



HUMBERSIDE

POLICE AUTHORITY

A STRATEGY FOR WORKING WITH PARTNERSHIPS

FEBRUARY 2009

INTRODUCTION

Partnership working has been defined as “an agreement between two or more independent bodies to work collectively to achieve a desired and defined outcome”. Throughout the Humberside Policing area, there are many community safety related partnerships which the Police Authority could choose to work in. However, resources are finite and therefore engagement with partnerships must be based upon a clear rationale of it adding value to the core business of the Authority.

This strategy provides the framework for how value will be added through working with various partnerships. It will be a living document with new partnerships being added, as well as some removed should they no longer present good value for money for the Authority.

STRATEGIC AIM

The purpose of this strategy is to ensure that through working with partnerships, Humberside Police Authority can more effectively discharge its statutory duties to secure an efficient and effective police service, obtain the views of local people, improve public confidence and make local people feel safer at home, work and leisure.

GUIDING PRINCIPLES

- Any effort by Humberside Police Authority must add real value,
- The role of Humberside Police Authority in any Partnership must be explicit,
- Any effort must either be linked to the statutory role of a Police Authority or be believed to be part of a more modernised role,
- The scope of the strategy is that the Police Authority will work with, partnerships as opposed to individual organisations or agencies with which the Authority may have a working relationship.

THE ROLE OF HUMBERSIDE POLICE AUTHORITY

Those statutory duties of the Humberside Police Authority, which are relevant to working within partnerships include:

- to secure an effective and efficient police service in the Humberside Police area,
- to ensure it secures continuous improvement in the way in which policing is provided in the Humberside Police area,
- to make arrangements for obtaining the views of local people about the policing of their area through consultation,
- the engagement and co-operation of local people in preventing crime,
- to determine local priorities for policing by meaningful engagement with the community,
- to cooperate with other 'responsible bodies' in formulating and implementing community safety partnership strategies,
- to publicise the three year Annual policing Plan,
- to agree the police budget, including settling the level of precept on the Council Tax.

STRATEGIC OBJECTIVES

The benefits of working with partnerships are many but could be a mix of ensuring consistency, coordination, facilitation, sharing of information, setting direction, influencing at a strategic level or enabling practice to be developed. The following strategic objectives seek to establish the key benefits behind working in partnership:

- to support and ***influence the strategic direction*** within Community and Policing strategies,
- to aid the coordination of activity to ***align priorities, measures and targets*** for community safety,
- to help to deliver effective ***monitoring and management of performance*** of relevant areas of business within Community Plans, Comprehensive Area Assessments, Local Area Agreements, Children's and Community Safety Plans,
- to help to develop and facilitate a consistent approach to ***scrutiny of policing activity***,

- to develop and potentially coordinate a consistent and efficient approach to **public consultation and engagement** associated with policing,
- to support the development of **emerging community safety activity** across the Humberside Policing area e.g PREVENT, identification of barriers and areas for development, responding to anti social behaviour,
- to improve **public confidence** in the effectiveness of policing in making communities feel safer.

THE UNIQUE OPPORTUNITIES THE AUTHORITY WILL OFFER TO PARTNERSHIPS

Police Authorities do not generally bring to the table tangible resources to support partnership working. However, there are a number of opportunities which they uniquely bring to partnerships:

- statutory responsibility for holding the Chief Constable to account,
- capability to identify and manage risks or identify and develop efficiencies which impact upon the safety of communities e.g. PREVENT, consultation, accountability,
- leverage to influence policing so that it provides greater support to local community plans,
- part of a policing and political network which enables influence at a regional and national level,
- capability to facilitate debate and challenge across four unitary authority areas to enable learning and development,
- facility to coordinate consistent messages or responses to generic issues e.g. public confidence, views on emerging concerns.

