



# Partnership Strategy

**April 2009-2012**

## Introduction

Partnerships have become increasingly important across public services. Organisations have realised that, by breaking down traditional silos and working with partners, they can achieve more. The introduction of Local Strategic Partnerships followed by Local Area Agreements has given public services structure and shared targets that have facilitated joint working. Moreover, the Comprehensive Area Assessment and the single confidence target in policing have made organisations truly dependent on one another for measurable success.

Police Authorities occupy a unique position within these organisations. Although Surrey Police Authority (SPA) works alongside Surrey Police in many partnerships, and influences police funding through its budgetary responsibility, it must retain a separate role. The Authority cannot offer resources or deliver major projects as Surrey Police and other local authorities do. Instead, SPA has a strategic and scrutiny role in community safety. This function of “critical friend” has been a cause of debate and confusion in the past, but is valuable in good partnership working.

SPA can use its unique position to understand the community safety needs of Surrey residents and, with partners, to develop strategic priorities that are right for the county. It should aim to ensure that organisations work in synergy to make the most out of the resources they have and to improve quality of life in the county.

This strategy seeks to clarify SPA’s role in partnership working and what SPA will focus on for the next three years.

## Where we are now

SPA has responsibility for securing an efficient and effective policing service for Surrey. We are fortunate to work with a high-performing and innovative Force which seeks to maintain high standards of policing for local people. SPA works alongside the force in partnerships to maintain high standards of confidence, satisfaction and safety from the most serious harm.

SPA already works with partners to deliver outcomes for Surrey - with the Safer and Stronger Communities Partnership Board (SSCPB) to help to ensure a stronger and safer Surrey; with Crime and Disorder Reduction Partnerships (CDRPs) on Strategic Assessments to ensure that the Local Policing Plan reflects the needs of Surrey and with CDRPs and many community organisations to ensure that it stays in touch with the views of the local community. Furthermore, SPA works with partners to make the most out of our resources. There is a list of SPA's main partnerships in appendix A.

Although much good work is already taking place, SPA needs a strategy that identifies its priorities. The strategy must outline why it works in partnership and when it should do so. In order to do so, we must first understand SPA's role.

### SPA's role

SPA's primary responsibility is to secure an efficient and effective policing service for Surrey. SPA works with limited resources and time so any partnership work must, ultimately, help it to achieve these aims. SPA meets its objectives by:

- ensuring that policing services are provided fairly and in a way which does not discriminate against any group or individual, promoting equality of opportunity and working to eliminate unlawful discrimination both internally within the Authority and Force and in the provision of policing services
- setting the strategic direction and the budget for the Force and overseeing the Force's use of assets to ensure Best Value
- exercising effective oversight of Force performance against the Plan and budget through assessment of risk and reports honestly to the community about the Force's achievements
- through its role as a statutory partner in CDRPs, taking account of local community safety needs and ensuring that they are considered in the Local Policing Plan
- through consultation, taking account of the interests of all those who live in, work, or visit Surrey and ensures that the views of local people are reflected in the nature and style of local policing

- appointing Chief Officers in the Force and, where necessary, disciplining and dismissing them
- ensuring that appointments to senior positions within the Force reflect the needs of the local community
- monitoring the way in which complaints against officers and staff are dealt with by the Force, dealing with complaints against Chief Officers and dealing with complaints about the direction and control of the Chief Constable.
- maintaining an effective Independent Custody Visiting Scheme
- working in partnership with Surrey County Council, local Crime and Disorder Reduction Partnerships, the Surrey Criminal Justice Board, the Primary Care Trust and voluntary organisations interested in community safety to deliver a coherent and high quality service.

### **SPA's role in partnerships**

SPA works alongside organisations, such as the county council, who lead the community and partnerships. However, SPA must provide leadership when promoting confidence in local policing and safety. SPA, alongside Surrey Police and other partners have shared targets set locally and by the Home Office, including:

- Increasing the number of residents who agree that the police and local council are dealing with crime and anti-social behaviour issues that matter. (Home Office confidence target)
- Increasing the number of residents who feel that they can influence decisions in their local area. (NI4 LAA)
- Improving satisfaction with the overall area. (NI5 LAA)
- Dealing with local concerns about anti-social behaviour and crime. (NI21 LAA)
- Reducing the re-offending rate of priority or prolific offenders. (NI30 LAA)
- Reducing repeat incidents of domestic violence. (NI32 LAA)
- Preventing a terrorist attack. (NI36 LAA)

SPA's role is to act as a community leader within safer and stronger, to set the right targets for Surrey and to bridge relationships between Surrey County Council and Surrey Police. SPA has signed up to partnership targets and must work jointly to achieve them.



