



Cumbria Police Authority

Partnerships

Guide

2009-10

PART ONE

Overview:	The following guidelines underpin the Police Authority's commitment to partnership working and how it will assess the effectiveness and value added by being involved in a partnership
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Introduction

Cumbria Police Authority was established under the Police Act 1996 and is responsible for the efficient and effective policing of Cumbria. The Authority oversees the work of Cumbria Constabulary, provides quality assurance and monitors its performance. This requires the Police Authority to work in close partnership with the Constabulary, whilst the Chief Constable retains the responsibility for day-to-day operational policing.

The Police Authority works in partnership with a range of other agencies and organisations to ensure the delivery of an efficient and effective police service for the whole of Cumbria. The Authority recognises that it cannot work in isolation and that by working in partnership with others it can help deliver more effective and long-lasting solutions which tackle crime and disorder more successfully and reduce the fear of crime in Cumbria. A detailed list of the Police Authority's partners is available at Part Two of this document.

Over the last ten years, the Government and various bodies such as Her Majesty's Inspectorate of Constabulary (HMIC), the Home Office and the Audit Commission have published key documents which place greater emphasis on local partners working together to tackle crime and reduce crime and disorder in their area. This includes:

- The Local Government White Paper: 'Strong and Prosperous Communities' October 2006.
- 'Cutting Crime – A New Partnership 2008-11' July 2007.
- Community Safety: 'Effective Practice Guide (Guidance for Crime and Disorder Reduction Partnerships and Community Safety Partnerships to support the introduction of the Minimum Standards) Aug 2007.
- 'Delivering Safer Communities: A Guide to Effective Partnership Working' (Guidance for Crime and Disorder Reduction Partnerships and Community Safety Partnerships) October 2007.
- Home Office Green Paper: 'From the Neighbourhood to the National: Policing Local Communities Together', July 2008.
- Statutory Guidance to the Local Government and Public Involvement in Health Act: 'Creating Strong Safe and Prosperous Communities', July 2008.

There is increasing recognition of the importance of working in partnership to tackle issues such as crime and disorder. This has included a move towards assessing the performance of agencies by looking at the outcomes they achieve for the community, rather than individual organisations in isolation. The Assessment of Policing and Community Safety (APACS) regime was introduced in April 2008 to monitor the performance of the police working alone and in partnership against certain criteria. The wider improvement in community well-being achieved by partner organisations, as measured by the achievement of the National Indicators and Local Agreement Targets, will also be measured collectively, through a process called Comprehensive Area Assessment (CAA).

Partnership working is therefore seen as a key to modern policing, as crime reduction is no longer viewed as being only a problem for policing. Although this is, in many cases, mandatory, the Police Authority welcomes the development of partnership working. This is because it recognises that the quality and cost effectiveness of services can be significantly improved when organisations work well together. It is therefore essential that both the Police Authority and Cumbria Constabulary can play an active part in partnership working to help reduce crime and the fear of crime.

The Police Authority works with partners throughout Cumbria and at a regional level. It is committed to ensuring that partnership working is embedded within the culture of its organisation and so the following guidelines have been developed to nurture and maintain these critical partnerships and any future partnership working. These guidelines are intended to ensure that the Police Authority works effectively with its partners and underpin how it will assess the effectiveness and value added by being involved in a partnership. This is set out in Part One of the guide.

Part Two of this guide sets out a list of the partnerships that the Authority is currently involved in, along with detailed information about the purpose of each partnership and the Authority's view of its role in them. This will not only aid the understanding of Authority members and staff but also shows the Constabulary and other partners what the Authority sees as its role.

Defining Partnership Working

Before thinking about how the Authority should work in partnership, it is important that the Authority is clear about what it means by 'partnership working' and who its partners are. From the Police Authority's perspective, a 'partner' is any organisation, group or individual from outside the Authority. Hence, the Constabulary is one of its partners, as is a representative of a particular community or a Third Sector group with which the Authority works.

The Authority has chosen to define partnership working as:

'The Authority working with one or more partners (groups or individuals from outside its organisation) towards a common goal'.

This can involve informal relationships between the Authority and individual partners or may be through formal 'partnerships', which have agreed terms of reference and formal meetings. Examples include Crime and Disorder Reduction Partnerships or the Cumbria Road Safety Partnership.

Cumbria Police Authority potentially has numerous partners. In practice, there are certain partners which the Authority will need to work with more regularly. It is important that the Authority is clear about which partners it needs to work with so that it can target its efforts. For this reason, the Authority has considered which partnerships are relevant to its role and would add most value to its work. The partners and partnerships it has chosen to engage with are shown in Part Two. Hence, when this Guide refers to partnership working, it means working with those partnerships and their constituent partners identified in Part Two.

