

HUMBERSIDE

POLICE AUTHORITY

A STRATEGY FOR WORKING WITH PARTNERSHIPS

V0.2

MAY 2009

INTRODUCTION

Partnership working is 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 because resources are finite engagement with partnerships must be based upon a clear rationale of adding value to the core business of the Authority.

This strategy provides the framework for adding value by working with various partnerships. It is a living document into which some new partnerships will be included, as well as others removed should they no longer add value 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 involvement by Humberside Police Authority must add real value;
- The role of Humberside Police Authority in any Partnership must be explicit;
- Any involvement must be linked to the statutory role of a Police Authority or the strategic priorities contained in the Authority’s corporate plan;
- 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

The statutory duties of the Police Authority which are relevant to working within partnerships include:

- To secure an effective and efficient police service in the Humberside Police area;
- Secures continuous improvement in the way in which policing is provided in the Humberside Police area;
- Through consultation, make arrangements for obtaining the views of local people about the policing of their area;
- The engagement and co-operation of local people in preventing crime;
- Determine local priorities for policing by meaningful engagement with the community;
- Cooperation with other 'responsible bodies' in formulating and implementing community safety partnership strategies;
- Publicise the three year Annual policing Plan;
- Agree the police budget, including settling the level of precept on the Council Tax.

STRATEGIC OBJECTIVES

The benefits of working with partnerships are many and include 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 and 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

The Police Authority does not generally bring 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 the 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 all those partnerships the Police Authority participates with and the commitment of the Authority is contained within the 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;
- Local Authority led PREVENT groups;
- 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. This will set out the Authority's aim, objectives, roles and responsibilities. Draft statements are shown at appendix B, although 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 need to be aware 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 action and activity, thereby delivering

the Authority's statutory role. A critical element of that involvement is to provide feedback both into and out of the Police Authority and its Committees. To ensure that relevant feedback is captured and any action followed up, a feedback form has been developed (appendix D). It will be the responsibility of each officer or member who attends and represents the Authority at a partnership event to complete and return this form to the Strategic Development Manager. They in turn will establish a process for ensuring feedback and actions are passed to the most appropriate committee, officer or member. Completion of the feedback form will also provide evidence in support of the evaluation and review of partnerships (see below).

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. 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 requires sustaining.

GOVERNANCE

The responsibility for delivery of this strategy rests with the Police Authority Communities and Partnerships Committee and their Strategic Development Manager will be responsible for driving the delivery of the activity which underpins this strategy. The officer will be responsible for identifying new partnerships that could 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 a stakeholder survey each year to assess the effectiveness of the contribution made by the Police Authority. Initially a baseline will be established and thereafter annual or bi annual reviews will be undertaken and any movement in terms of those views identified. Use of the feedback form at appendix D will also provide evidence to support this judgment.

Humberside Police Authority Pledge to partnerships

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

- To influence the strategic direction of policing throughout the area served by Humberside Police;
- To align 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 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.

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Partnership Statement of Intent

Partnership: Local Strategic Partnerships (LSP)

Overall purpose for involvement of the Police Authority:

- To assess the needs of the LSP and then influence a 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 (a separate list of targets to be included for each LSP);
- 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 the intentions of Local Strategic Partnerships in relation to the PREVENT agenda,

Lead officer or member:

- (Name of officer or member to be inserted for each Local Strategic Partnership)

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Partnership Statement of Intent

Partnership: Crime & Disorder Reduction Partnerships

Overall purpose for involvement of the Authority:

- To ensure Humberside Police and statutory partners work effectively together to address the crime and disorder issues that matter to local communities through a range of joint initiatives.

Current issues, risks or opportunities to be focussed upon:

- (Enter issues/risks/opportunities for each CDRP)

Objectives to be achieved:

- (Enter objectives for each CDRP)

Lead officer or member:

- (Enter names of leads)

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

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Partnership Statement of Intent

Partnership: Children's Trusts / Boards

Overall purpose for involvement of the Authority:

- To work with Humberside Police and partners so as to protect children and young people, and safeguard and promote their welfare.

Current issues, risks or opportunities to be focussed upon:

- (Enter relevant issues from each strategic board terms of reference)

Objectives to be achieved:

- (Enter relevant objectives from each strategic board terms of reference)

Lead officer or member:

- (Enter names of leads for each Trust/Board)

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:

- To empower the local business community to make their voice heard by the police and CDRPs so as to ensure they tackle the problems of crime and disorder that impact upon businesses.

Current issues, risks or opportunities to be focussed upon:

- (Include details relevant to the particular business organisation)

Objectives to be achieved:

- (Include objectives relevant to the particular business organisation)

Lead officer or member:

- (Include 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 the precept. 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

Partnership Statement of Intent

Partnership: **Local Criminal Justice Board**

Overall purpose for involvement of the Authority:

- To work with, and support partners, in bringing more offenders to justice and increasing public confidence in the criminal justice system.

