

**To:** Cambridgeshire Police Authority

**From:** Chief Constable

**Date:** 21<sup>st</sup> December 2009

## **PARTNERSHIP STRATEGY, POLICY AND EXPECTATION STATEMENT**

### **1. Purpose**

- 1.1 To seek Authority endorsement for adoption of a joint Constabulary / Police Authority Partnership Strategy, Policy and Partnership Requirement statement.

### **2. Background**

- 2.1 Currently only the Police Authority (PA) has a formal Partnership Policy.
- 2.2 Neither the Constabulary nor the PA has a Partnership Strategy.
- 2.3 Recently key Cambridgeshire partners have also asked us to set out what we expect from them as that is not always clear.
- 2.4 National good practice and various internal audits recommend the creation of such strategic documents for both the Constabulary and the PA.

### **3. Authority endorsement and support to proceed**

- 3.1 For products agreeable to both Constabulary and PA which provide clear direction to our staff, we have worked with the PA to produce a first draft of:
- Joint Partnership Strategy ([page 2](#))
  - Joint Partnership Policy ([page 5](#))
  - Police Expectations of Partners ([page 17](#))
- 3.2 FEB have sanctioned all three, Police Authority support is now sought.

### **4. Development**

- 4.1 If endorsed we will continue process to adopt as Force Strategy and Force Policy.

4.2 After which SDD will lead on:

- (a) Associated Partnership Risk Assessments (where appropriate)
- (b) Identifying formal Partnership Agreements (where appropriate)
- (c) Partnership Standard Operating Procedures

## 5. Recommendation

5.1 The Police Authority endorses joint development and offers any amendments / directions.

## BIBLIOGRAPHY

Source Document (s)	Contact Officer	Location
Cambridgeshire Police Authority Partnership Policy – June 2009 Full Police Authority meeting	Ps Nick Lidstone Strategic Development (01480) 422322	Cambridgeshire Constabulary Hinchingsbrooke Park, Huntingdon, Cambs, PE29 6NP.

Originating Officer .....DCC.....

Is it considered that this report contains 'exempt information' and should be considered in private? No

If the answer is "YES", please state the nature of the exempt information **and the relevant clause(s)** in Part 1 of revised Schedule 12A to the Local Government Act 1972.

.....

The attached report has been cleared with the undermentioned Officers: (delete as appropriate)

Chief Constable and Chief Executive

Others .....

Submitted on .....7<sup>th</sup> December 2009.....

A report will not be sent to the Authority unless this box has been satisfactorily completed and all necessary consultation carried out - the responsibility for which rests with the originator (except for consultation with the Chairman and this will be undertaken by the Chief Executive).



## Cambridgeshire Constabulary and Cambridgeshire Police Authority Partnerships Strategy



This Strategy covers strategic and operational partnerships, those which attract dedicated funding and those which do not, and partnerships at regional, force-wide or locality level. Public private partnerships, procurement partnerships and those made under collaborative agreements are specifically excluded as they are subject to their own governance arrangements.

**Strategic position** - We believe partners offer additional skills, expertise, knowledge and resources which may not exist within the Force. Acting together can achieve more and generate better value for money than acting in isolation, it can also break down cultural barriers and deliver services in a way that is owned and understood by the wider community. This allows us to cultivate a more effective tactical delivery and demonstrate we provide the best service we can. Our Strategy therefore is to explore any partnership opportunities which support our Mission and Vision and do so in accordance with our values.

**Partnership defined** - A partnership, in its simplest form, is defined as:

“An agreement between two or more independent bodies to work collectively to achieve a shared objective; through shared priorities, combined resources, information and intelligence, whilst accepting shared accountability and responsibility for outcomes”.

**Governance** - The ‘Force LAA and Partnerships Steering Group’ oversees this stratagem ensuring corporate engagement in partnership work has clear purpose and is conducted in a consistent manner which delivers tangible benefits for communities across the force area. In addition to being statutory members of many partnerships the Police Authority also has a duty to secure an effective and efficient police service. Part of that duty includes on-going development work under the National Support Framework: Safer and Confident Communities (Home Office) and supporting scrutiny functions under the Local Government and Public Health Act 2007 and the Police and Justice Act 2006

**Partnership Governance** - To meet our standards partnerships must have:

- Agreed aims, objectives and performance measures.
- Financial arrangements, governance structures and lines of accountability.
- Good inter-partnership relationships based on trust.
- Defined life cycles or have timetables for review.
- Appropriate risk identification and management processes.