Reasons for the Police Authority Working in Partnership

The Police Authority is by law the corporate body ultimately accountable for securing the effective delivery of the police service in Cumbria. Through the Policing Plan, it sets the high level strategy and priorities for policing which, in strategic terms, help shape the overall policing service delivered by the Chief Constable through the police officers and staff working under his independent direction and control. The Police Authority's vision is to: 'assist Cumbria Constabulary to be one of the county's leading police forces, inspiring trust and confidence so that Cumbria is policed to the highest standards of public satisfaction, safety and reassurance.' Making our communities safe places and reassuring communities are not just the responsibilities of the Authority: other organisations and communities themselves have a role to play in making this a reality. As such, one of the Authority's values is to be 'Collaborative – to work jointly with the Constabulary and partners to develop the strategic direction of the police service across Cumbria and so to make Cumbria a safe place in which to live, work and visit'. Another is being 'Ambassadorial- Members are able to respect and represent community interests and those of the police service'.

The Authority has a number of principle functions. Many of these cannot be carried out in isolation. They require the support of partners or their views to inform the Authority's decision-making. These functions include:

- Through consulting and engaging with communities, to improve policing services for the people of Cumbria on an informed basis;
- To build effective relationships with partner agencies so as to improve the governance framework and contribute to delivering operational policing objectives about reducing crime and disorder;
- To use these relationships with partner agencies so as to achieve more effective local and strategic involvement of the Authority within Cumbria;
- To set the strategy and priorities for policing and hold the Chief Constable to account for the delivery of them;
- In partnership with the Constabulary, to drive improvement to policing services in Cumbria through the management and oversight of improvement activity, risk, inspection and internal audit;
- To provide an effective, independent performance management framework through scrutiny of all aspects of Constabulary performance;
- To ensure effective management and leadership of the Constabulary;
- To set the strategic framework for managing Authority land and assets;
- To ensure the Constabulary and Authority deliver the race and diversity agenda for the benefit of all the communities of Cumbria.

Hence, the Authority works with partners to achieve what it cannot achieve alone. It is a two-way process: the Authority can bring something to the table, as well as getting benefit from working with partners.

The main reasons for the Authority working with partners are:

- Finding out information and learning from others;
- Influencing partners' activity;
- Contributing to achieving shared goals;
- Improving the effectiveness of partnership structures;
- Supporting the Constabulary and overseeing the Constabulary's contribution;
- Raising the Authority's profile;
- Responding to a statutory duty or an expectation that the Authority should be involved.

Finding out information and learning from others

A key role of the Authority is to be the voice of its communities and make sure that policing reflects the needs of all the local communities that the Authority serves. Recently, its statutory duty to have regard to the public's views has been strengthened through the Policing and Crime Bill, as detailed in the next section, making this an even more important role for the Authority. Partner organisations and representatives of the community involved in partnerships can provide the Authority with a valuable view of local needs and the impact of police services on various communities in Cumbria. Importantly, they can provide views on what the priorities for the policing of the area should be. This can help to inform the Policing Plan, which is the key way in which the Authority agrees with the Chief Constable what service he will deliver.

Talking to and working with partners is an opportunity to find out about different ways of working and the Authority may be able to transfer this into its own work. This is often a good way to find out about local initiatives in which the Police Authority should be involved, as well as providing another route to find out about developments in government policy. Similarly, the Authority can use its work with partners to send out key messages.

As well as being a source of information on issues which the Authority raises with partners, there is also an opportunity for them to raise any issues or concerns, either about the Authority's work or the Constabulary's. This is an important strand of the Authority's accountability.

Influencing partners' activity

The Authority has a key role in identifying what the priorities for policing in Cumbria should be and ensuring that the Constabulary addresses them, through the Policing Plan. This can only be achieved if other organisations and communities contribute to that work, or work in a way that does not negate that work. Hence, the Authority has a role in making sure, by actions and monitoring, that the Authority's Policing Plan, and other key documents, actively influence and feed into the strategies and plans adopted not just by the Constabulary but also by those other public bodies and agencies who have a stake in successful policing.

Contributing to achieving shared goals

Partnership working involves not only influencing partners' priorities so that they support the delivery of policing priorities but also being aware of and supporting, where possible and desirable, other areas that are priorities for Cumbrian communities. A key aspect of working with partners is therefore to develop an understanding of other organisations' priorities and identify which of these the Authority should support. This support could be by ensuring policing priorities align with collective priorities, by sharing knowledge and experiences that may help achieve other priorities or by becoming involved in activities directly.

Improving the effectiveness of partnership structures

The Authority also has a role, together with its partners, in making sure that we all stand clear about the real purpose, role, benefits and objectives in taking part in any specific element of partnership working. This will mean that we can all be satisfied that clear arrangements exist for securing effective governance and transparent accountability around the performance achieved and financial arrangements adopted within any given partnership. The practical challenge of getting a large number of partners to work together means that getting the right governance structure is important. This will be even more important as the performance of organisations moves to being assessed collectively, through Comprehensive Area Assessment (CAA). The Authority's role in overseeing the work of the Constabulary gives it valuable experience of governance arrangements and working at a strategic level. It can bring this experience to the partnership, as well as learning from it.

Supporting the Constabulary and overseeing its contribution

Being involved in partnerships in which the Constabulary is also involved provides an opportunity to support it by providing a stronger voice on key issues. It is also a way in which to understand and oversee the involvement of the Constabulary with partners. This helps to inform the Authority about the wider context of police work, as well as how the Constabulary is performing.