Current issues, risks or opportunities to be focussed upon:

- Because of the need to increase confidence in policing and the criminal justice system it is essential the authority works closely with the Local Criminal Justice Board;
- There is significant reform underway within the Criminal Justice System both nationally and locally. This reform will impact upon the policing landscape offering both opportunities and challenges for the future of the Police Authority.

Objectives to be achieved:

- To improve the effectiveness and efficiency of the CJS in bringing offences to justice;
- To increase public confidence in the fairness and effectiveness of the CJS;
- To increase victim satisfaction with the police, and victim and witness satisfaction with the CJS;
- To consistently collect, analyse and use good quality ethnicity data to identify and address race disproportionality in the CJS; and
- To increase the recovery of criminal assets acquired through crime by 2009-10.

Lead officer or member:

- Alene Branton MBE-Police Authority Chair

Local Criminal Justice Boards

The Criminal Justice System is one of the major public services in the country and is responsible for creating safer communities by preventing and detecting more crime, responding better to the needs of victims and witnesses and punishing and rehabilitating more offenders. The Criminal Justice System is made up of the Police, the Crown Prosecution Service (CPS), Her Majesty's Courts Service, HM Prison Service, the National Probation Service and Youth Offending Teams. These agencies also work closely with other partners such as Victim Support and local Crime and Disorder Reduction Partnerships. There are 42 Local Criminal Justice Boards in England and Wales, and they are made up of the chief officers of all the CJS agencies. They are accountable for local targets and working together to provide an improved service to the public. Although Police Authorities are not statutory partners on Local Criminal Justice Boards the Humberside Board has extended an invitation to the Authority to attend its meetings. This is particularly important because of the correlation between the Criminal Justice System and confidence in policing.

Humberside Police Authority will respond to this invitation by regularly attending at meetings of the Humberside Local Criminal Justice Board.

In particular the Authority will;

- Establish itself as a key partner at the Local Criminal Justice Board, notwithstanding that it is not a statutory partners;
- Support other partners in the Criminal Justice System in delivery of their strategic objectives and ensure police resources are being directed in support of these objectives;

- Ensure the planning processes for the Police Authority and the Local Criminal Justice Board allow for proper and appropriate consideration of mutual targets, priorities and consultation and that the Boards priorities do not conflict with priorities set within the Local Policing Plan. This will be achieved in part through ensuring involvement of the Board in the Police Authority target setting workshops that drive the strategic direction of the Local Policing Plan;
- Keep abreast of the reform programme within the Criminal Justice System, ensuring its voice is heard and thereby influencing the local direction of reform;
- As a champion for the public's voice on policing matters through its engagement processes, scrutinise the work of the Local Criminal Justice Board so as to ensure it is delivering what the public want.

Partnership Statement of Intent

Partnership: **Local Authority led PREVENT Groups**

Overall purpose for involvement of the Authority:

- To work in partnership with the force and Local Authorities so as to ensure that Prevent activity is woven through every aspect of policing and community engagement.

Current issues, risks or opportunities to be focussed upon:

- Ensuring the Police Authority delivers the actions outlined in the Association of Police Authorities strategy for preventing violent extremism in a manner which is proportionate to the threat;

Objectives to be achieved:

- Contribute to the effective governance and oversight of Prevent;
- Monitor and oversee the performance the objectives related to Prevent;
- Ensure the police and local authorities are working in partnership in taking forward their local action plans;

Lead officer or member:

- Chair of Communities and Partnership Committee

Local Authority Prevent Groups

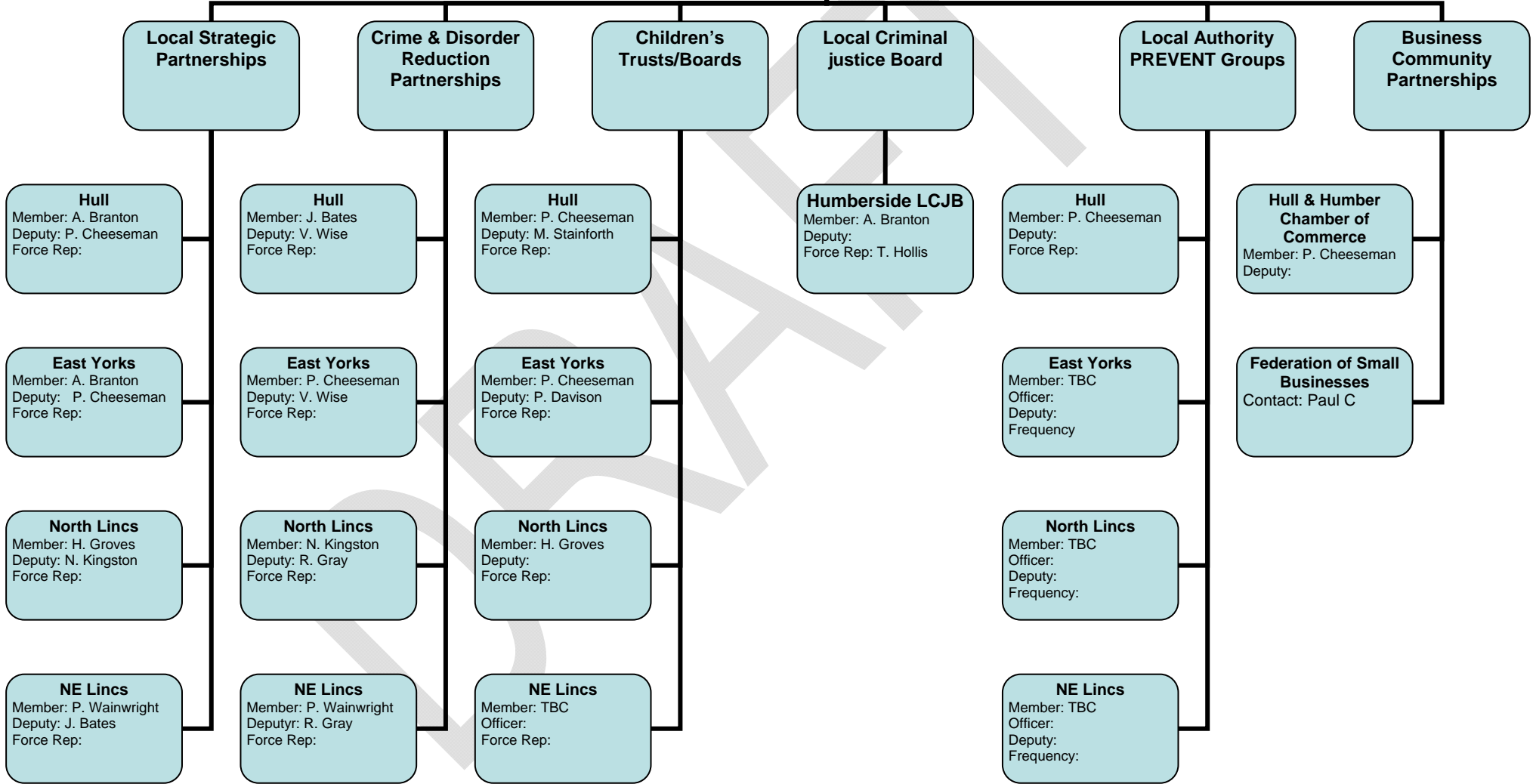
The national Prevent strategy recommends that a local partnership group should be clearly tasked to take forward local action on Prevent. Local Authorities and the police should take the lead and ensure other partners from the statutory and voluntary sector are involved. Local partners are expected to put in place a robust action plan that meets the specific objectives in the Prevent strategy, is jointly agreed and managed by the police, local authority and other partners, is proportionate to the level of threat in the area, reflects local need and sets out clear and tangible milestones in tracking progress.

Humberside Police Authority will be represented on each local partnership group.

In particular it will;

- Establish a clear role and relationship with each partnership group through attendance at meetings and receiving reports;
- Scrutinise the partnership to ensure it is operating at the right level with clear roles and responsibilities for each member appropriate to their individual organisational objectives;
- Monitor and scrutinise delivery of the objectives and actions of the local partnership group ensuring they are linked to a clear local performance framework;

Communities and Partnership Committee



Partnership Monitoring Form

Title of Meeting..... **Date & Place**..... **Length of Meeting**.....
Member/Officer Attending..... **Police Officer Attending**.....

| <u>Issues on agenda relevant to PA objectives</u> | <u>Decisions made relevant to PA objectives</u> |
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| <u>Issues on agenda relevant to Police Force objectives</u> | <u>Decisions made relevant to Police Force objectives</u> |
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| <u>Issues/Challenges Raised by PA Member/Officer</u> | <u>Action to be Taken/By Whom/When</u> |
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| <u>Issues/Challenges Raised with PA Member/Officer</u> | <u>Action to be Taken/By Whom/When</u> |
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| <u>Current Initiatives/LAA Issues</u> | <u>Action Required</u> |
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| <u>Agenda Rating</u> | <u>Tick</u> | <u>Attendance Rating</u> | <u>Tick</u> |
|--|-------------|---|-------------|
| Agenda wholly relevant to PA partnership objectives | | Attendance of significant value to PA objectives/reputation | |
| Meeting was highly relevant to PA partnership objectives | | Attendance of high value to PA objectives/reputation | |
| Meeting was partially relevant to PA partnership objectives | | Attendance of value to PA objectives/reputation | |
| Meeting was of little relevance to PA partnership objectives | | Attendance of low value to PA objectives/reputation | |
| Meeting of no value to PA partnership objectives | | Attendance of no value to PA objectives/reputation | |

Please ensure form is fully completed and returned to Paul Cheeseman or Victoria Wise within 7 days of meeting