These opportunities will be offered to those partnerships which value the participation of the Police Authority and the explicit commitment of the Authority is contained within the Humberside Police Authority partnership pledge (see attached Appendix A)

WHICH PARTNERSHIPS DOES THE POLICE AUTHORITY NEED TO WORK WITH?

Those partnerships which are believed to offer significant potential to support the strategic aim and objectives of the Police Authority are:

- Local Strategic Partnerships,
- Crime and Disorder Reductions Partnerships,
- Children's Trusts or Boards,
- Local Criminal Justice Board,
- Business community related partnerships.

Each partnership has its own threats, opportunities and benefits to respond to, and consequently the Police Authority will create an explicit 'statement of purpose' for each, setting out the Authority's aim, objectives, roles and responsibilities. Draft statements are shown at appendix B, but they will require consultation, amendment and the agreement of each partnership prior to acceptance.

ROLE OF POLICE AUTHORITY MEMBERS & STAFF

The authority recognises that staff, members and in particular elected members have a wealth of knowledge of the issues that impact upon communities. It is essential that the authority capitalise on this and in a coordinated way use this information to influence its role within partnerships.

It is important that staff and members who are involved in partnerships recognise that they are representing the Police Authority and not any particular sector or community.

Staff and members have no delegated powers to make decisions on behalf of the Police Authority and be cognisant of the fact that management of the operational policing budget is delegated to the Chief Constable.

The principle purpose of staff and member involvement in partnerships is to ensure that the aim and objectives of this strategy are turned into real action and activity, thereby supporting the Authority to undertake its statutory role.

A critical element of participation in partnerships is the use of that involvement within the business of the Authority, which will be primarily achieved by providing feedback into and from the Police Authority and its Committees.

USE OF RESOURCES

It is important for the Police Authority to consider how its finite resources can be best deployed to support partnership activity. Police Authorities are not operational and do not provide direct services to the public, other than provided through the Humberside Police. The resources of the Authority are principally the skills, experience and abilities of its seventeen members and supporting officers. The Authority however does command some discreet funding from time to time (Partnership Funding, Police Property Act) which will be used to make a tangible contribution to partnerships. In these cases any in kind contribution must reflect the Police Authorities own contribution. Humberside Police Authority will allocate resources to support partnership working which is either in need of development or to sustain it.

GOVERNANCE

The responsibility for delivery of this strategy rests with the Police Authority Communities and Partnerships Committee. The respective Strategic Development Manager who supports this Committee will be responsible for driving the delivery of the activity which underpins the strategy. Furthermore the officer will be responsible for identifying new partnerships that would support the aims of this strategy as well as continually reviewing and evaluating the effectiveness of our engagement with existing partnerships.

EVALUATION AND REVIEW

The Authority recognises that its contribution to partnerships in term of cashable contributions is limited, but it must ensure that its participation is 'adding value'. To that end the Strategic Development Manager will conduct stakeholder survey each year to assess the effectiveness of the contribution made by the Police Authority. Initially a baseline will be established, thereafter annual or bi annual reviews can be undertaken. and any movement in terms of those views identified.

Humberside Police Authority Pledge to partnerships

The Humberside Police Authority pledges to take to those partnerships which are assessed as enablers to delivering the strategic aim and objectives of the Authority, the following opportunities:

- to influence the strategic direction of policing throughout the area served by the Humberside Police,
- to align of community safety priorities, measures and targets,
- to support performance monitoring and management of community safety activity,
- to support the coordination of public scrutiny of policing,
- to support and develop consistent, efficient and effective public consultation,
- to support the development of emerging community safety activity across the Humber region e.g. PREVENT, barriers to delivery etc,
- to help to improve public confidence in policing,
- to aid the identification and management of risks of threat or harm to communities,
- to provide leverage to influence policing so that it better enables local community plans,
- to influence policing policy at regional or national levels,
- to facilitate 'round table discussions' on topics of concern, in need of development or sharing of best practice,
- to support delivery of consistent coordinated public information on community safety issues.