Raising the Authority's profile

Working with partners is a key way of raising the profile of the Authority with other organisations and communities. It provides an opportunity for the Authority to explain its role, build trust and show what contribution it can make. This helps to avoid situations where there is duplication of activity or responsibility due to a partner trying to fill a perceived gap because they were not aware that that was a role the Authority plays. It also provides a way of identifying and tackling any lack of confidence in or misconceptions about the Authority.

A statutory duty to be involved

The Police Authority has certain statutory duties in relation to working with other agencies. These include a requirement to be involved in certain partnerships, including as a 'responsible authority'. In most cases, there is a requirement to work with other agencies to carry out a specific function or to achieve an outcome but the way in which this is achieved and the partnership arrangements used to achieve it are not specified in law. In other cases, working with partners provides a way of achieving some of the Authority's own duties, particularly those relating to involving and engaging the public, as described above. Further details of these statutory obligations and evidence of government's expectation that the Authority will work with partners are given in the section below.

Reasons for the Authority Working in Partnership: Understanding the Legislation

Tackling Crime and Disorder: Crime and Disorder Reduction Partnerships

The Police Authority has a statutory duty under section 17 of the Crime and Disorder Act 1998 and subsequent legislation to work with other local agencies and organisations to develop and implement strategies to tackle crime and disorder. This includes anti-social behaviour and other behaviour adversely affecting the local environment, as well as the misuse of drugs in their area (s.6 Crime and Disorder 1998, as amended by section 97 and section 98 Police Reform Act 2002 and s.1 Clean Neighbourhoods and Environment Act 2005). The Police Authority and other local agencies meet this statutory duty by coming together to work in partnership in a **Crime and Disorder Reduction Partnership (CDRP)**, in which the Police Authority is a 'responsible authority'.

In November 2004, the Government published the police reform White Paper '*Building Communities, Beating Crime*' and announced a review of the partnership provisions of the Crime and Disorder Act 1998, as amended by the Police Reform Act 2002. The overall objective of the review was to strengthen the visibility, responsiveness, accountability, membership and role of local partnerships and make them a more effective mechanism for tackling crime, anti-social behaviour and substance misuse. The review was carried out between November 2004 and January 2005. The report of the review findings were published in January 2006 and led to the legislative changes in the Police and Justice Act in 2006 and subsequent regulations.

On 1st August 2007, these regulations, cited as the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007, came into force. The Secretary of State made these Regulations under powers conferred by the Crime and Disorder Act 1998(a) and they require us as an Authority to refresh our approach and practices under the Act. This includes involvement in a strategy group whose role it is to conduct an annual strategic assessment of local crime and disorder priorities. This should be used to create a partnership plan which sets out how partners in the CDRP will address those priorities and identify resources to deliver it through coordinated or joint working. In Cumbria, this is conducted at a district level. A community safety agreement must also be produced at a county level, which incorporates the district area strategic assessments. Other national standards include making arrangements for obtaining the views of people living and working in the local area, and holding at least one public meeting per year, as well as sharing information on relevant issues.

On 7th February 2008, Sir Ronnie Flanagan's '*Review of Policing*' was published. Amongst other things, it recognised the importance of partnership working in delivering community safety. In relation to this, the report also outlines the sorts of questions which an authority should consider when assessing how well it is working with the force to embed and sustain

neighbourhood policing outcomes. Some of these seek to identify how the authority has actively engaged with partners in the LAA process and how it has ensured that information is shared between partners to identify local priorities and deliver community safety.

The Policing and Crime Bill, published in December 2008, builds on the preceding Home Office Green Paper 'From The Neighbourhood To The National: Policing Our Communities Together'. By setting out a framework for collaborative working, it emphasises government's desire for both police authorities and forces to work more closely together. This can relate to support functions, as well as frontline and operational ones.

Improving Well-Being Locally: the Sustainable Community Strategy, the Local Area Agreement and the Duty to Co-operate

The Local Government Act 2000 placed a requirement on councils to produce 'a strategy for promoting or improving the economic, social and environmental well-being of their area'. This is commonly known as a **Sustainable Community Strategy** and is produced in Cumbria at both a district and county level. The Act states that councils must consult and seek the participation of such persons as they consider appropriate. The Policing and Crime Bill 2008/9 proposes clarifying who these appropriate persons are and this will include police authorities.

In October 2006, the Local Government White Paper – 'Strong and Prosperous Communities' was published and placed much emphasis on local partners coming together to focus on the needs of their communities. The document outlined a framework for strengthening local partnership working and placed a duty on police authorities, and other agencies, to co-operate with each other to agree targets in a Local Area Agreement and develop a Sustainable Community Strategy. The White Paper also recognised the need to radically reduce the number of nationally-required local targets, performance indicators and reporting, and to replace these with new opportunities for citizens to hold their local providers to account for the quality of services.

The **Local Area Agreement** (LAA) is sometimes described as the delivery mechanism for the Sustainable Community Strategy. It sets out areas in which partners in Cumbria believe the greatest improvement is needed. These areas for improvement are chosen from a national list of 195 National Indicators set by Government. They are focused on wider outcomes for the community, rather than the specific activities of a single organisation or group. Hence, many of them require the resources or support of more than one partner. The Police Authority has a '**duty to co-operate**' in agreeing the targets in the LAA, referred to as 'local improvement targets', with partners. It also has a duty to '**have regard to every local improvement target specified in the local area agreement** which relates to it'. Specifically, these are targets relating to crime and disorder, as well as those relating to what is often called 'stronger communities', which includes people's satisfaction with their local area and how they can influence decision-making by public authorities.

