

APPENDIX 4

The Home Office's 'Guide to Effective Partnership Working' sets out six 'Hallmarks' which represent the key aspects of partnership working that underpin effective delivery:

1. Empowered and Effective Leadership;
2. Visible and Constructive Accountability;
3. Intelligence-led Business Processes;
4. Effective and Responsible Delivery Structures;
5. Engaged Communities; and
6. Appropriate Skills and Knowledge

Each Hallmark comprises 2 elements:

1. New statutory elements for partnership working; and
2. Suggested practise to achieve increased effective partnership working.



The hallmarks are intended to:

- Ensure that all partnerships are functioning to an acceptable level;
- Embed an intelligence way of doing partnership business;
- Enable communities to see the difference effective partnerships make;
- Ensure communities are involved in setting priorities;
- Support better skills and knowledge across partnerships; and
- Increase partnership accountability.

This document is Huntingdonshire Community Safety Partnership's draft action plan for achieving those six Hallmarks.


Note: References next to the table heading (e.g. [L1]) are taken from the main national Guidance document.


The lower reference numbers [e.g. (1 and then 1a)] are the local Action Plan references we have added for ease of identification.

 = **Statutory** requirements to implement.  = **Advice** to be considered for effective working.

Summary of Actions resulting from our review against all of the Hallmark recommendations.

In total the six Hallmarks (together with statutory requirements) produce 115 benchmark-issues. Huntingdonshire Community Safety Partnership feel they have already adopted and are working towards 90 of these (78%). The review has consequently identified 25 action points relating to identified gaps. Those are listed in the table below under 'Further Action'

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
INTRODUCTION: Formulate Strategy				
 1 Statutory	<input type="checkbox"/> (1a) The 5 responsible authorities: police, police authorities, local authorities, fire and rescue authorities and PCTs, are under a duty to formulate and implement a strategy to tackle crime and disorder in their areas. The statutory requirements set out the process that they must have in place to develop these strategies. Other partners are expected to follow the 'spirit' of the requirements.	(1a) Following the joint Strategic Assessment a three year (annually refreshed) rolling Community Safety Plan (2008-11) has been published. Consultation has commenced for the next Strategic Assessment which will complete by the end of October 2008.	(1a) Monitor continued progress against the plan.	


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Effective Performance Management				
 2 Statutory	<p>The legislation sets out that each Partnership should have a 'strategic group' which will:</p> <ul style="list-style-type: none"> <input type="checkbox"/> (2a) Be responsible for preparing and implementing a strategic assessment and partnership plan. <input type="checkbox"/> (2b) The 5 statutory authorities must be represented on the group. <input type="checkbox"/> (2c) At least 1 of the representatives from each of the 5 responsible authorities must hold a senior position within their home organisation. <input type="checkbox"/> (2d) Where there is an elected member responsible for community safety on the council for the district / unitary, they must also be a member of this group. <input type="checkbox"/> (2e) The group can decide the frequency of its meetings and can invite others to their meetings. <input type="checkbox"/> (2f) 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 changed within this period. <input type="checkbox"/> (2g) At least once a year, the group needs to consider whether the partnership has the requisite skills and knowledge to meet the strategic requirements. 	<p>Huntingdonshire Community Safety Partnership is the strategic group which:</p> <p>(2a) Has produced the Plan (see above)</p> <p>(2b) Has representatives from the 5 authorities</p> <p>(2c) The Chair of the Partnership is Head of Environmental and Community Health Services for Huntingdonshire District Council.</p> <p>(2d) Portfolio holder for Community Safety (elected member) is member of the group.</p> <p>(2e) Group meets bi-monthly with partners organisations attending other than statutory partners e.g. RSLs.</p> <p>(2f) Annual appointment of Chair.</p> <p>(2g) see action.</p>	<p>(2g) At least once a year, the group needs to consider whether the partnership has the requisite skills and knowledge to meet the strategic requirements.</p> <p>Group will instigate an 'away day' once a year to review Hallmarks and Plan.</p>	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Effective Performance Management [L1]				
<p>© Advice</p> <p>3</p> <p>Empowered & Effective Leadership</p>	<ul style="list-style-type: none"> <input type="checkbox"/> (3a) Do you have an effective governance structure that is able to provide strategic leadership for your partnership? <input type="checkbox"/> (3b) Does it involve senior representation from all responsible authorities? <input type="checkbox"/> (3a) Are other agencies represented as appropriate? <input type="checkbox"/> (3c) Do you have a clear process for agreeing and reviewing the chair? <input type="checkbox"/> (3d) Does the elected member with responsibility for community safety sit on this body? <input type="checkbox"/> (3e) Do you have a clear meeting structure? <input type="checkbox"/> (3f) Do you have a group with representatives from the responsible authorities at county level and the chairs of all community safety partnerships (county level) 	<p>(3a) to (3f) Although the District Council community safety portfolio holder (elected member) also sits on the Overview and Scrutiny Panel for the council, there is no separate dedicated Scrutiny Panel for the CDRP.</p> <p>In addition the Partnership's performance is also scrutinised at the Cambridgeshire County Community Safety Strategic Board (CCSSB)</p>	<p>(3a) to (3f) Discuss the need for a separate panel.</p>	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Effective Performance Management Checklist [L1]				
☺ Advice 4 Intelligence led business processes	<input type="checkbox"/> (4a) Does the strategy group understand their core responsibilities for preparing and implementing the strategic assessment and partnership plan? <input type="checkbox"/> (4b) Does the group feed community safety priorities into LAA negotiations? (county level)	(4a) The Partnership has its own Term of Reference which is reviewed from time to time. All members are aware of their role. (4b) Priorities are fed through to the LAA via the CCSSB.	(4a) Review ToR to reflect new requirements under the joint Strategic Assessment.	


