

TEST VALLEY COMMUNITY SAFETY PARTNERSHIP

Date: 16th January 2008

Title of paper : Meeting the new Partnership Standards		
Prepared by: Jamie O'Reilly		
Present at meeting: Yes		
Leading partner/s: All		
Summary of content and issues raised: The report sets out a brief outline of the new guide to 'Delivering Effective Community Safety Partnerships' and suggests current position and key milestones		
Recommendations: i) That the Board acknowledges these developments and endorses the proposed action plans subject to monitoring and management by the Delivery group.		
Financial and HR Implications – None		
Promotion of Equality & Diversity – None		
Purpose of paper (tick)	Decision	<input checked="" type="checkbox"/>
	Discussion & comment	<input type="checkbox"/>
	Information	<input type="checkbox"/>

REPORT OF COMMUNITY SAFETY MANAGER

THE GUIDANCE FOR EFFECTIVE PARTNERSHIPS

1 BACKGROUND

In November 2007, the Government published its 'Delivering Safer Communities: A Guide to Effective Partnership Working' which was the culmination of over a year's work reviewing the Crime and Disorder Act 1998 and practise at Community Safety Partnerships around the country.

Whilst the document is described as guidance, it sets the key measures by which Community Safety Partnerships will be assessed in the future and cross-references with new statutory requirements and on that basis should not be considered as optional.

2 SUMMARY

The document runs to over 140 pages and it is not proposed to provide a comprehensive summary here. Instead the report can be found in full at the attached link. This report sets out the key aspects of the guidance, including the six hallmarks of effective partnerships, suggests the current position of the Partnership against these aspects and finally suggests a timeline for compliance with the various aspects of the guidance.

The Six Hallmarks of Effective Practice are;

1. Empowered and Effective Leadership
2. Visible and Constructive Accountability
3. Intelligence Led Business Processes
4. Effective and Responsive Delivery Structures
5. Engaged Communities

6. Appropriate Skills and Knowledge

Each of the Hallmarks comprises two elements;

- New statutory elements for partnership working
- Suggested practise

Whilst this Partnership has already taken action to address many of the key requirements – through the creation of a Delivery group to performance manage the current plan and a Joint Action Group to enable co-ordinated response to changing patterns and activities on the ground, there are still a number of new requirements which we need to undertake in order to meet the standard. Set out in Appendix 1 is a table which summarises the requirements, suggests the current position along with a proposal and timescale for ensuring that we meet the requirements of the new standard in each respect.

3 THE KEY IMPLICATIONS

The current terms of reference need to be reviewed and a new set agreed covering, procedures for appointing and re-appointing the Chair, position and names of representative members, procedure for dealing with persistent failure to attend, partnership structures and according roles. It is proposed that a draft be brought to the April 2008 Board meeting.

The current information sharing protocol needs to be reviewed. This needs to be co-ordinated with other CDRP's in order to ensure consistency and it is anticipated that a draft will be prepared and ready to be signed at the April 2008 Board meeting.

A Partnership skills audit will need to be undertaken once guidance is available.

A Communications strategy needs to be developed after the production of the Community Safety Plan but by July 2008 and cover both communication of partnership activities and also how the partnership proposes to engage with communities. It should also confirm arrangements for access to Partnership reports and meetings. One public meeting of the Board should be proposed and agreed at the April 2008 Board meeting.

4 RECOMMENDATIONS

It is recommended that the Partnership Board endorses the attached action plan and milestones.

APPENDIX 1

<u>Issue</u>	<u>Action</u>	<u>When</u>	<u>Milestone</u>
Lead and Guide			
Strategy group is responsible for the preparation and implementation of a strategic assessment and partnership plan.	Identify strategic group. Produce Strategic Assessment Produce partnership plan	Confirm at January board meeting that Board is strategic group. To be endorsed at January Board. To be approved by Community Safety Partnership by April 2008.	Draft to be considered by Delivery group in April 2008.
Each of the five responsible authorities must be represented on the group	Ensure appropriate representation	Named representatives to be re-confirmed and signed in a refreshed agreement/t.o.r. And Partnership structure chart in April 2008.	
At least one of the representatives from each of the five responsible authorities must hold a senior position within their home organisation.	Ensure appropriate representation	To be confirmed in above agreement.	
Where there is an elected member responsible for community safety on the council for the District, they must also be a member of this group	Ensure representation	Membership to be confirmed in refreshed agreement in April 2008.	
The group can decide the frequency of the meetings and can invite others to their meetings	Meetings of Board are quarterly with Delivery group (Executive) meeting monthly.	To be confirmed in refreshed agreement in April 2008.	
There must be arrangements for appointing a chair, agreeing the period for which the chair can serve and the grounds on which the chair can be	Policy on appointing, length of office and reasons for changing to be generated	To be confirmed in refreshed agreement in April.	