**Partnership Risk** - Working across organisational boundaries is complex and presents legal, procurement, financial, personnel, reputation and service delivery risks for us all. Compliance with our Partnership Risk Assessment Matrix is therefore critical to ensure we realise the benefits of working with other organisations whilst minimising inherent risks.

**Force Partnership Standard Operating Procedure (SOP)** - To ensure our strategic aim is met all staff will comply with the Force Partnership SOP.

## EQUALITY IMPACT ASSESSMENT

Title of Policy Guidance/ Procedure	<b>CAMBRIDGESHIRE CONSTABULARY PARTNERSHIP STRATEGY</b>		
Name of Author	<b>PS Nick Lidstone (HQ SDD)</b>		
Date of creation/review	<b>13 November 2009</b>	Version No.	<b>1</b>
<b>PLEASE OUTLINE THE RESULTS OF YOUR IMPACT ASSESSMENT BELOW</b>			
<b>B1</b>	What are the aims and proposed outcomes of your strategy, policy guidance/procedure?		
<ul style="list-style-type: none"> <li>To provide corporate direction on partnership engagement, opportunities and risks</li> <li>To enhance partnership working.</li> <li>To assist the Constabulary in providing an effective and efficient policing service.</li> </ul>			
<b>B2</b>	What research has been undertaken?		
<p>In order to form this strategy, the following areas have been researched:            Governance, performance management, high risk partnerships, information sharing, current and future partnerships, and risk assessments. We have also taken account of national and local good practice such as the Home Office Effective Partnership Working 'Hallmarks'. Part of our research was to explore existing, and in cases proposed, Partnership Policies and Strategies of other Constabularies and Police Authorities (in total good practice from 8 separate Forces has been adapted to fit Cambridgeshire's Strategy). We have also considered approaches adopted in existing joint LAA, Crime and Disorder and Thematic Partnerships across the Force area.</p>			
<b>B3</b>	What consultation has taken place? <i>(who has been consulted, and by what method?)</i>		
<b>(a)</b>	Internally within the Authority/Constabulary		
Force LAA and Partnerships Steering Strategic Group.			
<b>(b)</b>	Externally		
Once agreed by the Force LAA and Partnerships Steering Group, the Strategy will be offered to Cambridgeshire Safer and Stronger Strategic Board – Officer (Support) Group for consideration / views.			
<b>B4</b>	What feedback was received?		
<b>(TO BE COMPLETED)</b>			
<b>B5</b>	What amendments, if any, have been incorporated into the policy guidance/procedure to reflect that feedback?		
<b>(TO BE COMPLETED)</b>			

<b>B6</b>	If changes were recommended but <i>not</i> incorporated, what justification is there for this?
<b>(TO BE COMPLETED)</b>	
<b>B7</b>	What monitoring arrangements are to be put in place (or already exist) to monitor the <i>actual</i> impact of this policy guidance/procedure?
The Partnership Strategy will be subject to annual review by the Force LAA and Partnerships Steering Strategic Group.	
<b>B8</b>	How will this guidance <b>eliminate unlawful discrimination</b> ? <i>Consider and comment on operational, community impact and institutional perspectives</i>
The Strategy directs all staff to engage with any new partnership on a sound business basis, irrespective of the make up or membership of that partnership, where that business basis adds value to service the Constabulary offers and where risks are acceptable. In relation to this duty, do you consider its potential impact to be    HIGH <input type="checkbox"/> MEDIUM <input type="checkbox"/> <b>LOW</b> <input checked="" type="checkbox"/>	
<b>B9</b>	How will this guidance <b>promote equality of opportunity</b> ? <i>Consider and comment on professional, individual, organisational and community perspectives</i>
It is a force priority to increase the trust and confidence of the public in the Constabulary and improve their satisfaction in what we do. Many partnerships we currently engage with and those we have yet to explore share that priority and particularly strive to promote equality of opportunity and equality of services received. This Strategy seeks to reinforce that ambition. In relation to this duty, do you consider its potential impact to be    HIGH <input type="checkbox"/> MEDIUM <input type="checkbox"/> <b>LOW</b> <input checked="" type="checkbox"/>	
<b>B10</b>	How will this guidance <b>promote good relations between people from different groups</b> ? <i>Consider and comment on individual practice, team operation, and organisational functioning perspectives</i>
The Constabulary and Authority abide by our own Equality Scheme in promoting unlawful discrimination and promoting good relations between people from different groups. As explained in B9 the majority of existing and likely future partnerships share that same objective. In relation to this duty, do you consider its potential impact to be    HIGH <input type="checkbox"/> MEDIUM <input type="checkbox"/> <b>LOW</b> <input checked="" type="checkbox"/>	



Creating a safer  
**Cambridgeshire**

## Cambridgeshire Constabulary and Cambridgeshire Police Authority Partnerships Policy



### 1. POLICY STATEMENT

It is the policy of Cambridgeshire Police Authority and the Constabulary to explore and where appropriate engage with any partnership which supports our Mission and Vision and does so in accordance with our values as set out in our Policing Plan.