## Where we want to go

### Partnership objectives

These objectives align with the requirements of the Local Policing Plan, ensuring that any partnership work contributes to an effective and efficient police service in Surrey. The corresponding action plan outlines how the objectives will be met and ensures that it satisfies SPA's role as listed above. In combining SPA's role and the Local Policing Plan, the objectives and action plan make it clear why, when and how SPA should work in partnership.

#### **1. Surrey Police Authority will work in partnership in order to increase confidence and satisfaction in policing.**

Increasing confidence and satisfaction is a key priority for Surrey Police. In order to achieve an effective police force, SPA must focus on this objective when working in partnerships or when deciding what partnerships to work with. It will prioritise partnership work on areas such as neighbourhood management and elements of the Local Area Agreement to help to meet this objective.

#### **2. Surrey Police Authority will work in partnership in order to keep the local community safe from harm.**

One of the most fundamental priorities for the police service is to keep the community safe from harm. Surrey Police cannot do this alone and works with many organisations who share this responsibility. When working in partnership, Surrey Police Authority must prioritise work which helps Surrey to achieve this aim. It must also use its role in overseeing Surrey Police to ensure that their partnership work contributes to this aim.

#### **3. Surrey Police Authority will work in partnership in order to make the most out of our people and resources.**

Surrey Police Authority must work with others to make the most out of the finite resources that we have. This can be by sharing skills to ensure that we work smarter, by sharing the results of consultation and research to avoid duplication or by sharing work with other police authorities across the region.

These areas overlap significantly and much of SPA's work will not fit neatly into any one objective.

## Delivering the objectives

SPA will use a range of relationships and techniques to achieve the objectives outlined above. The action plan outlines how SPA will fulfil its role by:

- Working with partners throughout the county to understand Surrey's needs and to develop strategic priorities for the county.
- Scrutinising and monitoring performance of Surrey Police in partnerships.
- Performing its role in key partnerships such as within CDRPs.

The action plan includes some internal housekeeping that will assist SPA.

## Areas in development

SPA is developing projects with some partners. These areas are likely to be important elements of the strategy in the future, but are not developed to agree specific actions at present. SPA has the following key objectives and aspirations.

- To lead and co-ordinate consultation and feedback of results and corresponding action across the county in order to increase the number of residents who feel that they can influence decisions in their local area.
- To work effectively with Surrey Police and other partners to implement initiatives and processes to prevent violent extremism.
- To lead initiatives within the southeast regional APA networks in order to reduce duplication of work and speak with a louder voice as a region.

## Community engagement

SPA is in a good position to lead countywide initiatives on community engagement. SPA aspires to contribute to the Local Area Agreement by leading and co-ordinating countywide consultation and feeding back the results and how these have been used. SPA is working with SSCPb and the Surrey Improvement Partnerships to spearhead this co-ordination.

## Preventing violent extremism

SPA is investigating its role in preventing violent extremism which will be inextricably linked with the local community and partner organisations. SPA will develop this work when guidance is issued from the Association of Police Authorities.

## APA policy networks

The APA has recently restructured the way that police authorities in the region work together. It has developed four policy networks along with the

APA Board. These networks offer the opportunity to collaborate, share work and speak with a louder voice. These networks are running their initial meetings and the benefits that authorities can expect are still developing.

### **Governance and review**

The Partnerships Policy Officer is responsible for the implementation of this strategy. It will be overseen by the Citizen Focus Panel who will receive updates twice a year. This is a three-year strategy which will be reviewed annually.