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Effective Performance Management Checklist [L1]				
☺ Advice 5 Effective and Responsive Delivery Structures	<input type="checkbox"/> (5a) Does the county strategy group actively encourage cross border working across the county?	(5a) The Strategy produced by the CCSSB does promote this with shared best practice and opportunities for joint action such as Domestic Violence and PPO schemes.		


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Effective Performance Management Checklist [L1]				
<p>© Advice</p> <p>6</p> <p>Appropriate Skills and Knowledge</p>	<p><input type="checkbox"/> (6a) Are partners clear of the purpose and aims of the partnership?</p> <p><input type="checkbox"/> (6b) Is there clarity over roles and responsibilities?</p> <p><input type="checkbox"/> (6c) Is their clarity over membership, any gaps, how often is membership reviewed?</p>	<p>(6a) Yes due to clear ToR.</p> <p>(6b) Consistency of Chair (leadership) has added clarity as has a clear division of ownership for business areas.</p> <p>(6c) Membership is reviewed based on emerging needs.</p>		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Governing Partnership Processes [L2]				
<p></p> <p>7</p> <p>Statutory</p>	<p><input type="checkbox"/> (7a) The strategy group will prepare an information protocol</p> <p><input type="checkbox"/> (7b) The protocol is to be signed by all responsible authorities and will govern the sharing of information between responsible authorities.</p> <p><input type="checkbox"/> (7c) Each responsible authority must nominate a designated liaison officer whose role will be to facilitate the sharing of information with other partners.</p>	<p>(7a) A revised ISA has been drafted and is being considered with a view to adoption by August 08.</p> <p>(7b) It will be signed as required and</p> <p>(7c) Single Points of Contacts identified in each organisation.</p>		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Governing Partnership Processes [L2]				
☺ Advice 8 Empowered and Effective Leadership	<input type="checkbox"/> (8a) Does each responsible authority have a designated Liaison Officer? <input type="checkbox"/> (8b) Do the Liaison Officers understand the legislation and are they equipped to solve an information sharing related problem? <input type="checkbox"/> (8c) Are any additional protocols needed to govern processes where there has been confusion or disagreement in the past?	(8a) Yes each authority has a LO (8b) who is aware of legislation and is able to make first decisions re information sharing. (8c) Other than a separate ISA for sharing personalised data in the Problem (ASB) Solving Groups, no additional protocols needed at this stage.		


