



## **PARTNERSHIP POLICY**

The Lancashire Police Authority has a commitment to partnership working to support the delivery of high quality and effective policing across Lancashire.

This Policy has been produced to strengthen the Authority's contribution to partnerships and provide support to both officers and members to engage with partnerships and provide an agreed basis for undertaking partnership working.

### **Definition of Partnership:**

“an agreement between two or more independent bodies to work collectively, with shared risk, to achieve an objective that will improve the quality of life for residents of Lancashire”

(Adapted from the Audit Commission – "Governing Partnerships – Bridging the Accountability Gap").

### **Aims:**

The aims of the policy are to:

- Determine the Authority's Partnership Principles which will apply to all partnerships entered into by the Authority.
- Offer a clear understanding of partnership issues including the opportunities and risks associated with partnership working.
- Ensure that any identified risks are linked to the Authority's Risk Register and monitored accordingly.

## **POLICY:**

### **Partnerships Covered by this Policy:**

- Partnerships initiated and/or led by Authority;
- Partnerships initiated and/or led by another organisation, but where the Authority is an active member;
- To include short term, time limited and permanent partnerships;
- To include local, regional and national partnerships;
- To include those where the Authority's input includes member/officer time and/or resources as well as any form of financial commitment;
- Partnerships with a direct control over a budget and which may own or rent premises;
- Partnerships that employ and/or control staff;
- Partnerships that have a responsibility for purchasing and/or commissioning services, goods, projects and initiatives (excluding Police Authority and/or Constabulary procurement contracts);
- Partnerships that are a legal or statutory requirement for Police Authorities or formed as a result of legislation.
- Networks of personal or professional relationships (e.g. membership to a professional body) are covered by the Association & Group Membership guidelines in Appendix E.

### **Partnerships not Covered by this Policy:**

- conferences, training events or any other single event, even if this is arranged by a number of different organisations and agencies;
- joint or shared purchasing or procurement arrangements for Authority or Constabulary resources, equipment and services;
- Consultation or advisory groups or processes.

### **Partnerships - Key Principles**

Before entering into a Partnership, or when conducting a review of an existing partnership, the following key principles must be considered by the member or officer as part of the decision making process:

- Have other alternative approaches been considered before identifying the need for a partnership approach?
- Have the vision, aims and objectives of the partnership been agreed with all partners and been formally documented, e.g. in Terms of Reference?
- Has a leadership and accountability structure been agreed for the partnership?
- Have all the other partners been identified and, if further partners are likely to be added during the life of the partnership are there established criteria for them joining?
- Has a good cultural fit between the partners been established and are you certain that they are compatible with the Authority's vision, values and ethics?
- Has it been agreed how the partnership will be funded and/or resourced?

- Have any finance, resources or skills and information that the Authority will contribute to the partnership been identified and approved?
- Where applicable, has a cost/benefit analysis been undertaken?
- Has the life span of the Police Authority membership of the partnership been agreed, e.g. is it for a set or indefinite period?
- Is the partnership, or membership of the partnership likely to cause a conflict with the Authority's Equality Scheme?

If any of these principles cannot be clearly answered for a particular partnership it will not necessarily mean the Authority will not join the partnership, but particular care should be taken in those areas to ensure they will not cause a problem for the Authority at some point during the life of the partnership. Confirmation that a partnership satisfies the Key Principle will be included in the annual review process.

### **Partnerships – Value & Purpose**

- The partnership has a clearly defined purpose.
- The partnership has set a Work Plan with clearly defined targets, milestones and objectives, and these will be measured and reviewed through a performance management framework on a regular basis.
- The Authority has identified how it will benefit from the partnership – bringing added value or a financial saving.
- The Authority has identified which of its Responsibilities and/or Outcomes the partnership supports or contributes towards (See Appendix C for Responsibilities).

### **Partnerships – Governance Arrangements**

Where possible partnerships should have formal, agreed and recorded Governance Arrangements, usually incorporated into some form of Terms of Reference. Where a partnership is likely to be of a short duration, if its remit is very limited and if there are no funding and/or resource commitments, the Governance Arrangements may be recorded in the first set of minutes or meeting notes and need not be incorporated into a formal Terms of Reference document.

Governance Arrangements and Terms of Reference for a partnership should include reference to the following:

- An indication if the partnership has a legal and/or statutory basis.
- A clear management structure with designated roles and responsibilities.
- The accountable body for the partnership.
- If the partnership will employ staff, details of who will be the employing body and who will be responsible in the event of redundancy and/or dismissal processes.
- The process for selecting partners and an indication of how partners may resign.
- The process for terminating the partnership and an exit strategy for any projects, staff, equipment and resources for which the partnership have responsibility.

- An agreed media and communications strategy including an understanding of who can/cannot speak on behalf of the partnership.
- Where applicable, a robust information sharing process.
- A target setting and monitoring process that will support the work of the partnership and help ensure it achieves its objectives.

### **Partnerships – Appointment of Police Authority Representatives**

The Authority may be represented on a partnership by either Members or Officers depending on the nature of the partnership:

- Member appointments to be discussed with individual members as part of the Member Development process and agreed at the Police Authority's Annual General meeting.
- Officer appointments to specific partnerships to be proposed by Managers and approved by the Chief Executive; however Officers may substitute for Members on other partnerships as and when required.
- When making Member and/or Officer appointments to partnerships, the primary concern should be to consider the Member's/Officer's ability to carry out the role and provide effective representation of the Authority. Members/Officers must have regard to the need to prevent discrimination on the grounds of age, disability, gender, race, sexual orientation, religion or belief and any other immaterial factor, and to promote equality of opportunity, good race relations and positive attitudes towards disabled people.
- Members/Officers representing the Authority on Partnerships and Associations will, where appropriate, reflect the corporate views of the Authority and will report back on relevant issues of interest and/or significance.

### **Partnerships – Partnership Register**

A Partnership Register comprising the Partnership Data Sheet, Details of other Partners (where applicable), Evaluation Matrix and Risk Assessment Matrix for each partnership will be maintained by the Partnerships & Performance Officer and will be updated on an annual basis.

An Association Register comprising the Association Data & Evaluation Sheet for each association or group that members and/or officers belong to will be maintained by the Partnerships & Performance Officer and will be updated on an annual basis.

### **Partnerships – Risk Assessment**

*Risks to the Partnership* - The risks to the partnership should be identified, assessed and managed by all the partners using an agreed methodology. All risks should be recorded in a risk register owned by the Accountable Body which is updated on a regular basis.

*Risks to the Authority* - All partnerships expose the Authority to a degree of risk and that will not necessarily prevent the Authority from entering into a partnership. Any risks must however be identified, assessed, appropriately managed and entered in the Authority's Risk Register. The overall Partnership risk is to be reviewed on an annual basis and, for those

partnerships identified as being "high risk" a quarterly review is to be undertaken

### **Partnerships - Responsibilities**

- Audit & Standards Committee – is the owner of the Partnership Policy and Toolkit and the Registers.
- The Partnership & Performance Officer will maintain the Partnership Register and the Association Register and report the annual reviews to the Management Team.
- The Partnership & Performance Officer will provide a summarised Risk Assessment for Partnership Working to the officer(s) responsible for maintaining the Authority's Risk Register on an annual basis.
- Individual Managers, Staff and Members – to ensure that the Policy is applied to all partnerships and associations and the relevant information is recorded in the relevant Register.
- Approval to enter into a partnership or to join an association or group is to be given by the Chief Executive in consultation with the Chair and/or Vice-Chair of the Authority.