### 2. POLICY AIM

The aim of this policy is to ensure a clear understanding of partnership issues including the opportunities and risks associated with partnership working. This policy is not intended to stifle or restrict innovative approaches to working with others, but rather to enhance partnership working by ensuring that partnerships have:

- Clear purposes and delivery mechanisms.
- Clearly defined delegations by partnership members.
- Agreed relevant priorities.
- Properly managed finances and resources.
- Effective monitoring arrangements.
- An exit strategy.

Effective partnerships will also enhance the Authority's ability to meet its duty to secure an effective and efficient policing service for Cambridgeshire and Peterborough. This means that the Authority is not only engaged with partnerships in its own right, but has a duty to monitor and scrutinise the Constabulary's involvement with partnerships.

In those partnerships where both the Police Authority and the Constabulary are involved, their respective roles need to be clearly understood by the bodies themselves and the other agencies within the partnership.

The Audit Commission has developed a partnership framework<sup>1</sup> based on three aspects of partnership work:

- Participation – openness and full involvement of community partners
- Performance – clarity of purpose and efficient delivery
- Probity – underpinning systems to ensure propriety in the use of resources

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<sup>1</sup> Governing Partnerships – Bridging the Accountability Gap, Audit Commission, October 2005

### **3. PARTNERSHIPS DEFINED**

**Partnership defined** - A partnership, in its simplest form, is defined as:

“An agreement between two or more independent bodies to work collectively to achieve a shared objective; through shared priorities, combined resources, information and intelligence, whilst accepting shared accountability and responsibility for outcomes”.

### **4. EFFECTIVE PARTNERSHIPS**

Partnerships must comply with statutory legislation and directions, in particular:

- The Crime and Disorder Act 1998 (and revisions)
- Police and Justice Act 2006 (in particular Schedule 9)
- The Crime and Disorder (Prescribed Information) Regulations 2007
- The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007
- Local Government and Public Involvement in Health Act 2007

Partnerships should support Strategic drivers and established good practice / guidance, in particular:

- Strategic priorities for policing in the UK, identified by the Home Secretary
- Strategic priorities for policing in Cambridgeshire, identified in the Policing Plan.
- ‘Delivering Safer Communities: A guide to effective partnership working’ and associated six Hallmarks which create a national standard for CDRPs (HO<sup>2</sup> - 2007):
- National Community Safety Plan 2008/11 (HO - 2007)
- Cutting Crime – A New Partnership 2008/11 (National Crime Strategy) (HO - 2007)
- Creating Strong, Safe and Prosperous Communities: Statutory Guidance (DCLG<sup>3</sup> - 2008)
- Negotiating (New) Local Area Agreements (DCLG – 2007)
- Planning Together: Local Strategic Partnerships and Spatial Planning – a practical guide (DCLG - 2007)

Current Police Authority and Constabulary membership of formal partnership structures, largely around community safety, are described in Appendix 1. The Appendix will be regularly updated as membership and/or partnership structures change.

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<sup>2</sup> HO: Home Office

<sup>3</sup> DCLG: Department for Communities and Local Government

## **5. PARTNERSHIP OPPORTUNITIES**

Partnership working is both mandated by statute and encouraged as best practice. We believe partners offer additional skills, expertise, knowledge and resources which may not exist within our own organisation. Acting together can achieve more and generate better value for money than acting in isolation, it can also break down cultural barriers and deliver services in a way that is owned and understood by the wider community. This allows us to:

- Cultivate a more effective tactical delivery and demonstrate we provide the best service we can;
- Deliver strategic objectives;
- Improve service quality and cost effectiveness;
- Ensure the best use of resources;
- Deal with issues which cut across agency and geographic boundaries, and where single agency programmes alone cannot address the need.