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Governing Partnership Processes [L2]				
☺ Advice 9 Intelligence led business processes	<input type="checkbox"/> (9a) Is there an information sharing protocol? <input type="checkbox"/> (9b) Have the responsible authorities signed it and comply with it? <input type="checkbox"/> (9c) Are there other parties who could sign to, and comply with the protocol? <input type="checkbox"/> (9d) Do you share personal data when necessary and appropriate to do so?	(9a to d) Yes there is an ISA (see 7 & 8 above)		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Governing Partnership Processes [L2]				
 Advice 10 Appropriate Skills and Knowledge	<input type="checkbox"/> (10a) Does the person facilitating the sharing of information understand the objectives of the partnership and what can be shared and by whom? <input type="checkbox"/> (10b) Do all partners understand the importance of information sharing?	(10a) Yes, the sharing of information is recognised as either personal or depersonalised and different protocols / SPOCS have been identified accordingly. (10b) As set out in the ISA and partnership agreement.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Visibility and Accountability [L3]				
 11 Statutory	<input type="checkbox"/> (11a) The strategy group must hold at least 1 public meeting during the year. <input type="checkbox"/> (11b) The public meeting must be attended by individuals who hold a senior position within each responsible authority. <input type="checkbox"/> (11c) The strategy group will take steps to communicate information about what is being discussed at these meetings and the venue, to people that live in the area. <input type="checkbox"/> (11d) Further statutory requirements around community consultation are included in later sections of the guidance.	(11a to d) At this stage the Partnership has not held a public meeting however meeting mins are published.	(11a to d) Partnership needs to agree when the 'face the Public' meeting is held. This will be agreed at the August 08 Partnership meeting. At that time the Partnership will also consider the other requirements as listed.	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Visibility and Accountability [L3]				
<p>© Advice</p> <p>12</p> <p>Visible and Constructive Accountability</p>	<ul style="list-style-type: none"> <input type="checkbox"/> (12 a) Has the partnership included information collected from community engagement in the partnership plan? <input type="checkbox"/> (12 b) Are the right structures and documents in place to ensure that all members of the community, including those hard to reach, can be involved in community meetings? <input type="checkbox"/> (12 c) Is the community aware of the meetings? <input type="checkbox"/> (12 d) Are feedback and updates given to the community on progress? <input type="checkbox"/> (12 e) Are all partners aware of how approaches within agencies to engage and feedback to communities? 	<p>(12 a) Yes. An on-line questionnaire has been completed and face to face public consultations where all responses were included within the analysis for the Strategic Assessment.</p> <p>(12 b, c & d) The Partnership holds targeted consultations. Members of the Partnership also attend the 7 Neighbourhood Panels held every three months. These are well publicised with acceptable attendance. Each results in a three month Action Plan with feedback at the following meeting.</p> <p>(12 e) The Partnership also conducts specific consultation with; 'hard to reach groups' such as Hunts Community Group. In addition Neighbourhood Panels are targeted at specific areas / communities.</p>		


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
LEAD AND GUIDE: Visibility and Accountability [L3]				
<p>☺ Advice</p> <p>13</p> <p>Appropriate Skills and Knowledge</p>	<p><input type="checkbox"/> (13 a) Is the make up of the community known, including the groups and organisations within it?</p> <p><input type="checkbox"/> (13 b) Are there processes in place for listening to all sections of the community, including minority and hard reach groups?</p>	<p>(13 a) A 'New and Developing Communities' Officer has been appointed by HDC her role is to identify communities and who lives therein carrying out targeted work such as supporting migrant workers. This information is fed back to the Partnership.</p> <p>(13 b) Neighbourhood Panels are also key (see above) HDC, the County and an RSL have also appointed three Neighbourhood Managers for three areas their role centres on building community support cohesion</p>		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Introduction - Information Sharing				
 14 Statutory	<ul style="list-style-type: none"> <input type="checkbox"/> (14a) Certain sets of depersonalised information must be shared on a quarterly basis - set out in Appendix 'A' <input type="checkbox"/> (14b) The following information needs to be considered when preparing a strategic assessment: <ul style="list-style-type: none"> ➤ Information from the responsible authorities ➤ Information from wider partners; ➤ Information from the overview and scrutiny committee considering crime and disorder matters, where it exists; ➤ Information provided by the community; ➤ The previous partnership plan. <input type="checkbox"/> (14c) In undertaking any community consultation, the partnership must have regard to the results of any other consultation activities undertaken by the responsible authorities. <input type="checkbox"/> (14d) In preparing the strategic assessment, the partnership will seek: <ul style="list-style-type: none"> ➤ Views from the community on the levels and patterns of crime, disorder and substance misuse; and ➤ Views from the community on matters that need to be prioritised by the partnership. <input type="checkbox"/> (14e) In seeking these views, the partnership will ensure they are sought from: <ul style="list-style-type: none"> ➤ People who appear to represent the interests of as many different groups or persons within the area as is reasonable; and ➤ Those most likely to be affected by the priorities. 	<p>(14a) The ISA described above covers all statutory requirements.</p> <p>(14b) All ingredients listed for the Strategic Assessment are included.</p> <p>(14c) This is currently done.</p> <p>(14d) This is done however more needs to be around Hard to Reach Groups</p> <p>(14e) see action</p>	<p>(14c) In preparation for the next Strategic Assessment the Partnership will need to consider how best to include 'shared consultation' i.e. making use of partners consultation.</p> <p>For example the new 'Place Survey' or the Constabulary's 'Value Survey'.</p> <p>(14d & e) More needs to be around Hard to Reach Groups this will be considered at the August 08 meeting.</p>	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Getting the Information you need checklist [A1]				
☺ Advice 15 Intelligence-led Business Processes	<input type="checkbox"/> (15a) Are all the datasets in Appendix 'A' shared on a quarterly basis in electronic form? <input type="checkbox"/> (15b) Is all additional information from other partners that is required to build a profile of the community and its needs available?	(15a) Data in Appendix 'A' is not fully shared at this time but will be with the new ISA. (15b) We are reasonably confident full capture does happen, however the Strategic Assessment Process is currently being reviewed which will add clarity and any further action.	(15a) Monitor compliance with the new ISA.	