Monitoring Performance Jointly: the Assessment of Policing and Community Safety and Comprehensive Area Assessment

The legislation described above has placed increasing emphasis on the importance of working in partnership to tackle issues such as crime and disorder. This has included a move towards assessing the performance of public agencies by looking at the outcomes they achieve for the community. Hence, assessments are moving away from looking at individual organisations in isolation and towards judging the collective performance of a number of agencies. The new **Assessment of Policing and Community Safety (APACS)** regime specifically for policing performance is another part of the changing landscape and it monitors the performance of the police working alone and in partnership against certain criteria. Whilst the landscape of performance management is changing with the move to the Home Office setting only one top-down target for police forces, APACS will continue to remain an important management tool for looking at how the Constabulary is performing. It is also expected to form the basis of how HMIC will judge constabulary and police authority performance. The wider improvement in community well-being achieved by partner organisations collectively, as measured by the achievement of the National Indicators and Local Agreement Targets, will also be measured, through a process called Comprehensive Area Assessment (CAA). This will be introduced in April 2009.

Other Duties of the Police Authority: the Duty to Involve and the Requirement to Reflect the Public's Views

The Authority has a statutory duty under the Police Act 1996 to obtain the views of the public about policing. In the future, it is also proposed that police authorities have a duty to take steps to involve 'representatives of local persons' in exercising their functions, through a **duty 'to have regard to the public's views on policing in their area'** (Policing and Crime Bill 2008/9), as well as '**duty to involve**' them in making decisions (via the Community Empowerment, Economic Regeneration and Housing Bill 2008/9 which extends the duty placed on other local authorities in the Local Government and Public Involvement in Health Act, 2008). It is not a statutory requirement that this is achieved by working with partners. However, as described earlier in this guide, partnership working provides one good way of engaging community representatives and gauging community views.

The authority has a specific duty in relation to children and young people. The Children's Act (2004) placed a duty on police authorities to co-operate with the children's services authority, which is the County Council in Cumbria and with local authority partners with the aim of improving the well-being of children in the authority's area.

Partnership Principles

The Police Authority is committed to ensuring that partnership working is embedded within the culture of its organisation, and has approved a set of values to support this. The following principles are intended to guide the Authority's approach to partnership working.

The Police Authority will:

- Make sure that the extent of our role, responsibilities and contribution is clearly defined and accepted at the outset.
- Provide committed representation at relevant events.
- Treat our partners with mutual respect and courtesy.
- Communicate openly and honestly with our partners.
- Deal with any conflict promptly.
- Treat confidential and sensitive information appropriately.
- Value and respect equality and diversity, and therefore the different needs of the people within our community.
- Ensure that our Members provide the Police Authority with regular information on the activity and progress of the partnership.
- Annually review our approach to partnership working.

CODE OF CONDUCT

The Police Authority has developed and adopted guidelines that inform the behaviour and attitudes of both members and officers of the Authority. These guidelines should be read in conjunction with this document as they clarify the expectations and responsibilities of members and officers when undertaking their duties.

All members of the Police Authority must sign a Code of Conduct and associated undertakings which govern their approach and behaviour when undertaking their duties. When representing the Police Authority at any meetings, members must abide by the Code of Conduct at all times.

The Police Authority has a duty to ensure that its staff achieve and maintain standards of performance and attendance in order to enable it to perform effectively. All employees of the Police Authority are expected at all times to comply with their relevant professional Codes of Conduct.

The Police Authority and Constabulary have developed an 'Anti-Discrimination Code of Conduct' which must be signed by all members and officers. This is to prevent sexual, racial or any other form of discriminatory, harassing or bullying behaviour towards anyone they come into contact with, and to ensure they treat everyone with dignity and respect.

In addition, a partnership may have established its own Code of Conduct, one which participating members or even officers of the Police Authority attending may be expected to comply with, whilst also adhering to the Authority's own agreed Code of Conduct. Where a particular partnership does not have a Code of Conduct, members should press for the adoption of one, ideally consistent with the high standards of conduct expected at the Police Authority.

The Authority's Code should therefore normally always take precedence but it is conceivable that circumstances could create the potential for another partnership's Code of Conduct conflicting with the Police Authority's own Code of Conduct, in which case advice should always be sought firstly from the Chief Executive to the Police Authority about the full implications, in his capacity as statutory Monitoring Officer to the Authority, or to the Deputy Chief Executive as Deputy Monitoring Officer.

How the Police Authority will Work in Partnership

The Authority's is a very small team in comparison to the Constabulary and much of what it has to deliver is delivered by working collaboratively with the Constabulary and in partnership with other agencies. However, the Police Authority does have sufficient capacity, through its Members and officers, to be confident that it is meeting its statutory responsibilities and adding the value expected of it by its communities. In order to be able to do this, however, the Authority must always be able to rely on the commitment, experience and expertise of its individual members and officers if it is to be collectively sure of playing a successful major role in partnership working.

