



Bedfordshire Police Authority
and
Bedfordshire Police:
Partnership Strategy 2010-2013

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Introduction: The importance of Partnership Working

Partnership work is seen to be at the heart of delivering an effective police service. The needs of the Public and its communities do not fit neatly within one agency's responsibility and partnership working offers the potential of a powerful approach to addressing issues that single agencies cannot resolve by themselves.

Multi-agency working offers huge dividends for crime reduction and has contributed to the significant overall reduction in crime since 1995. Partnership working has proved to be a key factor in the lasting progress that has been made in the fight against crime and the resultant increase in the feelings of safety experienced by communities is extremely important.

Against the backdrop of a challenging financial climate in the years ahead it is imperative that the Authority and the Force ensure the most efficient and effective use of its resources in order to eliminate unnecessary costs, raise productivity and maintain focus on the front-line delivery of a quality Policing Service for the communities of Bedfordshire.

Our Vision

Bedfordshire Police and Police Authority share a joint vision:

"To be an organisation that inspires trust and confidence, that listens, responds and meets the needs of individuals and communities."

OUR JOINT STRATEGIC PRIORITIES

- *To ensure people experience an accessible policing presence in their neighbourhoods and are able to influence the local policing service.*
- *To ensure that our services are viewed from the individual's perspective, and that our staff respond to our different communities' expectations, when dealing with crime and incidents.*
- *To ensure we have in place the right processes that identify the most serious threats to the public and the capacity and capability to respond appropriately to deal with the risks.*
- *To ensure we have in place the right workforce make-up and the right combination of skills, technology, equipment, people and flexibility to tackle our responsibilities as a Police Service.*
- *To ensure people see us working with partners both within Bedfordshire and Luton and with other Police Forces, making the best use of public money and improving services together.*
- *To ensure people see us using people, budgets and all other resources wisely to deliver a value for money service.*

The Outcomes We Seek

Our success in delivering our vision will be evidenced by four key outcomes, that:

- **People are safer;**
- **People feel safer;**
- **People are more satisfied with the service they receive from us;**
- **People have more confidence in us.**

This Partnership Strategy

The term partnership can encompass a wide range of collaborative arrangements. The Authority and Force have adopted the following Audit Commission definition of partnership working:

'Partnership as an agreement between two or more independent bodies to work collectively to achieve an objective.'