## **6. CHALLENGES**

### **6.1 Governance and Accountability**

Working across organisational boundaries can be complex. Problems can arise when governance and accountability, particularly in respect of how public money is spent, are weak. Poorly managed partnerships could result in a financial or legal risk to the Authority. We will seek compliance with the spirit of 'Delivering Safer Communities: A guide to effective partnership working' and the associated six Hallmarks which create a national standard for CDRPs in particular those under 'Leadership and Guidance' (Governance) (Home Office - 2007)

In addition to being statutory members of many partnerships the Police Authority also has a duty to secure an effective and efficient police service. Part of that duty includes on-going development work under the National Support Framework: Safer and Confident Communities (Home Office) and supporting scrutiny functions under the Local Government and Public Health Act 2007 and the Police and Justice Act 2006

A balance needs to be struck between the need to protect public money and obtain best value for money with the innovation and flexibility that can result when partners collaborate. Governance arrangements will need to be proportionate to the risks involved and provide a structure which enables the co-ordination of activity while encouraging each partner organisation to carry its own responsibility.

It is also important that when a Police Authority Member has other roles, for example a County Councillor, that when attending meetings of a partnership, it is made clear to other representative which organisation the Member is representing, and hence the governance framework under which they are operating.

The Police Authority's and Constabulary's representative on a partnership should be at an appropriate level to contribute and make decisions on behalf of either organisation. In the Police Authority's case this will be in according to agreed and written delegations by the Authority. A more detailed checklist for the risk assessment process is set out at Appendix 2.

## **6.2 Performance Management**

Performance Management arrangements that identify clear objectives and SMART targets are needed to ensure that the achievements of the partnership can be demonstrated through appropriate evaluation techniques as outlined in 'Delivering Safer Communities: A guide to effective partnership working'.

## **6.3 High Risk Partnerships**

Partnerships involving; money, allocation of resources, joint national performance targets, involvement of property or staff "owned" by the partnership, and those involving contracts are seen as High Risk partnerships. To manage and mitigate against those risks we would seek the formation of an effective body that will be accountable and responsible for managing the partnership's financial and accounting arrangements including, if applicable, employment of staff, pay and pensions. We will also seek evidence of open, robust and independent Scrutiny structures around such partnerships.

## **7. RISK**

Prior to involvement in any new partnership or renewing/extending an existing partnership, the risks should be assessed including:

- Purpose of the partnership
- Objectives, Targets and Performance Management Arrangements
- Is the partnership delivering what it set out to deliver?
- Can the partnership meet the legislative equality duties?
- Do the partnership's objectives align with Authority/Constabulary plans? Is the partnership properly constituted in accordance with appropriate legislation?
- Will the partnership share a "Citizen focussed" approach to delivery of objectives and demonstrate true community engagement?
- Will the partnership adversely affect the impartiality of either Cambridgeshire Police Authority or the Chief Constable?
- Where a grant or pooled budget is involved is it clear who will be the accountable body?
- Will the partnership affect any contractual or procurement arrangements?
- Assets (before accepting responsibility for a member of staff employed by a partnership advice should be sought from Director of People)
- Are there clear Governance arrangements for the partnership?
- How will decisions be made and recorded?
- Is information sharing compliant with the Management of Police Information?
- Are there any aspects of the partnership which will impact adversely on the public's perception of the Authority or the Constabulary and our staff?
- For existing partnerships; are there barriers and constraints preventing or limiting the partnership's objectives? How are these addressed?
- Exit strategy defining for partnership members clear indicators of what would constitute grounds for withdrawing from a partnership.

There is a degree of risk in all partnerships but it is accepted that the work to be undertaken in respect of each risk assessment is proportionate to those risks. Accordingly, whilst the checklist at Appendix 2 must be completed for all high risk partnerships (i.e. partnerships involving money, allocation of resources, joint performance targets, involvement of property or staff “owned” by the partnership, and those involving contracts), in other cases involving less formalised and temporary partnership initiatives discretion should be applied when assessing risks.

## **8. INFORMATION SHARING**

Following the risk assessment described in paragraph 7 for those partnerships where police data is shared, it will be necessary to adopt an Information Sharing Agreement (ISA) which complies with the requirements of the Data Protection Act, the Human Rights Act and Management of Police Information (MoPI) Codes of Practice. Exchange of such data must also comply with the principles of the Government Protective Marking Scheme (GPMS). Partnership data will be held and accessed in accordance with Cambridgeshire Constabulary’s policy and procedures relating to information security, systems security, systems access, records management and the Data Protection Act principles, particularly in respect of relevance and accuracy.