Increasing confidence and satisfaction in policing			
Objective	Action	Who	When
SPA will oversee Surrey Police's performance in neighbourhood management in order to ensure that it increases confidence and satisfaction with in local policing.	The Citizen Focus Panel to scrutinise the strategic direction of neighbourhood management (including budget, work with partners, successes and areas for improvement).	Citizen Focus Panel	Twice a year
	The Citizen Focus Panel to scrutinise levels of confidence and satisfaction across Surrey in order to ensure that Surrey Police are delivering a good quality of service.	Citizen Focus Panel	Each Panel meeting
	The Citizen Focus Panel to scrutinise levels of confidence and satisfaction across Surrey by key demographic group (e.g. by BME and non-white residents) in order to ensure that all communities are benefiting from neighbourhood management and that Surrey Police are delivering a good quality of service.	Citizen Focus Panel	Each Panel meeting
	The Citizen Focus Panel to scrutinise confidence and satisfaction broken down by smallest possible geographical area in order to highlight where neighbourhood management needs to improve public perceptions.	Citizen Focus Panel	Once a year from June 2009
	Members to provide dip checks for four neighbourhood panel meetings a year in order to provide quality assurance and look for good practice to share or areas for improvement.	All members	Four times a year

	Results of dip checks fed to Citizen Focus Panel in order to be scrutinised, to bench mark performance, check for trends and to help solve problems and share best practice before being fed to Surrey Police.	Partnerships Policy Officer	Twice a year
	SPA to develop a quarterly feature in its newsletter in order to highlight and share areas of good practice (including back office support) or importance in neighbourhood management.	Communications Officer	Quarterly
SPA will work with its partners in order to increase the percentage of residents who feel that they can influence decisions in their local area	Provide annual updates on the implementation of SPA's Community Engagement Strategy to the Citizen Focus Panel.	Partnerships Policy Officer / Communications Officer	Annually from June 2009
	Lead initiatives to co-ordinate consultation and feedback within SSCPb and Surrey Improvement Partnership in order to work with partners on joint projects and to help avoid duplication of work (project is in development).	Partnerships Policy Officer / Communications Officer	Ongoing
	Work with partners to run consultations with usually excluded groups on appropriate topics	Partnerships Policy Officer / Communications Officer	Twice annually
Monitor the outcomes and activities on outcomes of the Criminal Justice Board	Report sent to the Citizen Focus Panel	Citizen Focus Panel	Twice annually

Keeping the community safe from harm			
Objective	Action	Who	When
Work with partners to develop and implement Local Area Agreement targets	Oversee the development, agreement and implementation of the Local Area Agreement at Surrey Strategic Partnership	Chair of Surrey Police Authority	Every two months
	Oversee the co-ordination and implementation of the Safer Stronger Local Area Agreement targets on the Safer and Stronger Communities Partnership Board	Chief Executive	Every two months
	Monitor Surrey Police's performance against the Local Area Agreement targets	Citizen Focus Panel	Twice a year from June 2009
Perform SPA's statutory duties in Crime and Disorder Reduction Partnerships (CDRPs) in order to ensure that they work effectively and to align community safety priorities across the county.	A member is assigned to each of the local CDRPs	Chair of Surrey Police Authority	June 2009 onwards
	All members on CDRPs to implement all action points listed in the SPA CDRP Guidance for Members	All members on CDRPs	August 2009 onwards
	All members on CDRPs to feed back CDRP activity to Partnerships Policy Officer	All members on CDRPs	June 2009 onwards
	Citizen Focus Panel to monitor the work of CDRPs and identify areas of joint working and share practice	Partnerships Policy Officer	June 2009 onwards
	Emerging priorities from CDRPs to be integrated into	Partnerships Policy	January

	the Local Policing Plan process.	Officer	2010 onwards
SPA to work with partners in order to safeguard the wellbeing of vulnerable people.	Implement national guidance on 'Every Child Matters' at Surrey Police Authority	Partnerships Policy Officer (overseen by the Citizen Focus Panel)	Twice a year from April 2009 onwards
	Oversee Surrey Police's performance against 'Every Child Matters'	Citizen Focus Panel	Twice a year from April 2009 onwards
	Nominate a Lead Member to oversee safeguarding vulnerable people	Chairman	June 2009
	Work with Surrey Police to develop member guidance on Surrey Police and Surrey Police Authority's role in overseeing the safeguarding of vulnerable people.	Partnerships Policy Officer	September 2009
Maintain a working Independent Custody Visitor Scheme that helps to ensure that detainees receive their rights in custody	Maintain four working panels	Independent Custody Visitor Scheme Manager	Ongoing
	ICVs to conduct 52 visits to each custody suite	Independent Custody Visitor Scheme Manager	Annually
	Report sent to Citizen Focus Panel outlining performance of the scheme.	Independent Custody Visitor Scheme Manager	Twice annually
Work with Surrey Police and partner organisations to ensure that the	Receive report to oversee implementation of the APA	Citizen Focus Panel	Twice