Partnership Statement of Intent

Partnership: Local Strategic Partnerships

Overall purpose for involvement of the Police Authority:

- To assess the need to influence change in local policing to better support local aspirations and ambition; to ensure that partners are supporting the local police in their endeavours to make communities safer; to ensure targets within Local Area Agreements and Community Plans are aligned.

Current issues, risks or opportunities to be focussed upon:

- Delivery of those Local Area Agreement Targets which are associated with safer communities,
- Protection of public from the threat of terrorism,

Objectives to be achieved:

- to seek stakeholders views of the effectiveness of local policing in the context of the Community Plan,
- to secure clarity over exceptions in the performance in Local Area Agreements,
- to identify the reasons behind poor performance,
- to facilitate discussions as to how performance can be improved,
- to share current thinking, activity and intentions of Local Strategic Partnerships in relation to the PREVENT agenda,

Lead officer or member:

Partnership Statement of Intent

Partnership: Crime & Disorder Reduction Partnerships

Overall purpose for involvement of the Authority:

Current issues, risks or opportunities to be focussed upon:

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Objectives to be achieved:

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Lead officer or member:

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Crime and Disorder Reduction Partnerships

Police authorities are one of the five responsible authorities with a duty to work in partnership to reduce crime and disorder through Crime and Disorder Reduction Partnerships.

The Association of Police Authorities published guidance to police authorities in June 2008 (Contribution to Crime and Disorder Reduction Partnerships – The role of Police Authorities). The guidance is designed to assist authorities plan and develop their own role in Crime and Disorder Reduction Partnerships and to ensure Police Authority contribution is systematic and comprehensive.

Humberside Police Authority will adopt the guiding principals within this document, modified where necessary to meet local practice

In particular:

- Adopting the six hallmarks of effective practice for partnership working

- The authority will ensure that any strategy to consult communities takes account of the existing statutory requirement for police authorities and co ordinate activity where possible and that information gained through public consultation by Humberside Police Authority is shared and utilised. In particular contributing effectively to Joint Strategic Intelligence Assessments, utilising the products of Police Authority consultation to inform that process
- Ensuring that the Police Authority are represented at a senior level (either officer or member) on the Strategic Board of all four Crime and Disorder Reduction Partnerships
- That as far as possible, the authority will ensure that the planning processes for the police authority and the CDRP allow for proper and appropriate consideration of mutual targets, priorities and consultation and that the priorities and strategy for tackling crime do not conflict with priorities set within the Local Policing Plan. This will be achieved in part through ensuring involvement of CDRP's in the Police Authority target setting workshops that drive the strategic direction of the Local Policing Plan
- By adopting the APA "Partnership planning and the delivery cycle – self assessment framework" modified as necessary to meet local circumstances.
- Continuing to involve the CDRP's in the production of the Police Authority Policing Summaries

Partnership Statement of Intent

Partnership: Children's Trusts / Boards

Overall purpose for involvement of the Authority:

Current issues, risks or opportunities to be focussed upon:

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Objectives to be achieved:

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Lead officer or member:

Children's Boards

As one of the relevant bodies, the Police Authority has a general responsibility under the Children Act, 2004 to work with "children's services authorities" (local councils) to safeguard, protect and promote the well being of children and young people. The national programme, "Every Child Matters: Change for Children", targets partner activity around five themes one of which is "Stay safe"

The Act places a specific duty on police authorities to ensure they discharge their duties having regard to the need to safeguard and promote the welfare of children. In addition to being a relevant body under the act, "Every Child Matters" prescribes that children and young people should have a stronger say planning, choice and service delivery.

The APA have developed guidance, in the form of a template, to police authorities to assist them in the planning and discharge of their obligations in respect of their own responsibilities and of their scrutiny of the force.