## **9. CURRENT AND FUTURE PARTNERSHIPS**

**9.1** As stated earlier, partnership working for the Authority and Constabulary can be either a statutory requirement or a voluntary arrangement entered into by both or either organisation. This section covers current statutory partnerships and other significant partnership arrangements.

### **9.2 Crime and Disorder Partnerships.**

In 1998 legislation<sup>4</sup> was enacted which placed a statutory duty on police authorities, chief police officers and local authorities to work together to develop and implement a strategy for reducing crime and disorder, and imposed the need to exercise their various functions with due regard to the likely effect of those functions on and the need to do all that it reasonably can do, to prevent crime and disorder in its area. These “responsible authorities” also included fire authorities and primary care trusts.

A review of the partnership provisions of the Crime and Disorder Act was undertaken between November 2004 and January 2005. The Home Office published the findings of the review and introduced measures to implement the recommendations in the Police and Justice Act 2006. The recommendations included; the adoption of the National Intelligence Model by Crime and Disorder Reduction Partnerships (CDRPs), an extension to the number of “responsible authorities” and a set of national standards for partnership working.

The National Community Safety Plan 2008-2011 encourages partnership working in several areas including prolific and other priority offenders, domestic violence, the night time economy and violent crime. These priority areas set by central Government will change from time to time reflecting the Government’s assessment of policing priorities. Cambridgeshire and Peterborough’s Local Area Agreements (LAAs), Local Strategic Partnerships (LSPs), CDRPs and county Safer and Stronger Strategic Board are all crucial to addressing these issues and other areas of crime and disorder as it is recognised that no single agency can take responsibility.

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<sup>4</sup> Crime and Disorder Act 1998

The Authority will be represented on each of the CDRPs in its area by an appointed member. Ideally, members will have links (e.g. living, working or having a representative role) with the areas covered by the CDRP to which they are appointed. Appointments to CDRPs will be made at the Authority's Annual General Meeting. The Constabulary also have a key role within CDRPs.

### **9.3 Local Strategic Partnerships**

LSPs are non-statutory bodies whose purpose is to provide an overarching framework within which partner organisations will work together to develop and implement Sustainable Community Strategies and LAAs. Within the force area, Cambridgeshire has five LSPs based on District Councils and in Peterborough the LSP is based on the Unitary Authority. Both the Police Authority and the Constabulary should be engaged with LSPs. Constabulary representation on each LSP comes from within the relevant Basic Command Unit. The Authority should seek to have representation on each LSP and ideally these representatives should be those members appointed to each of the local CDRPs which are one of the constituent partnerships within each LSP.

### **9.4 Local Area Agreements**

After trials in 2004/2006, the Local Government and Public Involvement in Health Act 2007 put LAAs on a formal footing. A LAA is a three year agreement between Central Government, represented by the Regional Government Office for the East (GOEast) and local areas represented by the "lead" local authority; in the force area these are Cambridgeshire County Council and Peterborough Unitary Authority. These two "responsible" local authorities are required to act with other "partner authorities" (which includes the Police Authority and the Chief Constable) to identify and address local issues that can make a difference to the quality of life of the community.

These LAAs are the primary vehicle for delivering improvements in the provision of public services. The Government has developed a list of 198 National Indicators (NIs) grouped under outcomes relating to:

- Stronger Communities
- Safer Communities
- Children and Young People
- Adult Health and Wellbeing
- Tackling Exclusion and Promoting Equality
- Local Economy
- Environmental Sustainability

Each local area is required to identify its own priority outcomes using selected NIs to measure progress. The performance of LAAs in securing improvements in the outcomes listed above will be assessed among other regimes under the new Comprehensive Area Assessment (CAA) system.

The Authority should have a representative on each of the two LAA partnership boards in its area; i.e. Cambridgeshire Together and the Greater Peterborough Partnership. Ideally members on these two boards should have links, (e.g. living, working or with a representative role) with the areas covered by the LAAs. The Constabulary will have representatives dependent on the constitution of the LAA. Currently Cambridgeshire LAA Board representation is limited to Members (no officers) although it is supported by the Chief Officer Public Service Board. Conversely the Greater Peterborough Partnership has both Police Authority members and senior Constabulary Officers.

As Appendix 1 illustrates, in addition to the two LAA boards the Police Authority are currently members of the county Safer and Stronger Strategic Board and the Safer Peterborough Partnership. In addition, under the Thematic Groups the Authority are also represented on the Children and Young People's Strategic Partnership in Cambridgeshire.

The Constabulary are currently members of all groups with the exception of Cambridgeshire Together as mentioned above.