Purpose of the Partnership Strategy

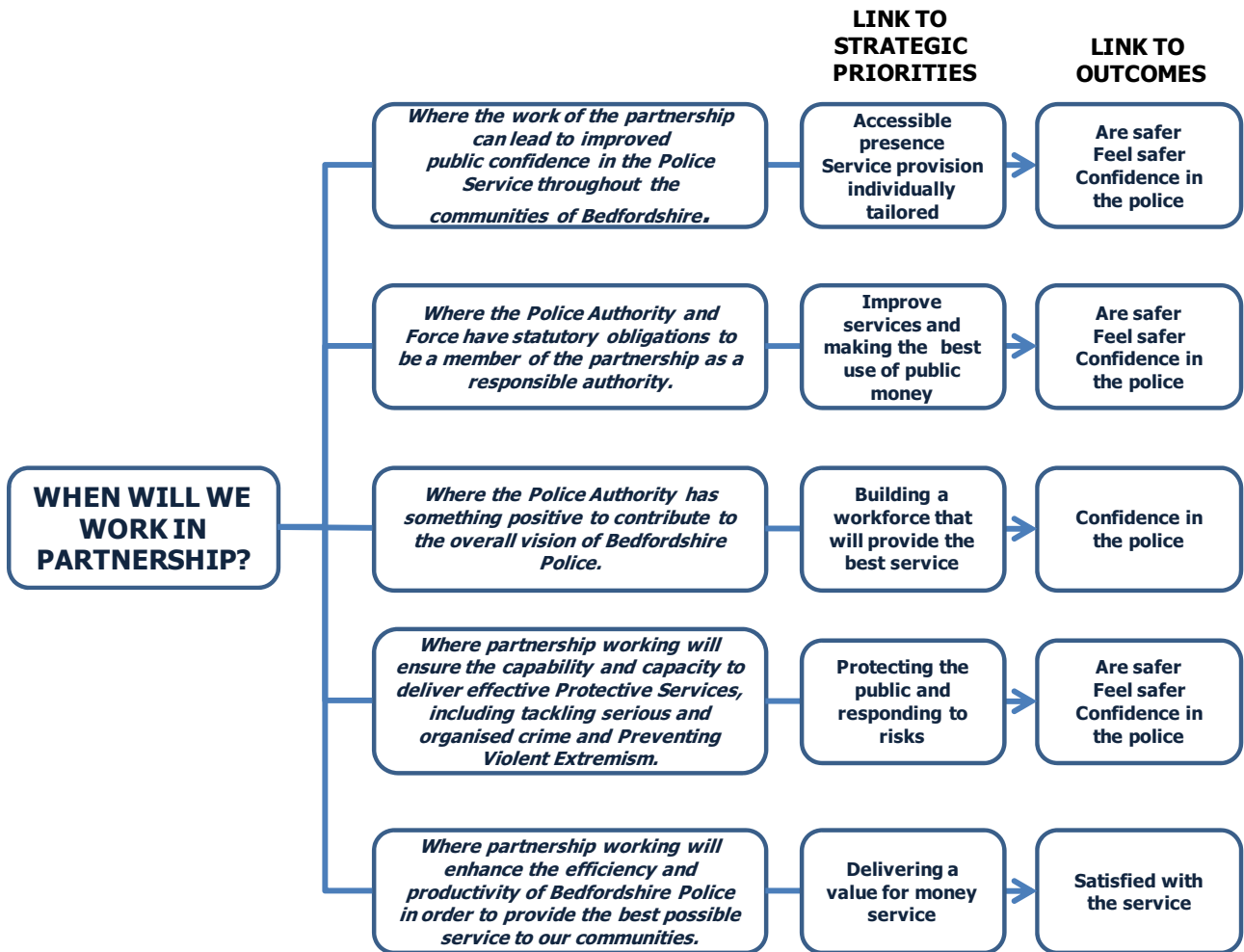
This partnership strategy aims to improve on the excellent work that is already taking place across the county within the Partnership arena. In particular the Authority and Force's partnership will look to focus on

- Understanding the benefits arising from partnership working to ensure value for money;
- Understanding the risks associated with partnership working and putting in controls to mitigate risk;
- Promoting good internal accountability and better external accountability
- Improving community safety by working with others and contributing to multi-agency arrangements
- Improving our efficiency by working collaboratively with others in ways that facilitate the provision of an excellent service to the public and the delivery of clear operational outcomes.

This will be done by:

- Developing a consistent but flexible approach to the establishment of, and support to, partnership work;
- Aligning the Force and Police Authority strategic planning process and performance management framework with a view to joint planning, funding and performance monitoring;
- Ensuring that appropriate governance arrangements and processes are in place to support partnerships and ensure compliance with Force and Police Authority decision making frameworks;
- Ensuring intelligence about, and lessons learned from, partnership work are shared across the Authority and Force;
- Maintaining effective communication between the Force and Police Authority and partners;
- Supporting those engaged in partnership through guidance and awareness;
- Monitoring the delivery of police and Authority partnership activity and ensuring the work is integrated into the Authority and Force business plan, budget processes and strategic plans.

Figure 1 When we will work in Partnership



Challenges

Confidently serving Individuals and Communities

Confidence continues to be the key measure of police effectiveness. To drive the Government's confidence agenda, all police services in England and Wales have signed up to a national Policing Pledge. The Pledge is about seeing and delivering things from the individual's viewpoint. We will work with Local Authorities and other partners to better understand and align our services to best meet the needs of both emerging and established diverse communities across Bedfordshire.

We will continue to work with local criminal justice partners to manage the small amount of persistent offenders who are responsible for a disproportionate amount of crimes. Working in Partnership we will seek to address the causes of crime, such as drug addiction, in order to remove the motivations leading to criminal behaviour.

Local criminal justice partners will be publishing the outcomes of certain cases that show offenders have been appropriately dealt with in order to raise confidence in the criminal justice system.