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Getting the Information you need checklist [A1]				
☺ Advice 16 Community Engagement	<input type="checkbox"/> (16a) Is information gathered from community consultation fed into priority setting? <input type="checkbox"/> (16b) Is community consultation targeted at diverse groups within the community and those most likely to be effected by the priorities?	(16a) Yes community consultation is fed in. (16b) See 15 above.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Getting the Information you need checklist [A1]				
<p>© Advice</p> <p>17</p> <p>Appropriate Skills & Knowledge</p>	<p><input type="checkbox"/> (17a) Are the requirements and what they mean for the partnership understood?</p>	<p>(17a) Yes which will reinforced with the new ISA and review of the Strategic Assessment process.</p>		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Getting the Information you need checklist [A1]				
<p></p> <p>18</p> <p>Statutory</p>	<p><input type="checkbox"/> (18a) Each year, the partnership shall prepare a strategic assessment to assist in producing or revising the partnership plan. 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. <p><input type="checkbox"/> (18 b) In preparing the strategic assessment, the partnership will reflect views from the community on matters that need to be prioritised.</p>	<p>(18a) Yes analysis has been and will continue to be done (process being reviewed).</p> <p>Quarterly crime reports are produced plus end of 3 year Strategy Review follows.</p> <p>(18 b) However as we are now in a new process (joint Strategic Assessment and rolling Plan) this will be reviewed annually. In addition various Task Groups will also receive up to date data to review and respond to changes.</p>		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Determining Priorities [A2]				
<p>© Advice</p> <p>19</p> <p>Intelligence-led Business Processes</p>	<p><input type="checkbox"/> (19a) Has a strategic assessment been produced for this year?</p> <p><input type="checkbox"/> (19b) Are problem solving and evaluation embedded within business planning?</p> <p><input type="checkbox"/> (19c) Are priorities for the area clear, based on community consultation and evidence?</p> <p><input type="checkbox"/> (19d) Are links with other strategic assessments sufficient?</p> <p><input type="checkbox"/> (19e) Has the partnership worked together to identify those most vulnerable and at risk?</p>	<p>(19a) Strategic Assessment produced in October 07. Problem Solving is done by time limited action groups</p> <p>(19b) See action</p> <p>(19c) Yes</p> <p>(19d) Yes, although this is being reviewed.</p> <p>(19e) see action</p>	<p>Look at Problem Solving models and techniques for newer practionners at action group level.</p> <p>(19e) The Partnership needs to consider how best to identify those at risk / vulnerable perhaps through the Vulnerable Neighbours index.</p>	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Determining Priorities [A2]				
<p>© Advice</p> <p>20</p> <p>Appropriate Skills and Knowledge</p>	<p><input type="checkbox"/> (20a) Are individuals aware of what they need to do to produce a strategic assessment and what it means for their organisation?</p> <p><input type="checkbox"/> (20b) Is there analytical capacity / capability across the partnership to support the strategic assessment?</p>	<p>(20a) Yes.</p> <p>(20b) There is concern over distribution of work load (police v county) as this is a requirement but without resources who does it.</p>	<p>(20b) Review the balance of resources (county task)</p>	