changed within this period			
At least once a year the group needs to consider whether the partnership has the requisite skills and knowledge to meet the statutory requirements.	Policy and procedure to be in place regarding skills and knowledge of the strategy group.	To be developed following publication of guidance.	
County group must include the chairs of each of the District strategy groups.	Chair to be on the County group and available to attend sessions.	In place. Chair attending.	
<p>Empowered and Effective Leadership</p> <ul style="list-style-type: none"> ✓ Do you have an effective governance structure for the partnership? ✓ Does it involve senior representatives from all partners? ✓ Are other bodies and agencies represented? ✓ Do you have a clear process for agreeing and implementing decisions? ✓ Does the elected member with responsibility for the partnership have the necessary skills and knowledge to lead the partnership? ✓ Do you have a clear meeting structure? <p>At county level (in two-tier areas):</p> <ul style="list-style-type: none"> ✓ Do you have a group with representation from all chairs of all the community safety partners? <p>Intelligence-led Business Processes</p> <ul style="list-style-type: none"> ✓ Does the strategy group understand their current strategic assessment and partnership plan? <p>At county level (in two-tier areas):</p> <ul style="list-style-type: none"> ✓ Does this group feed community safety priorities into the strategic assessment? <p>Effective and Responsive Delivery Structures</p> <p>At county level (in two-tier areas):</p> <ul style="list-style-type: none"> ✓ Does the county strategy group actively engage with the strategic assessment? <p>Appropriate Skills and Knowledge</p> <ul style="list-style-type: none"> ✓ Is there a clear understanding amongst all partners of the strategic assessment and partnership plan? ✓ Is there clarity over the roles and responsibilities of the partnership? ✓ Is there clarity over membership of the partnership and how frequently is membership reviewed? 			
Governing Partnership Processes			
The strategy group will prepare an information-sharing protocol	Protocol to be developed	Current protocol to be updated with revised protocol,	

		developed with County partners through County Practitioner's Forum.	
This protocol will be signed by all responsible authorities and will govern the sharing of information between the responsible authorities	Protocol to be signed by all relevant authorities	Draft to be signed in April 2008.	April 2008.
Each responsible authority must nominate a designated liaison officer whose role will be to facilitate the sharing of information with other partners	Designated liaison officer to be nominated from each authority	To be confirmed in new protocol and signed off.	
<p>Intelligence-led Business Processes</p> <ul style="list-style-type: none"> ✓ Do you have an information sharing protocol? ✓ Have the responsible authorities signed the protocol? ✓ Are there other parties who could to sign the protocol? ✓ Do you share personal data when necessary? <p>Empowered and Effective Leadership</p> <ul style="list-style-type: none"> ✓ Does each responsible authority have a designated liaison officer? ✓ Do these personnel understand the legal implications of sharing information and are they equipped to solve any information sharing issues? ✓ Do you need any additional protocols to avoid confusion or disagreement in the past? <p>Appropriate Skills and Knowledge</p> <ul style="list-style-type: none"> ✓ Does the person facilitating the sharing partnership understand what can be shared and what cannot? ✓ Do all the partners understand the implications of sharing information? 			
Visibility and Accountability			
The strategy group must hold one or more public meetings during each year	Meeting nature, location and date to be determined	Bring recommendation to April CSP Board, identifying suitable public meeting date.	April 2008.
The public meetings must be attended by individuals	Persons to be identified and	To be confirmed in newly drafted	April 2008

