases and the establishment of formal partnership agreements.
- 3.2 It was agreed at the Audit and Accounts Committee meeting in September 2011 that a progress report would be brought back to the December meeting.

SUPPORTING INFORMATION

4 Background

- 4.1 The Partnership Register provides a list of all major partnerships which the Council is involved in. The register has been reviewed several times for completeness, accuracy and relevance in line with the partnership definition contained within the Partnership Toolkit. Directorates are responsible for keeping the register up to date.
- 4.2 Following the roll out of the Partnership Toolkit to departments the Partnership Register has been updated. This slightly reduced the overall number of partnerships, with 11 currently classed as high or medium risk. The reduction in the main is due to a change of status or review against the definition included in the Toolkit.
- 4.3 Two partnerships have been removed from the Register since September 2011...
- Joint Venture Company (Housing).
 - Derbyshire Transformational Partnership.

5 Partnership Toolkit

- 5.1 Implementation of the Partnership Toolkit commenced in March 2011. Lead Officers for all partnerships listed on the Register were asked to complete the business case and partnership agreement templates from the Toolkit or provide evidence already in existence that addressed the sections covered in the templates. This exercise has taken longer than expected but has resulted in the re-definition of a number of 'partnerships' as highlighted above.
- 5.2 An update on high and medium risk partnerships is shown in **Appendix 2**.

6 Issues arising

- 6.1 This is currently a period of significant change for partnership working, with new policy frameworks emerging from central Government, changing funding streams and structural review across public and voluntary sectors. This includes restructuring of the Local Strategic Partnership in Derby, the formation of a new Health and Wellbeing Board and the removal of the statutory requirement for Children's Trusts. It is important that the partnership register is kept up-to-date to ensure the Council is aware of potential risks through partnership activity.
- 6.2 Lead officers were requested to provide evidence of meeting the governance standards set out in the Partnership Toolkit, for example, robust partnership agreements and proactive use of risk registers. There is a requirement for further evidence in some cases to ensure that partnerships address all aspects of the toolkit including equalities, risk management, performance and monitoring, financial protocols and resources, continuity plans and exit strategies.

- 6.3 There is a real need for ownership from service directors and heads of service, particularly given the changing landscape that partnerships now operate in. Officers for lead partnerships have been requested to draw up plans to address outstanding areas of the toolkit where necessary. Training will be provided if required.

7 Next Steps

- 7.1 Going forward there is a need for directorates to own their partnerships and make sure that, as highlighted through the Toolkit, good practice is applied in relation to governance of the partnerships.
- 7.2 As a result of discussions with the Compact and the implementation of the Partnership Toolkit across departments the Performance and Improvement Team have reviewed the Toolkit to make the document more streamlined and user-friendly. An updated version will be published in January 2012.
- 7.3 It is proposed that consideration is given to including some high-risk partnerships within the Internal Audit plan for 2012/13.

OTHER OPTIONS CONSIDERED

- 8.1 No other options have been considered.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Service Director(s) Other(s)	Gordon Stirling, Director of Strategic Services and Transformation Heather Greenan, Head of Performance and Improvement Richard Boneham, Head of Governance and Assurance
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For more information contact: Background papers: List of appendices:	Alison Eldam 01332 643464 alison.eldam@derby.gov.uk None Appendix 1 – Implications Appendix 2 – Update on Partnership Register
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IMPLICATIONS

Financial and value for money

- 1.1 The Partnership Toolkit will ensure that funding and value for money arrangements are considered when creating, reviewing and exiting partnerships.

Legal

- 2.1 The Partnership Toolkit will ensure that legal implications are considered when creating, reviewing and exiting partnerships.

Personnel

- 3.1 The Partnership Toolkit will ensure that personnel implications are considered when creating, reviewing and exiting partnerships.

Equalities Impact

- 4.1 The Partnership Toolkit will ensure that equality implications are considered when creating, reviewing and exiting partnerships.

Health and Safety

- 5.1 No issues noted.

Environmental Sustainability

- 6.1 No issues noted.

Risk Management

- 7.1 The Partnership Toolkit will ensure risks are considered at each stage of the partnership life cycle.

Corporate objectives and priorities for change

- 8.1 The Partnership Toolkit will assist in demonstrating how partnerships support the Council's objectives in the Council Plan (and wider Derby Plan).