Serious and Organised Crime

Serious and Organised crime reaches into the heart of communities bringing with it a detrimental effect on peoples quality of life. Additionally an increase in acquisitive crime is fuelled by the existence of organised crime gangs. Working closely with our partners in Bedfordshire and other police forces in the region we will invest over the coming years to reduce the harm caused by serious and organised crime. Together we are working to make Bedfordshire the most hostile and difficult environment for organised criminals to operate in thereby making the county a safe place for communities to live and work.

Protecting Vulnerable People

The protection of vulnerable persons living within our communities is of paramount importance to Bedfordshire Police. The demands and expectations placed upon police forces have increased in the light of recent high profile cases and the need to work closely in partnership has never been greater. Investments being made over the next three years to strengthen our resilience and capacity to deal with areas of vulnerability will be complimented by effective and efficient partnership work.

Use of Resources

The public needs assurance that public money is spent wisely in partnerships and it should be confident that its quality of life will improve as a result of this form of working. The funding of partnerships can be complex. In addition to the cash allocations, significant in-kind contributions are made by the Force. These range from the time of senior officers working with partnership bodies, to the allocation of constables to various joint community safety initiatives throughout the County.

In many instances it is difficult to distinguish the boundary between partnership working and core business. The level of input can be quite fluid. A number of posts can be said to be dedicated to partnership working, there are also staff for whom the time spent can vary over time. For this reason it is not thought to be cost effective to attempt to quantify the in-kind contributions.

However, it is important for the Police Authority to consider how its finite resources can be best used to support partnership activity. For this reason the proposed cash allocations for 2010/11 and beyond (where possible) should be included in the Three Year Financial Strategy.

Reviewing Partnerships

We will encourage regular reviews of partnerships to establish what has been achieved. This will include reviews of actions not achieved and the resources invested in partnerships.

Where we are involved in any non-statutory partnerships an annual review will take place to assess the achievements against objectives.

Collaboration in a Partnership Setting

The Authority will continue with its programme of Police Force Collaboration to find efficiencies from support services and to build operational capacity and capability so improving the resilience and responsiveness of frontline services.

The Authority and Force are involved in a programme for regional collaboration. Any savings identified as part of the local and regional collaboration strategy will be included in the Police Authority's Three Year Efficiency and Productivity Strategy.

Risk Management

The assessment of risk is an integral part of the governance arrangements for the Authority and the Force. For partnerships, risk management needs to be carried out at two levels:

- To establish the arrangements each partnership has in place to assess and manage its own risks;
- To consider what risks arise in relation to involvement in each partnership.

Hallmarks of Effective Partnerships

The six hallmarks of effective partnerships are

- Empowered and Effective Leadership
- Visible and Constructive Accountability
- Intelligence-led Business Processes
- Effective and Responsive Delivery Structures
- Engaged Communities
- Appropriate Skills and Knowledge

Monitoring Progress

The progress with regard to achieving targets in relation to regional collaboration will be covered by the monitoring mechanism for the Efficiency and Productivity Strategy.

It is important that all Police Authority members and Force staff who represent Bedfordshire Police are cognisant of the hallmarks.

Governing Partnership Working

Police Authorities have a direct role in partnerships, as well as oversight of police partnership working. Bedfordshire Police Authority's Community Engagement Committee has responsibility for overseeing the partnership work of both the Force and the Authority itself, and receives quarterly progress reports. The Committee will have responsibility for monitoring the implementation of this joint partnership strategy through an accompanying action plan.

The introduction of Local Strategic Partnerships supported by Local Area Agreements has given public services shared targets that demand effective partnership working. Moreover, the Comprehensive Area Assessment and the single confidence target in policing have made organisations truly dependent on one another for measureable success.

Conclusion

This strategy is intended to demonstrate the continuing commitment of Bedfordshire Police Authority and Bedfordshire Police to working in partnership for the good of all the communities of Bedfordshire. We will achieve this by enhancing our approach to, and our management of, partnerships and this document sets out how we intend to achieve this.

If you would like to comment on or discuss any aspect of this Partnership Strategy, or just require further information, then in the first instance please contact:

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