'preventing violent extremism' agenda is successfully implemented in Surrey.	guidance on preventing violent extremism.		annually
Work with partners in order to successfully reduce cross border crime and enhance capability in protective services.	Participate in the programme board overseeing south east collaboration.	Controlling Crime Panel	Quarterly
	Update reports to be sent to the Controlling Crime Panel	Controlling Crime Panel	Every six months
<b>Making the most out of our resources</b>			
<b>Objective</b>	<b>Action</b>	<b>Who</b>	<b>When</b>
Work with other police authorities in the south east region in order to share resources and to promote a south east perspective on national issues.	Attend and contribute to the four policy boards and APA Board in order to find opportunities to collaborate, share work and speak with a regional voice.	Policy officers	Ongoing
Subscribe to Surrey Compact in order to find ways of working in partnership with key stakeholders and network with local organisations.	Conduct an audit of SPA ways of working within Surrey Compact, implement action plan to improve work where appropriate.	Partnership Policy Officer	September 2009
Data sharing arrangements	Encourage partners to share important data such as survey and research results and information for CDRPs in order to avoid duplication and use resources effectively.	Partnership Policy Officer	Ongoing
Identify and support areas for collaboration	Work with the South East Collaboration Board to seek opportunities to collaborate on procurement projects and share back office services.	Chief Executive	Ongoing

Improving internal capacity			
Objective	Action	Who	When
SPA to understand what partnerships it is a member of and why it is a part of them.	SPA will conduct a basic mapping exercise of the partnerships it is involved with	Partnerships Policy Officer	December 2009
	SPA to outline what its objectives are for each partnership	Partnerships Policy Officer to lead	December 2009
	SPA will develop and implement criteria for the partnerships that it should take part in	Partnerships Policy Officer	March 2010
SPA to encourage good governance in the partnerships that it works in.	SPA will develop a basic guide to good governance for partnerships	Partnerships Policy Officer	March 2010
	SPA will share the guide with key partnerships and implement changes where possible and appropriate.	All members	July 2010
SPA are well informed about basic principles of good partnership working.	Training provided to members and staff who work in partnership.	Partnership Policy Officer	September 2009.

## Appendix A – SPA’s current partnership working

### Surrey Police

SPA’s responsibilities in relation to Surrey Police are often misunderstood by partners. SPA is an independent body whose job it is to help to ensure that Surrey Police are effective and efficient and meet the needs of the community. This role brings different partnership arrangements.

In some cases, SPA will work with Surrey Police to ensure that partnership arrangements best meet the needs of the local community. For example, when deciding on Local Area Agreement targets, SPA worked with Surrey Police as a partner to choose the right local targets. In contrast, SPA also has the role of overseeing Surrey Police’s performance in partnerships. For example, SPA’s role in Crime and Disorder Reduction Partnerships (CDRPs) is to oversee and audit the performance of Surrey Police in the local area in addition to its role over the county.

The relationship is complex and, in reality, SPA will have the dual role of both overseeing and working with Surrey Police in most partnerships.

SPA navigates this relationship by ensuring that joint projects are effectively scrutinised by SPA Committees, for example the Citizen Focus Panel, who will ensure that these partnerships bring the best outcomes for local people.

### Surrey Strategic Partnership, the Local Area Agreement and the Sustainable Community Strategy

Surrey Strategic Partnership (SSP) is the local strategic partnership for Surrey. SSP brings together many local organisations including the county council and local councils, the Primary Care Trust, Surrey Police and community and voluntary sector organisations. SSP work together to deliver the vision for Surrey, thereby meeting the needs of the area. SSP are responsible for the Sustainable Community Strategy and the Local Area Agreement.