Partnership Register – Update on High and Medium Risk Partnerships

Name of Partnership	Priority Level	Current Position	Further action	Lead Officer
Derby Homes	High	Completion of business case and partnership agreement on hold until Derby Homes review has been completed March 2012.	To be reviewed in 2012.	Ian Fullagar
Learning Disability Partnership Board	High	This Partnership Board in its present form does not make any decisions around the commissioning of services or strategic direction for LD services. Therefore the board cannot be considered as a 'Partnership Board' and does not require a robust governance framework. The terms of this group is being reviewed by the Head of Integrated Commissioning and will be implemented as part of the Commissioning Restructure Transition Plan.	To be considered in relation to the new Health and Wellbeing Board. Governance arrangements to be reviewed when they are available.	Brian Frisby
Supporting People Board (+ sub partnerships)	High	The Commissioning Board for Supporting People (Housing Related Support) is a Partnership Board and there is a robust governance structure in place as stipulated by DCLG. This arrangement has continued. Commissioning Body has high level representation (at Strategic Director level) from the LA, PCT, Probation and Drug and Alcohol Services. In consideration of the Commissioning Restructure and the fact that housing related support is being integrated across younger adults commissioning, the terms of this board is being revised. The Board shall continue to be the governing body for housing related support services for the socially excluded group.		Brian Frisby

Name of Partnership	Priority Level	Current Position	Further action	Lead Officer
Derbyshire Mental Health NHS Trust	High	<p>We are in the process are revising our partnership arrangements and formalising this through a Section 75 Partnership Agreement under the NHS Act. This allows us to formally delegate to the care Trust the LA legal obligations under the Mental Health Act.</p> <p>Timescale for completion of the Section 75 is March 2012. In the interim governance arrangements have been agreed through various performance and management meetings between the LA and the Care Trust which are led by the Service Director and Head of Integrated Commissioning.</p>	To be reviewed in 2012.	Brian Frisby
City and Neighbourhood Partnerships (Community Safety Partnership and Derby City Partnership)	High	<p>Completion of business case and partnership agreement on hold until review/restructure of the partnership has been completed by March 2012. DCP previously submitted governance document which covered most aspects of the Partnership Toolkit business case and partnership agreement.</p>	To be reviewed in 2012.	Karen Johnson
Derby Carers Partnership Strategy Board	Medium	<p>Discussed at the Partnership's Health and Well-being Board on 27 September. Awaiting confirmation as to the outcome of discussions. Some question over whether this is a 'partnership'.</p>	To be considered in relation to the new Health and Wellbeing Board. Governance arrangements to be reviewed when they are available.	Phil Holmes

Name of Partnership	Priority Level	Current Position	Further action	Lead Officer
Marketing Derby	Medium	There is a Service Level Agreement in place (submitted), which is renewed annually on a three-year rolling basis, and is also the subject of a mid-year review meeting. The meeting is between Adam Wilkinson, Richard Williams, the Leader (who is also a Board Member of Marketing Derby Ltd), John Forkin and Bob Betts as Managing Director and Chairman respectively of Marketing Derby. Copies of their audited annual accounts are received. Some aspects could be strengthened such as - equalities, risk management and continuity plans.	Officers have been requested to draw up plans for outstanding areas of governance.	Richard Williams
Local Safeguarding Children Board	Medium	Annual business plans are produced and reported on. The Board's activities were reviewed by Ofsted as part of the Safeguarding and Looked After Children inspection. Further information is awaited on wider governance arrangements.	To be reviewed in 2012.	Nina Martin
Derby Theatre (Derby Live and the UoD)	Medium	Lead officer has submitted supporting evidence (Management Agreement). If continuing some aspects are not adequately addressed such as – equalities and continuity plans.	To be removed from the register in 2012 as partnership is ending.	Peter Ireson
Road Safety Partnership	Medium	Lead officer has submitted supporting evidence (Partnership Agreement) however some aspects could be strengthened such as - equalities, risk management, financial protocols and resources and continuity plans. Also Terms of Reference referred to but not seen.	Officers have been requested to draw up plans for outstanding areas of governance.	Christine Durrant
Derby Adult Safeguarding Board	Medium	Lead officer has submitted supporting evidence (Terms of Reference) however some aspects were not adequately addressed such as – accountability, equalities, risk management, performance and monitoring, financial protocols and resources, continuity plans and exit strategies.	Officers have been requested to draw up plans for outstanding areas of governance.	Sally Curtis