who holds a senior position with each responsible authority	ensure attendance	terms of reference with procedure for persistent failure to attend.	
The strategy group shall take steps as it considers appropriate to bring to the attention of persons who live or work in the area, or whom might otherwise be interested, information about what was discussed at such meetings and where the meetings are to be held	Communication strategy and action required before and after each event	All meetings, agendas and minutes are on LSP web-site. Proposed communications strategy to be developed and shared at public Board meeting for feedback.	Date to be confirmed at April 2008 meeting.
The partnership will consult its communities about crime and disorder issues in their area and also about what priorities the partnership should tackle	Engagement and consultation strategy and action required	Continue to engage through updated Citizens Panel survey. Community engagement approach to be confirmed and built into communication strategy.	As above.
The partnership also has to consult communities who may be affected by the priorities that will be included in the strategy and plan	As above	As above.	As above
In doing so, the partnership will take into account any existing consultation undertaken by partnership members	Strategy to include current consultation	To build on the findings of the community engagement review (by Ottaway), the Citizens Panel survey and new BCS methods (scheduled to begin in Summer 2007).	As above
The partnership will also have to consider the way in which its communities can help in supporting the delivery of the priorities of the partnership plan	Engagement to include actions in respect of the priorities	To be confirmed in Community Engagement part of Comms strategy, building on Neighbourhood	As above

		Watchand'Prime'.	
Thestrategicassessment willcontainthepriorities thatthecommunityhave identifiedthatthe partnershipshouldtackle	Strategic Assessmentto include community priorities	Strategic assessmentdoes incorporate communitysurvey data.	
Thepartnershiphaveto publishasummaryofthe partnershipplaninaway thatreachesallofthe community,asfarasis reasonable	Summaryof partnershipplan tobepublished aswidelyas possible	Summaryleafletof plantobe producedand distributedand accessibleasa download.	Tobe producedand distributedby June2008.
<p>Visible and Constructive Accountability</p> <ul style="list-style-type: none"> ✓ Have you ensured that the information co partnership plan? ✓ Do you have appropriate structures and d including hard to reach and hard to hear c being scheduled? ✓ Are the community aware of the commun ✓ Are you taking steps to ensure that the co progress of the community? ✓ Are all your partners aware of the existing engage and feedback to communities? <p>Appropriate Skills and Knowledge</p> <ul style="list-style-type: none"> ✓ Do you know the make-up of the commu organisations within it? ✓ Do you have adequate processes in place t minority and hard-to-reach groups? 			
Assess			
Certainsetof depersonalisedinformation mustbesharedona quarterlybasis.	Identifywhat needstobe shared,who holdsit,bywhat meansthiswill beshared	Reviewtobe conductedthrough Partnership analyst,building onstrategic assessment, confirmingwhatif any,additional datawouldbe helpfulatJAGand Deliverygroups.	Reviewto bringbrief proposalsto eachgroupin May2008.
Certaininformationneeds tobeconsideredwhen preparingastrategic assessment	Identifywhat needstobe considered,who holdsit,bywhat meansthiswill beshared	Done.	
Inundertakingany communityconsultation,the partnershipmusthave regardtotheresultsofany otherconsultationactivities undertakenbythe responsibleauthorities	Needtoidentify what consultationhas takenplace,by who,whatthe resultswereand considerthis informationin thestrategic assessment	Communications strategytobe agreedbyLSP representatives andprocedureto beincorporatedto co-ordinate community consultations throughliaisonat LSP.	Datetobeset atApril2008 Board.

The partnership needs to seek various views when preparing the strategic assessment	Identify whose views need to be sought, how to seek them, by who and collate the answers for the strategic assessment	Consultation of all key partners and public carried out.	
The views sought need to be from particular persons	Identify those persons and ensure that their views are included	Identified through Delivery group and JAG group meetings.	
<p>Intelligence-led Business Processes</p> <ul style="list-style-type: none"> ✓ Do you share all the datasets in Appendix J ✓ Do you have all the additional information your community and the community safety <p>Community Engagement</p> <ul style="list-style-type: none"> ✓ Does all the information gathered through activities? ✓ Are you targeting your community consult and those most likely to be affected by you <p>Appropriate Skills and Knowledge</p> <ul style="list-style-type: none"> ✓ Do you understand the new requirements 			
Determine Priorities			
Each year, the partnership shall prepare a strategic assessment to assist in producing or revising the partnership plan	Strategic assessment process to be generated	Done	
<p>The strategic assessment must include:</p> <ul style="list-style-type: none"> • Analysis of the level and patterns of crime, disorder and substance misuse; • Changes in the levels and patterns of crime, disorder and substance misuse since the last strategic assessment; • Analysis of why these changes have occurred; and • Assessment of the extent to which last year's plan was implemented 	Checklist to be followed when generating a strategic assessment	Done – the extent to which last year's plan was implemented is currently covered in a separate, dedicated performance report	Both documents to be tied together in January 2008.
In preparing the strategic assessment, the partnership will reflect views from the community on matters that need to be prioritised	Community concerns to be included in assessment	This has been done, through consideration of survey data and using a 'worry index' to assist with identification of partnership	