When either the Police Authority or Constabulary are considering joining a partnership we should undertake the risk assessment at Appendix 2. Any changes in the partnerships to which either the Police Authority or Constabulary are members will be reflected in regular updates to Appendix 1.

#### **9.4 Collaboration**

The Police Act 1996 (S.23) makes provision for Chief Constables, with the approval of the Police Authority, to collaborate with other forces to more efficiently and effectively discharge police functions. The Home Secretary issued an Order (Statutory Instrument 82/2008) extending this duty to allow a police authority to take account of the interests of policing in wider geographic terms (whereas previously its statutory sphere of interest had been restricted to its own force area), and it was anticipated that police authorities would consider joint working arrangements as part of their strategic planning.

Collaboration can be achieved by way of various delivery mechanisms; such as a memorandum of understanding, a collaboration agreement, a joint committee or a joint venture company. A Joint Statutory Committee (JSC) has been established under the provisions of the Local Government Act 1972 (S. 101 and 102), on which all six authorities in the Eastern Region are represented by two members from each authority. The role of the JSC is the governance of the collaborative initiatives ("specified" functions) involving three or more Authorities/ Constabularies within the Region. Individual authorities, in conjunction with Chief Constables, will determine which collaborative initiatives they wish to be part of.

Chief Constables, Chief Executives and others as necessary will attend meetings of the JSC.

Cambridgeshire Police Authority's representatives on the JSC will be the Chairman and one of the two Vice Chairmen.

#### **10. EQUALITY IMPACT ASSESSMENT**

An equality impact assessment of this policy is at Appendix 3.