The Role of Police Authority Members

The Authority realises its members need to be well equipped with the right skills, and feel well-informed, if they are to make sound and effective decisions on behalf of the Police Authority. It actively supports and encourages members in developing their skills, knowledge and competence to their full potential, which is why it has a Members' Training Policy and Plan in place to support this and similar guidance. The Authority, through its arrangements for members' allowances and expenses and its budget for training fees, takes care to ensure sufficient resources are available so members can attend relevant meetings, seminars, training and Police Authority business-improvement activities.

Members always need to be certain that legal power exists in the originating public body which sent them to represent it to take or to contribute to those actions currently being contemplated by the partnership, however desirable or sensible those actions may otherwise seem.

In matters under discussion at a given partnership body, members will always be careful to bear in mind the operation of the Authority's scheme of delegation and, in particular, the constitutional annual delegation by the Police Authority to its Chief Constable of their overall annual budget for policing, or those small funds left over for the administration budget of the Authority itself.

This rigorous approach means – for instance - that members attending partnership meetings will always be sure to withhold from purporting unilaterally to commit either Constabulary resources (whether personnel or finances) held under the independent direction and control of the Chief Constable; or else any residual Authority resources that may be delegated to the Office of the Chief Executive. Such budget-sharing actions could only ever take place as a result of and in possession of a prior written approval from the Chief Constable (in the case of Constabulary-delegated resources) or else a formal prior resolution of the full Authority or similar written approval from the Chief Executive or Treasurer (in the case of Authority resources).

The Role of Police Authority Staff

Authority staff have an important role in supporting members in their involvement with partners. This is done through acting as a designated 'support officer' for individual members, which is explained below, or through general support and advice. This may also involve attending partnership meetings with or in place of members. Staff are also involved in working with partners directly in order to co-ordinate activities between organisations in the county, regionally or nationally. Areas in which this is appropriate include community engagement and consultation, co-ordinating arrangements for scrutiny of crime and disorder with councils and member training and development. The Authority can also benefit from its staff working with other police authorities to share policies and good practices.

Relationship with the Constabulary

In fulfilling its legal duties, the Police Authority will always take the closest account of and respect the expert professional views of the Chief Constable and all members of the Constabulary, whose job it is to deliver day-to-day policing on the Authority's behalf and must therefore constitute its principal advisers on policing. Delivery of the police service according to a pre-agreed Policing Plan is therefore something itself achieved in partnership, with both the Constabulary and Authority demonstrating trust and confidence in each other as part of their mutual certainty that the discrete role of each body adds value to the other's achievements. Hence, it is that pursuit of a common purpose and the assurance of close professional confidence which will sustain both bodies as they engage in partnership working within the wider public service arena, even as the Authority must continue to monitor the Constabulary's policing performance as part of its wider duty.

As the Constabulary and Authority look outwards and aim to work better in partnership with other public agencies and organisations, towards the successful delivery of policing, it is important that the Authority has already established with the police force itself, from the outset, its legitimate role. That is why, when exercising this role, it is equally important that both the Authority and its individual member(s) attending are as clear about the balance and appropriateness of these elements found in the work they undertake with partners; and that they have, wherever reasonably possible, already obtained the professional views of the Constabulary before participating. This guide is intended to help do so and as a result bring greater certainty for both partners to such joint efforts and external arrangements. The section in this guide called 'Reasons for the Police Authority Working in Partnership' sets this out.

Selecting which Partnerships to Engage with

As stated earlier in this Guide, the Authority has considered which partnerships will add most value to its work and has selected which ones it will engage with. These are shown in Part Two of the guide.

Entering New Partnerships

Before entering into any new partnership working arrangement, it is essential that the Police Authority finds out whether the Constabulary is represented in that partnership and what role it plays. It is recommended that the Police Authority meets with the Constabulary to establish the benefits of the Authority joining the individual partnership and how they will jointly approach it. If there are no discernible benefits in the Authority joining a particular partnership, then the Authority reserves the right not to do so.

If the Police Authority is to enter any partnership where the Constabulary is not represented, then members and officers will seek advice about it from the Chief Executive to the Authority before entering into any commitment.

The final decision of whether to join, or not to join, a partnership will always lie with the full Police Authority.

Reviewing Partnerships

The Authority will review its membership of partnerships and the Partnership Guide annually at its meeting in June.

The Authority can also monitor the outcomes of its own and the Constabulary's work with partners. Relevant measures from the LAA and APACS framework are included in the Policing Plan and the underpinning performance system used by the Constabulary to manage its performance. This is monitored quarterly by the Authority's Policing Plan and Performance Committee.

Reporting and Support Framework

The Police Authority recognises that in order to maintain strong effective links in partnership working it must be sure it has the correct procedures in place which can enable its members to:

1. Represent the views of the Police Authority effectively;
2. Keep abreast of any activity within the Police Authority and/or Constabulary that may be a matter of proper interest to the partnership;
3. Report back on the activity of the partners or a partnership to the right people within the Police Authority and/or the Constabulary.

