

Police Service of Northern Ireland

Policy for Public Disclosure.

HQ Ref: CCF 52/08

PD 01/09

POLICY DIRECTIVE

PARTNERSHIP WORKING

1. POLICY IDENTIFICATION

POLICY TITLE: Partnership Working

POLICY OWNERSHIP:

DEPARTMENT	Criminal Justice
BRANCH	Community Safety, CJ2
AUTHOR	Chief Superintendent, Criminal Justice

POLICY APPROVED BY:

CCF REF/OTHER	CCF 52/08
DATE OF APPROVAL	16 June 2008

IMPLEMENTATION DATE: 12 February 2009

DATE OF ISSUE: 12 February 2009

REVIEW DATE: 13 February 2010

INDEX

SECTIONS 1- 6

Section	Subject	Page
1	Policy Identification Page	1
2	Policy Statements	3
3	Introduction	3
3(1)	Executive Summary	3
3(2)	Drivers for Change	3
3(3)	Aims	3
3(4)	Application	3
3(5)	Legal Basis	4
4	Implications of The Policy	4
4(1)	Financial	4
4(2)	Human Resources/Training	4
4(3)	Partnerships	4
4(4)	Internal Policy Links	4
4(5)	Risks	4
4(6)	Bureaucracy	5
4(7)	Estates	5
4(8)	Consultation	5
5	Human Rights/Equality/Integrity/Freedom of Information	5
6	Review	5

SECTION 7

Paragraph

Procedures and Guidance

1.	Introduction	6
2.	Definition of Partnership	6
3.	Partnership Arrangement	6-12

Appendices

Appendix 'A'	Evaluation Checklist: Is a Partnership Appropriate?	13-14
Appendix 'B'	Evaluation Checklist: How to Create a Partnership	15-16
Appendix 'C'	Checklist: Smart Objectives	17
Appendix 'D'	Partnership Agreement Guide	18
Appendix 'E'	Partnership Agreement Name	19
Appendix 'F'	Checklist: Performance Monitoring – Evaluating Progress: The Partnership Process	20-22
Appendix 'G'	Checklist: Performance Monitoring - Evaluating Progress: Operational Systems	23-24
Appendix 'H'	Checklist: Performance Monitoring – Evaluating Progress: Partnership Value	25
Appendix 'I'	PACT (Partners and Communities Together (PACT) Guide	26-27

2. POLICY STATEMENTS

- (1) The Chief Constable's statement of purpose, vision and values states the purpose of the Police Service of Northern Ireland is (PSNI) 'Making Northern Ireland Safer for Everyone Through Professional, Progressive Policing.' The Chief Constable's vision is 'A Service everyone can be proud of because it delivers policing at its best, we value honesty and openness; fairness and courtesy; partnerships, performance, professionalism; and respect for the rights of all.'
- (2) Assistant Chief Constable (ACC), Criminal Justice is the PSNI strategic lead for working in partnership, Chief Superintendent, Criminal Justice is the operational lead and single point of contact for partnership strategy and Policy implementation.
- (3) Superintendent, Community Safety in all Districts has lead responsibility for partnerships in their area. They will cause to be maintained a database of all partnerships in their area and will be responsible for implementation of this Policy to enable the monitoring of performance, evaluating progress and overall accountability. Records including checklists used will be maintained locally.
- (4) The PSNI Code of Ethics for the Police Service 2008 has been fully considered in the writing of this Policy. Articles 1 (Professional Duty), Article 3 (Privacy and Confidentiality), Article 6 (Equality), Article 7 (Integrity) and Article 10 (Duty of Supervisors) are considered particularly relevant in respect of this Policy.

3. INTRODUCTION

(1) Executive Summary

This Policy explains how the PSNI create, maintain, structure, manage and participate in partnerships. It provides a definition of partnership and guidance on managing risks within partnerships to complement current Service policy on risk management.

(2) Drivers for Change

- (a) The Policing Plan 2008-2011 incorporates the long term policing objectives of the Secretary of State, including "Be an effective partner in working with criminal justice agencies, other partners and the whole community."
- (b) This Policy flows from recommendations of the Best Value Review of Partnerships Report and from the related Post Implementation Review (2008).

(3) Aims

- (a) This Policy document outlines what the PSNI aims to achieve through working in partnership with statutory, non statutory, voluntary, public and private sectors, community groups and individuals at every level. Essentially this Policy will complement the other policing with the community principles of Service delivery, Engagement, Problem Solving, Empowerment and Accountability.
- (b) The overarching aim of this Policy is to improve and enhance the effectiveness and efficiency of current partnerships and to provide direction, guidance and instruction for the creation of future partnerships.

(4) Application

The Policy is aimed at all police officers and police staff.

(5) Legal Basis

- (a) Human Rights Act 1998;
- (b) The Police (Northern Ireland) Act 2000 (The Police (NI) Act 2003);
- (c) The Northern Ireland Act 1998 (Ref Section 75);
- (d) The Report of the Independent Commission on Policing for Northern Ireland (The Patten Report);
- (e) The Freedom of Information Act 2000.