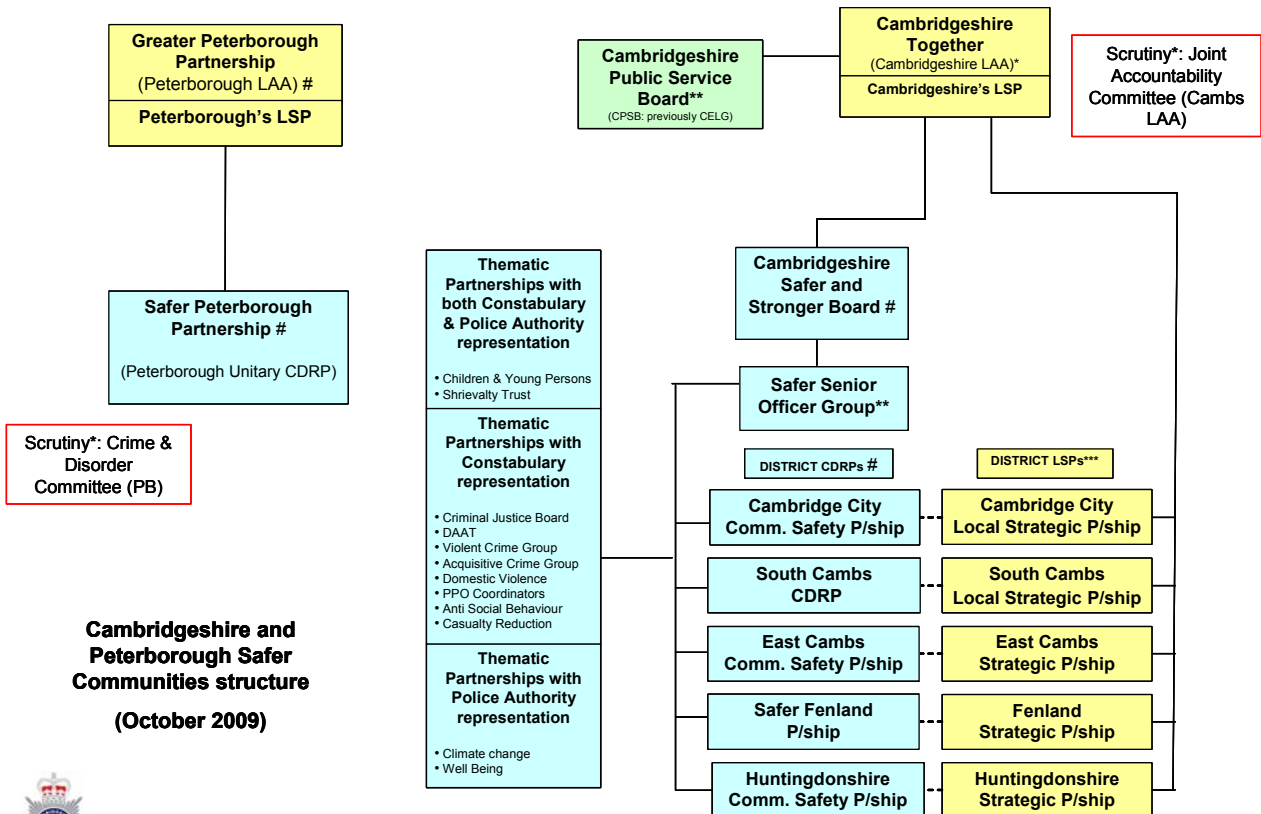
# APPENDIX 1 : COMMUNITY SAFETY PARTNERSHIPS STRUCTURE

The wider community safety world has undergone significant change over the last two years. There is now a distinct hierarchy where priorities, with support and funding behind them, are agreed at all levels. This interlinked partnership structure is now the only operating theatre to ensure progress for Cambridgeshire and Peterborough.

Key to that structure are the two Local Area Agreements (LAAs), and in Cambridgeshire the County Community Safety Strategic Board (CCSSB), six district based statutory Crime and Disorder Reduction Partnerships (CDRPs), six district Local Strategic Partnerships (LSPs), together with several thematic county groups many of which link to regional collaborations.

Cambridgeshire Constabulary are involved in many other multi-agency groups including the Violent Crime Group, Acquisitive Crime Group, Domestic violence, PPO co-ordinators, Anti-social behaviour, Casualty Reduction and Hate Crime. Those partnerships involving statutory partners and the voluntary 'third' sector which support victims of crime, the elderly and other vulnerable members of our communities, are important in order to ensure the needs of all citizens of Cambridgeshire and Peterborough are understood and responded to.

The community partnerships which the Authority is currently a member of, or seeking to be a member of, are shown in the diagram below. The LAA and community safety partnerships are the authority's main partnerships along with the Joint Statutory Committee referred to in paragraph 9.4. The Police Authority is also a member of a number of other multi-agency groups as well as the Shrivelly Trust which is a partnership charity.



**Cambridgeshire and Peterborough Safer Communities structure (October 2009)**



\* Member group (Police Authority representatives only)  
 \*\* Officer Group (Constabulary (officer) representatives only)  
 \*\*\* Police Authority seeking LSP membership  
 # Both Police Authority and Constabulary (officer) representatives

**PARTNERSHIP – RISK ASSESSMENT CHECK LIST**

<b>PARTNERSHIP NAME -</b>	
<b>Area of Partnership Business</b>	<b>Assessment</b>
<b>GOVERNANCE, COMMUNICATION AND INFORMATION</b>	
1. Is there a Partnership Agreement between the members of the Partnership? (1)	
2. Does the Partnership Agreement cover the following issues: a. Purpose of the Partnership? b. Who the Partners are? c. Which Partner will fill which role? d. Information sharing agreements (MoPI compliant)? e. Objectives.	
3. Which agency is the accountable body? (2)	
4. Does the Agreement clearly identify partners' responsibilities for: a. Data sharing. b. FOI requests. c. Compliance with Equality legislation.	
5. Which agency is responsible for document retention?	
6. Does the Agreement contain a dispute resolution procedure?	
7. Are there mechanisms in the Agreement to vary partnership agreements?	
8. Are there procedures for terminating the partnership?	
9. Has the Partnership a sound approach to risk management?	
<b>FINANCE</b>	
10. Who is responsible for the Partnership's budget and maintaining financial records.	
11. What are the potential costs to the Authority arising from participation in the Partnership?	
12. Are arrangements in place for auditing accounts?	
13. Is there a clear and equitable costs and benefits sharing agreement?	
<b>HUMAN RESOURCES</b>	
14. What arrangements are in place to provide dedicated staff to support the Partnership?	
15. What line management arrangements have been put in place?	

**ASSETS/PROPERTY**

16. Will accommodation be required and if so which agency will be responsible for obtaining the property?

17. Is there clarity around the disposal of assets at the end of the Partnership agreement?

18. Who will buy and account for equipment and material purchased?

19. Will intellectual property rights be created?

**Notes:**

(1) Legal advice taken where appropriate

(2) Risks associated with Accountable Body status:

**INFORMATION, COMMUNICATION AND GOVERNANCE**

Any infringement of Data Protection Act, Information Sharing etc  
Inappropriate storage and handling of information.