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Partnership Working in two tier areas [A3]				
 21 Statutory	<input type="checkbox"/> (21a) The strategic assessment must outline the priorities to escalate to the county level. <input type="checkbox"/> (21b) The county strategy group will prepare a community safety agreement based on the individual strategic assessment of the partnerships with the county. <input type="checkbox"/> (21c) The community safety agreement will identify: <ul style="list-style-type: none"> ➤ Ways of coordinating 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. 	(21a) The CCSSB Plan has identified key priorities which will be addressed at both district and county levels. (21b) The county Plan is now agreed and awaits publication. (21c) See Community Safety Agreement – which covers all these statutory requirements.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Partnership Working in two tier areas [A3]				
© Advice 22 Visible and Constructive Accountability	<input type="checkbox"/> (22a) Are there effective performance management arrangements in place?	(22a) The CCSSB has drafted its own Constitution which is being considered, that includes performance management.	(22a) Monitor progress of Constitution.	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Partnership Working in two tier areas [A3]				
© Advice 23 Intelligence-led Business Processes	<input type="checkbox"/> (23a) Is there a process for ensuring district level priorities are included within the LAA? <input type="checkbox"/> (23b) Does the county community safety agreement include ways in which the community safety partnership will work together to maximise the use of joint resources?	(23a) Yes via the CCSSB. (23b) Yes – see previous answers.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Partnership Working in two tier areas [A3]				
☺ Advice 24 Effective and Responsive Delivery Structures	<input type="checkbox"/> (24a) Are there sufficient links to other partnerships (e.g. LCJBs)? <input type="checkbox"/> (24b) Are delivery mechanisms aligned across the county to ensure joined up delivery of cross border priorities? <input type="checkbox"/> (24c) Are actions in place to prevent re-offending and identified pre-emptive intervention of those most vulnerable and at risk?	(24a) Chair of CDRP sits on the CCSSB, who in turn represent CDRP views on the County LAA which covers all key Partners. The LCJB have now invited all CDRP Chairs to a joint meeting. (24b) There is cross flow between the CDRP and thematic partnerships e.g. DV (24c) The CDRP runs a reasonable effective PPO scheme	(24b) Review actual cross partnership working starting with a review of working / action group and identify who attends on behalf of the CDRP and is that the right person (s). (24c) Develop the P&D strand of PPO.	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
ASSESS: Partnership Working in two tier areas [A3]				
☺ Advice 25 Appropriate Skills and Knowledge	<input type="checkbox"/> (25a) Do individuals on the county strategy group know what they are required to do in order to support delivery in two tier areas? <input type="checkbox"/> (25b) Have areas, themes or issues for cross partnership working been identified?	(25a) The LAA have commissioned a review of partnerships to assess fitness for purpose, the county CCSSB will be included in that review which will better answer this question. (25b) Yes- see previous answers.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
PLAN FOR ACTION: Introduction				
 26 Statutory	<input type="checkbox"/> (26a) The plan produced by the partnership follows on from the strategic assessment. It should enable the partnership to set out the priorities identified through the strategic assessment and include their strategy to address these priorities: <ul style="list-style-type: none"> ➤ The plan should cover 3 years ➤ The plan should be revised annually ➤ The plan must include a strategy for the tackling crime and disorder within the area. ➤ It should include the priorities identified through the strategic assessment. ➤ It should contain information about the role of each partner in supporting delivery of the priorities and how this will be resources. ➤ The plan should contain information about the way in which performance against priorities will be measured. ➤ The plan should contain information about how the partnership will engage with communities. ➤ A summary of the partnership plan should be published in a way that makes it available to diverse groups in their community. 	(26a) The Plan covers all these points, however it does not specifically set out what each partner (individually) will do, rather what the partnership will specifically do for each priority. The Plan is available electronically and in hard copy. It is well publicised	(26a) On reviewing the first year of the Plan, roles of Partners will be considered (March 2009) Consider additional avenues to promote Plan to 'hard to reach' groups for example through the Gypsy & Traveller Liaison Officer (PCSO), the Migrant Workers Surgeries.	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
PLAN FOR ACTION: Preparing the Plan and Publishing the Summary [P1]				
😊 Advice 27 Empowered and Effective Leadership	<input type="checkbox"/> (27a) Are actions assigned to relevant partners? <input type="checkbox"/> (27b) Are individual action plans owned?	(27a) Yes. (27b) Yes Action plans that sit under CS Plan are owned by different partners who are required to update the Partnership at each quarterly meeting. Each priority has a dedicated Action Plan.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
PLAN FOR ACTION: Preparing the Plan and Publishing the Summary [P1]				
😊 Advice 28 Intelligence led Business Processes	😊 Advice Intelligence led Business Processes <input type="checkbox"/> (28a) Are there links to the priorities identified through the strategic assessment? <input type="checkbox"/> (28b) Does it contain details of how performance against priorities will be measured? <input type="checkbox"/> (28c) Have the decisions made been influenced by identified priorities, and that they can be delivered?	(28a) Yes that is how priorities are identified together with other sources such as public consultations etc. (28b) Yes each priority has one or more priorities e.g. theft from MV has a 10% reduction target. (28c) Yes based on information available at the time	(28c) When we annually refresh the CS Plan we will be identifying SMART targets for each priority, at which point better definitions e.g. APACS will be available.	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
PLAN FOR ACTION: Preparing the Plan and Publishing the Summary [P1]				
<p>☺ Advice</p> <p>29</p> <p>Effective and Responsive Delivery Structure</p>	<p><input type="checkbox"/> (29a) How will priorities be resourced?</p> <p><input type="checkbox"/> (29b) Are there opportunities for the joint delivery of actions?</p>	<p>(29a) Available funding has been aligned with priorities. Partnership resources, both financial and staff are also directed at priorities as core business. The partnership has, and will continue to seek additional external funding where possible such as previous bids for LPSA funding.</p> <p>(29b) Yes. There are county level funding for projects linked to our priorities e.g. PPO. We also run joint operations with other agencies such as under age drinking with Trading Standards and the police, or the multi agency 'Weeks of Action'</p>	<p>(29a) Recognise funding for 09/10 and onwards in particular the Area Based Grant (LAA) position.</p> <p>The Partnership will also need to involve itself with the LAA review of partnerships which will attract specific funding from 09/10.</p>	