The following information details how the Police Authority will approach achieving these aims, building on the work that it currently undertakes:

1. The Police Authority will identify a suitable Member to represent the Authority on each partnership body. These are shown in the partnership matrix, which is available as a separate document. Appointments will be based on the relevant responsibilities members already hold within the Authority. The Police Authority has in place a structure for identifying a

Chair and Vice-Chair of the Police Authority, for Lead Members with special responsibilities, and to provide Chairs for each of its Committees. Other Members of the Authority hold relevant positions on the Constabulary's boards/panels, or the APA Members Liaisons Networks and Policy Groups; and all these skills/experiences will help identify appointees. Members should ensure that it is clear who they are representing at a meeting and ensure that this is recorded in the minutes correctly. They should also be clear themselves that they must adhere to the Authority's Code of Conduct when they are acting as its representative.

The Authority will identify a nominated substitute for each partnership. This will allow that member to build up a knowledge of the partnership in case they are required to attend a meeting. It is the responsibility of the nominated representatives to ensure that the substitute receives this information and to ask them to attend a meeting in their place. Should the nominated representative and the substitute not be available, then another substitute will be found by the Authority team.

The Police Authority will identify a **support officer** to support members and, as part of this supporting role, they will attend relevant meetings when necessary. This will also provide an opportunity for officers themselves to gain relevant information and knowledge, the better to equip them in fulfilling their professional role within the Authority. The member attending a partnership will have the primary responsibility to initiate the request and liaise closely with the relevant support officer to obtain the necessary advice and information before the meeting. The member should also ensure that they obtain relevant papers and information on the partnership. However, should they experience continued problems, advice can be sought from the support officer. The nominated representative should ensure that the details of meetings are given to the Administration Manager for inclusion in the Authority's weekly diary.

In each case, the Chief Constable will be asked to nominate an appropriate '**Link Officer**' from within the Constabulary; someone knowledgeable who can liaise directly with the member to brief and assist them in their role at the individual partnership body. It will be the responsibility of the Authority member to make contact with this Link Officer and arrange briefings in way that suits them. It may often be possible to combine such a meeting with another occasion when the member is diarised to attend Authority premises for other business purposes. However, the Authority recognises this may not always be feasible, including when the relevant partnership issues its agenda papers closer to the meeting date. Alternative arrangements could include the relevant Link Officer and member/officer using a telephone, or else the video conferencing facility now available at headquarters, to share information and discuss any issues before the partnership meeting. Such briefings will represent important extra opportunities for the Police Authority and Constabulary to share information and to agree on their approach to individual partnerships.

2. Members of the Authority serving as representatives of the Authority on individual partnerships will be required to present, under the agenda item 'Members Report Back', a sufficiently-informative report on activity and issues arising from their partnership to the relevant Committee identified as appropriate to this field of work. Details of which Committee receives reports is in the partnership matrix, which is available as a separate document. The terms of reference of the respective committees will be duly amended to reflect this new obligation.

The Authority has designed a proforma to help members with this process and a copy of the proforma is presented at Appendix 1 to this document. Members can use this proforma to report back at the Committee, either in person or via the chair. Members are expected to complete a written report, although this does not have to use the proforma, for each partnership meeting that they attend, including Constabulary Boards. It should be returned to the Committee Services Officer in time for the relevant Committee meeting. The Committee Services Officer will then ensure the report is submitted to all relevant Committees and Working Groups and that the support officer receives a copy. Members will receive paper copies of report forms with their committee papers. These will be treated as restricted, given the sensitive nature of some of the issues members may wish to comment on.



Appendix One

Proforma for Reporting Partnership Activity

This proforma should be completed after each meeting so that Members [representing the Authority at partnership meetings](#) can effectively report back to the appropriate Committee on the partnerships progress and activity.

1. Name of Partnership:
2. Date of Meeting:
3. [Representing Member](#) :
4. [Report to which Committee](#):
5. Please briefly outline the outcomes of the last meeting (*i.e. key decisions made by the partnership*)

6. Date of next meeting:



Cumbria Police Authority

Partnerships

2008/09

PART TWO



Cumbria Police Authority Partners 2008/09

The following information identifies the Police Authority's key partners in 2008/09 and provides detailed information about the partner's aims and objectives.

The list below indicates which Members of the Police Authority represent the Authority at key partnership meetings.

CUMBRIA STRATEGIC PARTNERSHIP

Mr R Watson (Chairman of Police Authority)

LOCAL STRATEGIC PARTNERSHIPS (LSPS)

Barrow in Furness	Mrs L L Shaw
Carlisle	Mr R Watson
Eden	To be advised
West Cumbria	Mrs M Johnson
South Lakeland	Mr J Nicholson

CRIME AND DISORDER REDUCTION PARTNERSHIPS (CDRPS)

Barrow	Mrs L L Shaw (substitute Mr W Smith)
Carlisle/Eden	Mrs B Furneaux (substitute Mr R Watson)
South Lakeland	Mr J Nicholson (substitute Mrs P M Halfpenny)
West Cumbria	Mrs M Johnson (substitute Mr A L Barry)

SAFER AND STRONGER COMMUNITIES THEMATIC PARTNERSHIP

Mrs C Egan (Chair of Policing Plan and Performance Committee)