**PERSONNEL**

Pensions arising from early retirement  
Unfair dismissal claims  
Redundancy Claims  
Equality legislation, Disability Claims  
Accident Damages

**PROPERTY**

Upkeep, services and insurance  
Occupier's liability claims  
Health and Safety claims  
Public Liability claims  
Building/Maintenance costs  
Statutory requirements – e.g. DDA

**FINANCE**

Insurance  
Payments when external funding ceases  
Unforeseen costs  
Theft of funds (fraud)  
Inappropriate use of funds  
Claw back of any grants due to: Failure of the project. Loss of Documentation.

## EQUALITY IMPACT ASSESSMENT

Title of Policy Guidance/ Procedure	<b>CAMBRIDGESHIRE POLICE AUTHORITY and CAMBRIDGESHIRE CONSTABULARY JOINT PARTNERSHIP POLICY</b>		
Name of Author	<b>Dr Dorothy Gregson &amp; Sergeant Nick Lidstone</b>		
Date of creation/review	<b>09 October 2009</b>	Version No.	1
<b>PLEASE OUTLINE THE RESULTS OF YOUR IMPACT ASSESSMENT BELOW</b>			
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<b>B2</b>	What research has been undertaken?		
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<p>In relation to this duty, do you consider its potential impact to be    HIGH <input type="checkbox"/> MEDIUM <input type="checkbox"/> LOW <input checked="" type="checkbox"/></p>	
<b>B9</b>	How will this guidance <b>promote equality of opportunity</b> ? <i>Consider and comment on professional, individual, organisational and community perspectives</i>
<p>The risk assessment associated with each individual partnership asks whether the partnership can meet the legislative equality duties. As part of the Local Area Agreements, the Government has developed a list of 198 National Indicators, some being grouped under tackling exclusion and promoting equality. The Police Authority and Constabulary have a duty to cooperate with these targets.</p> <p>In relation to this duty, do you consider its potential impact to be    HIGH <input type="checkbox"/> MEDIUM <input type="checkbox"/> LOW <input checked="" type="checkbox"/></p>	
<b>B10</b>	How will this guidance <b>promote good relations between people from different groups</b> ? <i>Consider and comment on individual practice, team operation, and organisational functioning perspectives</i>
<p>The Police Authority abides by its own Equality Scheme in promoting unlawful discrimination and promoting good relations between people from different groups. It also monitors and scrutinises the relations between the Constabulary and people from different groups including recruitment of staff from ethnic groups representative of the community within the Force area.</p> <p>In relation to this duty, do you consider its potential impact to be    HIGH <input type="checkbox"/> MEDIUM <input type="checkbox"/> LOW <input checked="" type="checkbox"/></p>	



## **Police expectations within partnership working**

**Strategic position** - We believe partners offer additional skills, expertise, knowledge and resources which may not exist within the Force. Acting together can achieve more and generate better value for money than acting in isolation, it can also break down cultural barriers and deliver services in a way that is owned and understood by the wider community. This allows us to cultivate a more effective tactical delivery and demonstrate we provide the best service we can. Our Strategy therefore is to explore any partnership opportunities which support our Mission and Vision and do so in accordance with our values.

**Partnership defined** - A partnership, in its simplest form, is defined as: "An agreement between two or more independent bodies to work collectively to achieve a shared objective; through shared priorities, combined resources, information and intelligence, whilst accepting shared accountability and responsibility for outcomes".

**Partnership Governance** - To meet our standards partnerships must have:

- (A) Agreed aims, objectives and performance measures.
- (B) Financial arrangements, governance structures and lines of accountability.
- (C) Good inter-partnership relationships based on trust.
- (D) Defined life cycles or have timetables for review.
- (E) Appropriate risk identification and management processes.

### **Partner's role – what we expect**

- Joint endeavour to achieve shared outcomes with shared accountability.
- A clear commitment to community engagement.
- Clear ownership and commitment to deliver around key tasks.
- Open and honest dialogue.
- Honest and timely identification of risks and barriers to progression.
- Reflection on what you are doing / could do to support joint efforts.
- Be prepared to share relevant information and data.
- Ensuring the relevant representative attends for the agenda ahead.
- Awareness within each organisation of what we aim to do / are achieving.
- Brief / prepare yourself prior to meetings / manage actions post meetings.
- Agree to coordinated marketing and responses to media interest.

### **In all cases we would wish to:**

- Agree a formal Partnership Agreement including exit strategy / evaluation.
- Where necessary draft a formal Information Sharing Agreement.
- Complete partnership risk assessment including insurance considerations.