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
PLAN FOR ACTION: Preparing the Plan and Publishing the Summary [P1]				
<p>☺ Advice</p> <p>30</p> <p>Engaged Communities</p>	<p><input type="checkbox"/> (30a) Can aspects of the plan be shared with the community?</p> <p><input type="checkbox"/> (30b) Has the correct medium for sharing information with the community been identified, including those hard to reach?</p>	<p>(30a). The Action Plans can be shared at a local level.</p> <p>(30b). The Partnership jointly run the NH Panels which identify very local issues with 3 month local action plans being drafted.</p>		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
PLAN FOR ACTION: Preparing the Plan and Publishing the Summary [P1]				
☺ Advice 31 Appropriate Skills and Knowledge	<input type="checkbox"/> (31a) Have people been identified within the partnership who can review the economy, efficiency and effectiveness of the partnerships work?	(31a) . This Action Plan is specifically doing this. This will be repeated annually The LAA is also reviewing all key partnerships.	(31a) . This Action Plan will be reviewed annually, we need to identify appropriate partners responsible for this.	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
PLAN FOR ACTION: Preparing the Plan and Publishing the Summary [P2]				
☺ Advice 32 Effective and Responsive Delivery Structure	<input type="checkbox"/> (32a) Has consideration been given to the most effective way of publishing the summary? <input type="checkbox"/> (32b) Have other avenues of publication of the summary been considered e.g. internet, flyers, through voluntary organisations? <input type="checkbox"/> (32c) Have the Hallmarks of a good local policing summary been considered?	(32a) Yes – see previous answers. (32b) . Yes – see previous answers (31c) . Not sure Safer Cambs web site is also being re-launched.	(32c) Have the Hallmarks of a good local policing summary been considered?	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
PLAN FOR ACTION: Preparing the Plan and Publishing the Summary [P2]				
☺ Advice 33 Engaged Communities	<input type="checkbox"/> (33a) Is it ensured that it can be accessed by diverse communities?	(33a) .As per previous responses.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
PLAN FOR ACTION: Preparing the Plan and Publishing the Summary [P2]				
☺ Advice 34 Appropriate Skills and Knowledge	<input type="checkbox"/> (34a) How can you be sure that the messages of the partnership are reaching intended audiences?	(34a) We believe through focus groups and targeted awareness raising events that the Plan reflects the communities concerns . The Partnership has also set a target to publish at least 12 good news stories and produce and review an annual marketing plan.	(34a) Consider developing methods to identify if our messages are being received.	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Introduction				
 <p>35 Statutory</p>	<ul style="list-style-type: none"> <input type="checkbox"/> (35a) Once a partnership has identified priorities and established a plan outlining how these will be delivered, they need to structure resources so that there are appropriate processes in place to deliver effectively <input type="checkbox"/> (35b) The strategy group is responsible for the delivery of the partnership plan. <input type="checkbox"/> (35c) The partnership plan must set out the extent to which people living / working in an area might assist in reducing crime, disorder and substance misuse. 	<p>(35a) .We have spoken before about linking funding and resources to priorities such as identified officer posts. Each Priority is reviewed through a quarterly plan; the results of that review go to the Partnership. This is also a public document. Relevant feedback from the NH Panels will also go to the Partnership.</p> <p>(35b) It is.</p> <p>(35c) This is mainly covered by the NH Panels and thematic groups being established from time to time e.g. Criminal Damage Working Group, which also elected members representing their communities. In 'hot spot' areas will also directly involve the public with visual audits.</p>	<p>35a) .Consider whether review of NH Panels feedback should be a standing agenda item.</p>	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Implementation [D1]				
☺ Advice 36 Intelligence led Business Processes	<input type="checkbox"/> (36a) Are there clear processes for allocating tasks and resources to delivery groups and bodies?	(36a) Nominal leads are identified appropriate to the problem e.g. Fire Service for Arson. That lead then manages tasking and resources as required. That group, under the lead, then reports back to the Partnership itself.		