CUMBRIA EQUALITY AND DIVERSITY PARTNERSHIP

Mr W Smith (Chair of Communities, Equality and Diversity Committee)

CUMBRIA ROAD SAFETY PARTNERSHIP BOARD

Mrs C Egan (Chair of Policing Plan and Performance Committee)

CUMBRIA PENSIONS FORUM

Mrs P M Halfpenny (Member of the Police Authority)

***CUMBRIA COUNTY COUNCIL – CHILDREN AND YOUNG PEOPLE’S
SCRUTINY PANEL***

Mrs L L Shaw (Member of Communities, Equality and Diversity Committee)

CRIME STOPPERS BOARD

Mr P Everingham (Member of the Police Authority)

FORENSIC ANALYTICAL SERVICES JOINT COMMITTEE

Mr R Cole (Member of the Police Authority)

NORTH WEST REGION TRAINING STRATEGY GROUP

Mr J Woolley (Member of Personnel Committee)

CUMBRIA STRATEGIC PARTNERSHIP (CSP)

The Cumbria Strategic Partnership (CSP) is the overarching countywide partnership in Cumbria which brings together partners representing the public, private and third sector organisations in Cumbria such as the five Local Strategic Partnerships (LSPs), the District/Borough Councils, Cumbria Constabulary, Cumbria Fire & Rescue Service, National Probation Service for England & Wales and Cumbria Primary Care Trust. It is responsible, on behalf of Cumbria County Council, for developing a Sustainable Community Strategy and developing and implementing the Local Area Agreement (LAA - also referred to as “the Cumbria Agreement”). Appendix One of this document illustrates the structure of Cumbria Strategic Partnership and where the Police Authority feeds into this partnership.

LOCAL AREA AGREEMENT (LAA)

Local Area Agreements are a relatively new way of working aimed at improving the effectiveness and efficiency of the way government works with local authorities and their partners to improve public services. The process is designed to deliver national outcomes in a way that reflects local priorities. The Cumbria Strategic Partnership has created ‘Thematic Partnerships’ to enable key partners in their specialist areas to work together to deliver the Sustainable Community and Local Area Agreement. The Thematic Partnerships are listed below.

1. Safer and Stronger Communities Thematic Partnership.

This is responsible for developing the outcomes and measures of the safer stronger communities block. This Partnership is currently chaired by Cumbria Constabulary (Assistant Chief Constable of Territorial Policing) and brings together:

- Probation Service
- Youth Offending Service
- (four) county Crime and Disorder Reduction Partnerships (CDRPs)
- (six) District councils
- Cumbria Drug and Alcohol Action Team (DAAT)
- Crown Prosecution Service (CPS)
- Cumbria County Council
- Primary Care Trust
- The “Third Sector” (i.e. charitable and voluntary bodies)

2. Cumbria Vision.

3. Planning, Transport & Housing Partnerships.

4. Cumbria Environment & Heritage Partnership.

5. Cumbria Strategic Waste Partnership.

6. Health & Well-being Partnership.
7. Children & Young People Board.

LOCAL STRATEGIC PARTNERSHIPS (LSP)

The formation of Local Strategic Partnerships was encouraged by the Local Government Act 2000. LSPs are non-statutory, multi-agency partnerships, which match local authority boundaries. They bring together representatives from local statutory, voluntary, community and private sectors to address local issues and improve the quality of life in their area.

The partnerships aim to encourage joint working and to tackle issues that really matter to local people, and to ensure that resources are better allocated at a local level.

In Cumbria there are five LSPs:

1. Furness Partnership
2. Carlisle Partnership
3. Eden Local Strategic Partnership
4. West Cumbria Strategic Partnership
5. South Lakeland Strategic Partnership

Each LSP has identified key priorities that they will focus on during the next year:

1. Furness Partnership

Furness Partnership's commitment is to deliver:

- More and better jobs for local people;
- Better education at all levels;
- Improved health for people living in the area;
- Reduce crime and fear of crime;
- Higher Standards of housing and more pleasant environment to live in; and
- Narrower gap between the quality of life for the poorest people in the community and the average.

2. Carlisle Partnership

The partnership's key objectives are:

- Reduce crime and reduce the fear of crime;
- Support the development of economic prosperity;
- Improve circumstances and opportunities for children and young people;
- Support the development of decent affordable housing;
- Assist in the development of an effective and sustainable transport system whilst protecting and enhancing the environment; and
- Promote Carlisle locally, nationally and internationally.

3. Eden Local Strategic Partnership

The partnership has identified three priorities:

1. Improving activities for teenagers
2. Ensuring equitable access to services
3. Enabling people to take care of their environment

This partnership has also agreed some LSP principles:

- Communities are enabled to adapt to change through involvement in the management of that change;
- Diversity is understood and embraced;
- Health is improved;
- Recognition of the implications of an aging population and its needs; and
- Children and young people thrive.

4. West Cumbria Strategic Partnership has developed a vision for sustainable communities in West Cumbria in the year 2027. The vision is:

- By 2027, West Cumbria will be a confident place that prides itself on its strong economy, providing opportunities for all and offering a lifestyle of choice.