		priorities.	
<p>Intelligence-led Business Processes</p> <ul style="list-style-type: none"> ✓ Have you produced a strategic assessment ✓ Have you embedded problem-solving and ✓ Are you clear of the priorities for your area information says? ✓ Have you made sufficient links with other s ✓ Have you ensured that that you have worked vulnerable and at risk? <p>Appropriate Skills and Knowledge</p> <ul style="list-style-type: none"> ✓ Do you know what you are required to do your organisation? ✓ Is there the analytical capacity/capability ad 			
Partnership-Working and two-tier areas			
The strategic assessment must outline the priorities to escalate to the County level	Need to identify from local strategic assessment what needs a County-wide response	This has been carried out with all five draft priorities identified as worthy of escalating to County level.	
The County strategy group will prepare a community safety agreement based on the individual strategic assessments of partnerships within the County	For County action		
The community safety agreement will identify: <ul style="list-style-type: none"> • Ways of co-ordinating across the County to address priorities; and • How the responsible authorities might otherwise contribute to reducing crime, disorder and substance misuse through closer joint working across the County 	For County action		

<p>Intelligence-led Business Processes</p> <ul style="list-style-type: none"> ✓ Do you have a process for ensuring that dis Agreement? ✓ Does your county community safety agreee partnerships will work together to make be <p>Effective and Responsive Delivery Structures</p> <ul style="list-style-type: none"> ✓ Have you made sufficient links to other par Reducing Re-offending Boards)? ✓ Are your delivery mechanisms aligned acro priorities? ✓ Have you put in place actions to prevent re those most vulnerable and at risk? <p>Visible and Constructive Accountability</p> <ul style="list-style-type: none"> ✓ Are there effective performance managem <p>Appropriate Skills and Knowledge</p> <ul style="list-style-type: none"> ✓ If you are in the county strategy group, do delivery in two-tier areas? ✓ If you are in a two-tier area, can you identifi 			
<p>PlanForAction–Prepare thePlan</p>			
<p>Thisplanhastobeathree yearplan</p>	<p>Totackleshort, medium&long termissues& linktoLAA</p>	<p>Plantobedrafted inFebruaryand March2008, buildingon strategic assessmentand agreedpriorities.</p>	<p>Drafttobe consideredat April2008 Board.</p>
<p>Theplanmustberevised annually</p>	<p>Tocover emergingissues fromthe strategic assessment</p>	<p>Tobedonein March2009.</p>	<p>Reviseddraft tobe consideredat April2009 andannually thereafter.</p>
<p>Theplanhastoincludea strategyfortacklingcrime anddisorderinthearea</p>	<p>Asidentified</p>	<p>Tobedevelopedin Februaryand March2008</p>	
<p>Theplanwillcontainthe prioritiesidentifiedthrough thestrategicassessment</p>	<p>Including communityones</p>	<p>Tobedevelopedin Februaryand March2008</p>	
<p>Theplanhastocontain informationabouttheroleof eachpartnerinsupporting deliveryoftheprioritiesand howthiswillberesourced</p>	<p>Actionowners tobeidentified</p>	<p>Specific partnership contributionstobe confirmedatApril 2008Boardand alsothrough agreeingnew termsofreference.</p>	<p>April2008.</p>