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Implementation [D1]				
☺ Advice 37 Effective and Responsive Delivery Structure	<input type="checkbox"/> (37a) Are there action groups structured around key priorities? <input type="checkbox"/> (37b) Do these groups deliver what is required of them to meet the partnership plan?	(37a) Yes, as mentioned above. (37a) Generally yes. We also establish new groups where gaps are identified. We also tap into existing county groups to avoid duplication and to make best use of resources e.g. Distraction Burglary Group. All these groups work to targets and review progress accordingly.	(37a) At the end of year one, carry out a review of the groups and partnerships to identify successes and gaps.	


Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Implementation [D1]				
☺ Advice 38 Engaged Communities	<input type="checkbox"/> (38a) Does the partnership actively seek ways of involving diverse groups in problem solving activities?	(38a) Yes as before.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Implementation [D1]				
☺ Advice 39 Appropriate Skills and Knowledge	<input type="checkbox"/> (39a) Are individuals familiar with planning processes and the links to other areas of the partner business?	(39a) . There are inconsistencies between different planning process between partner agencies which can lead to difficulties. We will continue to strive to keep the communications between partners open to avoid problems.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Problem Solving [D2]				
☺ Advice 40 Empowered and Effective Leadership	<input type="checkbox"/> (40a) Does the group respond flexibly to emerging community issues? <input type="checkbox"/> (40b) Do members of the strategy group constructively challenge each other in order to improve performance?	(40a) . Yes. The Partnership has decided not to have fixed Working Group in favour of being free to establish new groups to focus on new issues as they arise. We also monitor established groups such as NH Panels and emerging changes from the county thematic groups. (40b) . At Partnership meetings progress is routinely challenged. However there is no separate scrutiny group.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Problem Solving [D2]				
☺ Advice 41 Intelligence led Business Processes	<input type="checkbox"/> (41a) Is there a process for weighing up emerging issues with existing priorities?	(41a) . The Partnership meets bi-monthly at which point crime and ASB trends are reviewed. In addition the leads (see 36a) of the Action Plan also feedback to the Partnership.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Problem Solving [D2]				
 Advice 42 Appropriate Skills and Knowledge	<input type="checkbox"/> (42a) Are the problem solving models and the way in which they can be applied to the partnership business understood? <input type="checkbox"/> (42a) Is the relationship between the partnership delivery structure and the NIM approach understood?	(42a) . The Working Groups do follow established problem solving techniques such as PAT / SARA. (42b) . Yes through the introduction of the Strategic Assessment, however this is an area for development.	(42a) Consider development of NIM awareness such as a presentation to partners etc.	

Guidance	Detail	(41a).	Further Action?	Owner
DELIVER: Evaluating Impact: Introduction (D3)				
 43 Statutory	<input type="checkbox"/> (43a) Evaluating outcomes of approaches used to address priorities will give an indication of impact and make it easier to see what has worked well. Evaluation should be built into the work of the partnership as this will make it easier for results to be fed into reviews of the partnership plan. <input type="checkbox"/> (43b) The strategic assessment must include an assessment of the extent to which last years plan was implemented. <input type="checkbox"/> (43c) The strategy group must have arrangements for assessing the value for money of partnership activities.	(43a) . The Plan itself is reviewed annually and refreshed. All funded projects are required to evaluate their own results. (43b) . Yes it does. (43c) . Work commissioned through funding such as the SSCF is evaluated.	(43c) . Consider how the Partnership itself (as opposed to constituent agencies) represents or can improve on 'Best Value' e.g. more for less etc.	