Humberside Police Authority will adopt the APA guidance for measuring progress against the key actions defined within the guidance

In particular:

- To establish itself as a key partner at a strategic level on local children's boards or their equivalent
- Having structures in place to champion children and young people
- Having knowledge of the diversity of young people and their views on policing, crime and disorder and community safety
- By using existing consultative methods (for example Children's Parliaments or similar) the authority will ensure that it engages and listens to the views of children and young people and this activity results in the views of young people having a positive influence on police authority policy
- That the authority has a clear statement which demonstrates its commitment to children and young people.

Partnership Statement of Intent

Partnership: **Business partnerships**

Overall purpose for involvement of the Authority:

Current issues, risks or opportunities to be focussed upon:

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Objectives to be achieved:

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Lead officer or member:

Business Community (Chamber of Commerce/Federation of Small Businesses)

Police Authorities have a statutory duty to consult with the business community in advance of setting its budget. It also has a general requirement under the Police Act to consult all communities on crime and disorder and policing in their area. Humberside Police Authority recognises that the business community can be a highly victimised sector. In the absence of a Home Office category for the classification of crime against businesses, the Authority needs to understand the effect of crime against businesses in order that its impact is taken into account when, for example, setting targets and objectives within the Local Policing Plan.

Humberside Police Authority will maintain and develop links within the business community

In particular it will:

- Maintain its membership of the Hull and Humber Chamber of Commerce and the local Federation of Small Businesses

- Through dialogue with representatives of the business community seek views of that community on what is affecting them in terms of crime disorder and community safety.
- Develop consultative processes jointly with the business community or evaluate existing consultation products in order to understand the scope of crime against business and to ensure that this knowledge is used to influence police authority policy
- To support initiatives, for example through sponsorship, that address the impact of business crime and raise the profile of the Authority in this field

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Partnership Statement of Intent

Partnership: Force Independent Advisory Group

Overall purpose for involvement of the Authority:

Current issues, risks or opportunities to be focussed upon:

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Objectives to be achieved:

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Lead officer or member:

Force Independent Advisory Group (FIAG)

Involving and engaging local communities is at the very core of all that police authorities strive to do.

The formation of an FIAG is not mandatory; however, HMIC sees it as an important part of a wider consultative mechanism for policing. Advisors can, and do, see things from a different perspective and they are often able to anticipate how police responses to policing problems may be interpreted by communities. This is one of their real values. The FIAG provide a key strand of community engagement and consultation by working with, usually excluded, groups and can demonstrate, willingness on the part of the Police Authority and Force to consult and listen to diverse views and opinions.

The role of Humberside Police Authority in this partnership is to provide support to the group and facilitate their involvement and inclusion in working with Humberside Police. It provides a 'home' for the group that is independent from Humberside Police while at the

same time providing them the links and direct access to the force and relevant officers in order to carry out their role effectively.

The FIAG has an important part to play in ensuring that the police service in Humberside effectively involves and considers our many diverse communities and their views on local policing, critical incidents and strategic policy development. Effective community engagement – of which the FIAG forms an important part – helps to enhance the development of true trust and confidence with our communities – this is vital to the concept of policing by consent. If the police service is seen to truly embrace and champion equality and is to respect diversity in all its forms, then a better understanding of the community view point is fundamental and the effective use of the FIAG can form a crucial part of this effective community engagement and partnership strategy.

Humberside Police Authority contributes to this partnership in tangible way by providing a small budget, meeting facilities and some administrative support as well as a group co-ordination role.

Humberside Police Authority benefits from this partnership. It gains a better understanding of the views of diverse communities in the Humberside Police area and how policing affects them. It also gives the authority the opportunity to monitor and scrutinise how Humberside Police deal with sensitive policing matters, major and critical incidents which may have an adverse impact on groups within our community as well as highlighting issues of diversity when preparing force policy and practice.

Humberside Police Authority will continue to resource the Force Independent Advisory Group and to facilitate its development with the ultimate aim that it can operate completely independent from the Authority

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