The partnership will seek to achieve this vision by working towards three linked aims:

- Make West Cumbria a better place for successive generations;

- Make West Cumbria prosperous; and
- Raise people's aspirations for themselves and for West Cumbria.

5. South Lakeland Strategic Partnership has identified the following as a set of visions:

- Improving health and well-being;
- Jobs, skills and regeneration – a health and diverse economy;
- Affordable housing;
- More sustainable and affordable transport; and
- A quality environment.

The partnership has also identified some cross-cutting themes:

- Crime and Disorder Reduction – South Lakeland will remain a safe and secure place to live, work and learn without fear of crime and disorder;
- Community Involvement;
- To make South Lakeland a place where culture and creativity are highly valued; and
- Meeting the specific needs of children and young people.

CRIME AND DISORDER REDUCTION PARTNERSHIPS (CDRP)

The 1998 Crime & Disorder Act established partnerships between the police, local authorities, probation service, health authorities, the voluntary sector and local residents and businesses with the aim of reducing crime and disorder in their areas.

The CDRPs cover each of the district authorities in the county:

- Barrow
- Carlisle & Eden
- South Lakeland
- West Cumbria

They are tasked with the delivery of three year community safety strategies. The governance arrangements vary of each CDRP across the county.

Each CDRP has a strategic steering group overseeing the work of the CDRP task groups. Task groups focus on areas such as violent crime, anti social behaviour and domestic violence.

The priorities for each CDRP are highlighted below:

Carlisle and Eden CDRP

- Anti-social behaviour;
- Violent crime with a special link to Domestic Violence; and
- Criminal damage, especially to motor vehicles.

South Lakes CDRP

- Anti-social behaviour, including youth disorder;
- Acquisitive crime including theft of and from motor vehicles, and burglary dwelling;
- Criminal damage;
- Violent crime, including alcohol related violence;
- Domestic Violence; and
- Reassuring the public that the district is one of the safest places to live in the North West remains a key focus for South Lakeland CDRP.

Barrow CDRP

- Anti-social behaviour, including youth disorder;
- Community empowerment and development (to include domestic and non domestic burglary and auto crime);
- Criminal damage, including arson;
- Violent crime, including alcohol related violence and disorder; and
- Domestic Violence.

West CDRP

- Drugs and alcohol;
- Criminal damage;
- Violent crime, including additional focus on Domestic Violence;
- Casualty reduction;
- Priority neighbourhoods; and
- Communication involvement around fear of crime / public perception.

CUMBRIA COUNTY COUNCIL – CHILDREN AND YOUNG PEOPLE’S SCRUTINY PANEL

The panel has a key role to ensure services for children and young people improve and develop in response to the Every Child Matters agenda. This includes reviewing services provided by Cumbria County Council but also looking at the work of partners to deliver co-ordinated services. The priorities are to:

- Put children and young people at the centre of our services;
- Help children to lead healthier lives;
- Help keep children safe from harm & neglect;
- Enable all children to enjoy life and achieve in education, training and recreation;
- Enable children to make a positive contribution to society and their community; and
- Help children to overcome economic disadvantage.

CUMBRIA EQUALITY & DIVERSITY PARTNERSHIP

The purpose of the Cumbria Equality and Diversity Partnership is to build Equality and Diversity into the work of the Cumbria Strategic Partnership, and ensure that it addresses inequalities relating to:

- Ethnicity
- Disability
- Gender
- Sexuality
- Age
- Religion/Belief

The aims of the partnership are:

- Promote equality for all groups in Cumbria;
- Eliminate unlawful discrimination;
- Promote good relations between people of different backgrounds;

- Ensure that equality and diversity issues maintain a high profile;
- Promote community cohesion;
- Consult on the needs of hard to reach groups in our community; and
- Identify challenges facing people in rural settings.

The objectives of the partnership are to:

- Provide support to member agencies on equality and diversity issues;
- Set an agenda that reflects the most pressing equality and diversity issues for the County;
- Share information with non-member groups and partnerships as appropriate;
- Report progress to the public and other interested agencies annually;
- Ensure adequate communication of the group's work within member organisations; and
- Monitor and assess the group's progress and performance.

ROAD SAFETY HIGH LEVEL STRATEGIC GROUP

This group is part of the Cumbria Road Safety Partnership. The purpose of the group is to align strategy, policies, priorities and funding to achieve the aim of the Cumbria Road Safety Partnership.

The Cumbria Road Safety Partnership has been formed to give a strategic steer to road safety issues in Cumbria.

CRIME STOPPERS BOARD

'Crimestoppers' is an independent UK charity working to stop crime but 'Crimestoppers' at a local level is a volunteer organisation. The essence of the organisation is that volunteers are the representative of their communities, and work on their behalf to help the police solve crime and make those communities safer for all.

FORENSIC ANALYTICAL SERVICES JOINT COMMITTEE

Fourteen police authorities and forces from the North West and South West regions are working in collaboration to deliver a joint procurement of Forensic Analytical Services.

NORTH WEST REGIONAL TRAINING STRATEGY GROUP

The purpose of this group is to share information and best practice across the region on training.

CUMBRIA STRATEGIC PARTNERSHIP