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Evaluating Impact (D3)				
© Advice 44 Visible and Constructive Accountability	<input type="checkbox"/> (44a) Does the strategy group consider 'Value for money' when commissioning and evaluating projects? <input type="checkbox"/> (44b) Is it clear how effectively previous partnership plans have been implemented? <input type="checkbox"/> (44c) Are the results of evaluations shared with others?	(44a). See above. (44b). Yes at annual refresh. (44c). They are shared with all members of the Partnership and are available externally on request. A summary is also included in the refreshed Plan which is a public document.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Evaluating Impact (D3)				
© Advice 45 Intelligence led Business Processes	<input type="checkbox"/> (45a) Is there a process for deciding which projects to evaluate? <input type="checkbox"/> (45b) Is evaluation embedded within these projects? <input type="checkbox"/> (45c) Have resources been made available to carry out the evaluation? <input type="checkbox"/> (45d) Are lessons learnt included within the strategic assessment	(45a). All funding projects are evaluated. Other routine projects such as the ASB Problem Solving Groups are continually assessed based on results. (45b). Yes for funded projects, generally for others. (45c). Yes for funded projects, otherwise existing resources are used. (45d). They will be as we are only now drafting the second SA.		

Guidance	Detail	Partnership position (and date)	Further Action?	Owner
DELIVER: Evaluating Impact (D3)				
<p>© Advice</p> <p>46</p> <p>Appropriate Skills and Knowledge</p>	<p><input type="checkbox"/> (46a) Is there a process for learning from previous evaluations?</p> <p><input type="checkbox"/> (46b) Do individuals know what makes a good evaluation?</p>	<p>(46a). Yes which is demonstrated by the moved to a commissioning approach.</p> <p>(46b). Hopefully</p>	<p><input type="checkbox"/> (46b) Offer partners further training / input on what makes a good evaluation.</p>	

END

APPENDIX 'A' Information Sharing Regulation Requirements

Details of information sets that must be shared on at least a quarterly basis are given below. In each case, the duty only applies to information relating to the partnership area as defined by the district or unitary authority area. The duty only applies when the authority holds the information so it does not require the collection of any additional information. The purpose of sharing this information is to enable the profiling of crime and disorder trends and patterns within an area. For this reason in most cases, it is the record level data that is specified rather than aggregate data or statistics. Analysis can then take place across a number of different datasets on at least a quarterly basis.

Police Force

1. Records on ASB, transport and public safety / welfare incidents recorded according to the National Incident Category List. Whatever information is recorded about time, date, location, and category of each incident must be disclosed.
2. Crime Records recorded according to the Notifiable Offences list. Whatever information is recorded about time, date, location and sub category of each crime must be disclosed.

Fire and Rescue Authority

3. Records on deliberate fires, whether it was a deliberate primary fire (not in a vehicle), a deliberate secondary fire (not in a vehicle) or a deliberate fire in a vehicle. In addition, records on incidents of violence against employees and records of fires attended in dwellings where no smoke alarm was fitted. For all of these records whatever information is recorded about time, date, location of the fire should be disclosed.
4. Records on malicious false alarms. Whatever information is recorded about time and date, of each call and the purported location of those alarms must be shared.

Local Authorities

5. Records on road traffic collisions. Whatever information is recorded about time, date, location and the number of adults and children killed, seriously injured and slightly injured in each road traffic collision must be shared.
6. Records on fixed term and permanent school exclusions. Whatever information age and gender of the pupil, the name and address of the school from which they were excluded and the reasons for their exclusion must be shared.
7. Records of racial incidents. Whatever information is recorded about time, date and location of each incident must be shared.
8. Records of ASB incidents identified by the authority or reported by the public. Whatever information is held about time, date, location and category of each incident must be shared.

(continues on next page)

PCT

9. Records on various categories of hospital admissions. The relevant admissions are those relating to the following blocks with the International Classification of Diseases:

- (a) Assault (X85-Y09)
- (b) Mental and behavioural disorders due to psychoactive substance use (F10-F19)
- (c) Toxic effect of alcohol (T51) and
- (d) Other entries where there is evidence of alcohol involvement determined by blood level (Y90) or evidence of alcohol involvement determined by level of intoxication (Y91). For each record, whatever information is held about date of admission, sub category of admission and the outward part of the postcode of the patient's address must be shared.

10. Records of admissions to hospital in respect of domestic abuse. Whatever information is held about date of admission and the outward part of the postcode of the patient's address must be shared.

11. Numbers of mental illness outpatient first attendances and persons receiving drug treatment.

12. Records of ambulance call outs to crime and disorder incidents. Whatever information is held about the category, time date, and location of each ambulance call must be shared.