The plans should contain information about the way in which performance against priorities will be measured	Performance management to be included	To be developed in February and March 2008	
The plan will also contain information about the way in which the partnership will engage with their communities	Community consultation strategy to be included	To be developed in February and March 2008	
<p>Empowered and Effective Leadership</p> <ul style="list-style-type: none"> ✓ Have you ensured that there are actions ✓ Have you considered ownership of any <p>Intelligence-led Business Processes</p> <ul style="list-style-type: none"> ✓ Have you ensured that your plan contains assessment? ✓ Does your plan contain details of how you ✓ Have you ensured that the decisions made identified and also the ability to deliver? <p>Effective and Responsive Delivery Structure</p> <ul style="list-style-type: none"> ✓ Have you considered how you will resource ✓ Have you maximised the opportunities for <p>Engaged Communities</p> <ul style="list-style-type: none"> ✓ Have you ensured that aspects of the plan ✓ Have you identified the correct medium those who are hard to reach and hard to <p>Appropriate Skills and Knowledge</p> <ul style="list-style-type: none"> ✓ Have you ensured that there are people with efficiency and effectiveness of the partnership 			
Publish Summary			
The partnership have to publish a summary of the partnership plan in a format of their choice, but in a way that makes it available to diverse groups in their communities.	A summary of the plan is required, designed and published to meet the needs of the communities	Summary leaflet of plan to be produced and distributed and accessible as a download.	Leaflet to be produced and distributed in June 2008.
<p>Effective and Responsive Delivery Structure</p> <ul style="list-style-type: none"> ✓ Have you considered the most effective ✓ Are you making the best use of other ✓ Are you making use of the Hallmark <p>Engaged Communities</p> <ul style="list-style-type: none"> ✓ Have you ensured that it can be accessed <p>Appropriate Skills and Knowledge</p> <ul style="list-style-type: none"> ✓ Do you know that the messages of the 			
Deliver			
The strategy group is responsible for the implementation of the partnership plan	The implementation is the responsibility of	Strategy group is currently known here at Test Valley Community Safety	

	the strategy group	Partnership Board.	
The partnership plan must set out the extent to which people living or working in the area might assist the partnership in reducing crime, disorder and substance misuse	The communities to be involved in delivery	To be confirmed in the summary leaflet.	Leaflet to be produced and distributed in June 2008.
<p>Effective and Responsive Delivery Structures</p> <ul style="list-style-type: none"> ✓ Do you have action groups structured around the partnership plan? ✓ Are these groups delivering what is required? <p>Intelligence-led Business Processes:</p> <ul style="list-style-type: none"> ✓ Is there a clear process for allocating tasks? <p>Engaged Communities:</p> <ul style="list-style-type: none"> ✓ Are you actively seeking ways to involve delivery groups in partnership initiatives? <p>Appropriate Skills and Knowledge:</p> <ul style="list-style-type: none"> ✓ Are you familiar with the planning process? 			
Solving Problems			
<p>Effective and Responsive Delivery Structures</p> <ul style="list-style-type: none"> ✓ Are you able to respond flexibly to emerging issues? <p>Intelligence-led Business Processes:</p> <ul style="list-style-type: none"> ✓ Do you have a process for weighing up emerging issues? <p>Empowered and Effective Leadership:</p> <ul style="list-style-type: none"> ✓ Within the strategy group, are you able to deliver the partnership's performance? <p>Appropriate Skills and Knowledge:</p> <ul style="list-style-type: none"> ✓ Do you understand the various problem solving approaches of the partnership? ✓ Do you understand the relationship between the different approaches? 			
Evaluating Impact			
The strategic assessment must include an assessment of the extent to which last year's plan was implemented	Strategic assessment to include review of year	Currently in a separate performance report.	Both documents to be tied together.
The strategy group must have in place arrangements for assessing the value for money of partnership activities	Costing and benefit structure to be in place	Cost/benefit assessment to be incorporated into development of plan and Delivery group performance reports.	Feb/March 2008.

Intelligence-led Business Processes:

- ✓ Do you have a process for deciding which
- ✓ Have you embedded the need to evaluate
- ✓ Have you made resources available to car
- ✓ Are lessons learnt included within your st

Appropriate Knowledge and Skills:

- ✓ Do you have a process for learning from
- ✓ Do you understand what makes a good e

Visible and Constructive Accountability:

- ✓ Does the strategy group consider 'Value
- ✓ Do you have a clear idea how effectively
- ✓ Do you share the results of your evaluati