SSP has a Leadership Group whose purpose is to uphold the vision for Surrey, to agree strategic priorities and to secure the buy-in of partner organisations. SPA’s Chairman sits on this group. SSP is then divided into thematic partnerships including one entitled ‘safer and stronger communities’ whose purpose is to develop and deliver thematic strategies and programmes. SPA’s Chief Executive sits on the Safer and Stronger Communities Projects Board. SPA and Surrey Police are key members of this partnership and work together with the other partners to agree and deliver the relevant targets in the Local Area Agreement by implementing the Sustainable Community Strategy.

Surrey Strategic Partnership is the key partnership with other public sector organisations at the countywide level.

## Crime and Disorder Reduction Partnerships

Crime and Disorder Reduction Partnerships (CDRPs) are partnerships between the Police, Police Authorities, Local Authorities, Fire and Rescue Authorities and Primary Care Trusts at a borough / district level. The purpose of these partnerships is to ensure that all of these agencies work collectively to tackle local crime, disorder and substance misuse. The partnership arrangement acknowledged that no one organisation could achieve this alone.

CDRPs perform their duties by auditing the type and level of crime in their area; by consulting with the public on their views of crime and by developing a strategy and action plan to combat problems. CDRPs must balance the views and priorities of the public with other crime (e.g. serious organised crime) which the public may not be aware of.

There are 11 CDRPs in Surrey; a SPA member is attached to each of these partnerships. The members take part in local audits and events as well as working with and overseeing the Police members. Members are also responsible for disseminating information between SPA and the CDRPs to inform SPA's Local Policing Plan and the CDRP's strategic assessments.

CDRPs are the key partnership with other public sector organisations at the local level.

## Neighbourhood Management

Surrey Police has successfully implemented Neighbourhood Policing. This new approach has meant that Surrey Police have a visible presence in communities via neighbourhood policing teams. It has also led to a style of policing where police, partners and the public work together to solve crime and anti-social behaviour and build confidence in the community.

Neighbourhood Management will develop this project further. It seeks to help local services to improve local outcomes, but improving and joining up local services, and making them responsible to local needs. SPA played a crucial leadership role in implementing neighbourhood policing and scrutinising its success. It must continue to provide leadership as neighbourhood management progresses.

## APA Regional Committees

The Association of Police Authorities (APA) is the national umbrella organisation for police authorities.

SPA works closely with the APA and inputs into national consultation and attends national conferences and regular APA council meetings. The APA has recently moved to a regional structure for police issues. Surrey leads for the south east region on Business and Corporate issues, consulting with the other south east police authorities on issues in this area and representing a

south east view at APA Business and Corporate Policy Group. SPA inputs into the other three policy areas represented by the other police authorities in the south east.

SPA also works in partnership with other south east police authorities and forces, particularly on collaboration projects.

### Surrey Compact

Surrey Compact is a commitment to continually improve relationships between public sector organisations, the voluntary and community sector, and organisations representing service users and carers. It has a framework and various codes of practice that members can adopt. SPA is a signatory to Surrey Compact and should develop its work over the life of this strategy.

### Voluntary Sector Organisations

SPA is fortunate to work a range of active voluntary and community groups, including Neighbourhood Watch and Crimestoppers. Members represent SPA at these meetings and look for joint work.

### Business community and other stakeholders

SPA has previously engaged with local businesses through the 'Friends of Surrey Police Authority' (FOSPA) scheme. This scheme has not been used for some time. SPA still consults with stakeholders and businesses through the stakeholder database that are consulted on local priorities annually.

### Surrey Police Authority's Volunteer Groups

SPA is responsible for the Independent Advisory Group (IAG). The IAG includes members of the public from the six equality strands (age, disability, gender, race, religion and belief and sexual orientation). It is consulted by both SPA and Surrey Police, representing the views of usually excluded groups and providing expert advice.

In addition to the partnerships list above, SPA collaborates with other bodies to achieve the best value for money for the people of Surrey. SPA drives collaboration with other police authorities and will continue to do so. Furthermore, it will work with partners when we it can avoid duplication and share resources, such as in consulting the public, and will work with partners to achieve aims such as improving the resilience of the community.