4. IMPLICATIONS OF THE POLICY

- (1) **Financial** – Current financial regulations will apply to this Policy, as will current instructions pertaining to sponsorship. Propriety and corporate governance as is applied to the Policing with the Community fund will equally apply to this Policy as an example of good practice. The PSNI as a Service will also on occasion have to hold other partners to account for the Financial Management of Partnerships it is involved in. Funding need not necessarily have to be borne in its entirety by the PSNI but could be part of the partnership arrangements.
- (2) **Human Resources/Training** – This Policy should complement training provided to Neighbourhood Officers and the Leadership Development Programmes (LDPs). The principles of this Policy should be a key component in all aspects of police officers' and police staff training. Joint training is to be encouraged with partners, as should knowledge sharing as recommended in the Human Rights Programme of Action 2007 - 2008.
- (3) **Partnerships** – many meaningful partnerships already exist both at strategic and operational level, such as Drugs and Alcohol, Road Safety, Anti-Social Behaviour, District Policing Partnerships (DPPs), and Neighbourhood Watch Northern Ireland (NI). Whilst there are examples of 'Service Level Agreements' (SLAs) with a number of partners, the current lack of any statutory obligation in respect of partnership working arrangements means that many are purely voluntary (there is currently no equivalent NI legislation to the Crime and Disorder Act 1998, which promotes the concept of partnership to reduce crime and disorder, and places statutory obligations on all local authorities, the police and other agencies to work in partnership to prepare and implement a community safety strategy).

(4) Internal Policy Links

- (a) Policy Directive 02/04 – Financial Regulations;
- (b) Policy Directive 03/04 – Freedom of Information Policy;
- (c) Policy Directive 05/04 – Risk Management Policy;
- (d) Policy Directive 09/05 – National Intelligence Model (NIM);
- (e) Policy Directive 08/06 – Reassurance Policy.

The above Policies all have an influence in the effective participation in partnerships.

- (5) **Risks** – any risks to the Service emanating from partnership working can be mitigated if this Policy is correctly implemented. Proper structures with clear aims and objectives resulting in signed agreements from other partners will both help manage and share any risk with the aim of negating it altogether. The accountability provided within the Policy will minimise the likelihood of any wrongdoing. If the Policy is not implemented the organisation may be vulnerable and open to criticism in this regard.

(6) **Bureaucracy** – one of the underlying aims of the Policy is to enable better understanding of partnership working and what alternatives exist. It also provides guidance as to how to leave partnerships which serve no purpose or which have achieved their aim. The Policy therefore aims to ease the burden on frontline police officers, not add to it. The Anti-bureaucracy checklist has been fully considered and complied with.

(7) **Estates** – No negative impact is identified.

(8) Consultation

- (a) Chief Officers Group;
- (b) Chief Superintendent, Criminal Justice;
- (c) Superintendent Policing with the Community;
- (d) Superintendent Community Safety;
- (e) Superintendents' Community Safety (all Districts);
- (f) Superintendents' Association;
- (g) Police Federation for Northern Ireland; (PFNI)
- (h) Equality and Diversity Unit;
- (i) Human Rights Adviser.

5. HUMAN RIGHTS/EQUALITY/INTEGRITY/FREEDOM OF INFORMATION

- (1) Consideration should be given to the engagement of the following individuals' rights:
 - (a) Article 9 - Freedom of Thought, Conscience and Religion in respect of public and private meetings and exchange of information;
 - (b) Article 10 - Freedom of Expression, in respect of private and public meetings;
 - (c) Article 11 - Freedom of Assembly and Association, in respect of public and private meetings and exchange of information;
 - (d) Any engagement would be justified and proportionate and respects the overall aim to improve and enhance partnership arrangements.
- (2) This Policy is deemed to be Human Rights compliant; it has been screened for Section 75 considerations and meets Integrity standards. This Policy is suitable for disclosure in accordance with the Freedom of Information Act 2000.
- (3) Sections 1-7 of this Policy will be publicly available on the PSNI website.

6. REVIEW

- (1) ACC, Criminal Justice is responsible for reviewing the contents of this Policy on an annual basis.
- (2) This Policy was approved by the Chief Constable's Forum on 16th June 2008.
- (3) Feedback on this Policy should be forwarded to ACC, Criminal Justice; review may also be prompted by challenge or change in legislation.

SECTION 7

PROCEDURES AND GUIDANCE

1. INTRODUCTION

- (1) This Policy outlines procedures for the delivery of effective partnerships with the community.
- (2) It is important to stress that there is no 'one size fits all' approach to creating partnerships; however the following procedure outlines actions to be taken to deliver effective and meaningful partnerships.
- (3) At the outset it is critically important to understand the true meaning of 'partnership'. This Policy will, in clear and simple language, provide a definition of partnership.

2. DEFINITION OF PARTNERSHIP

- (1) There are numerous definitions for partnership commonly used or quoted within documents already in existence within the Police Service.
- (2) For the purposes of this Policy Directive 'Partnership' will be defined as:

"A process in which representatives of two or more organisations, agencies or groups work together to achieve common aims, objectives and goals in a spirit of co-operation and collaboration and in such a way that they achieve a sharing of skills, resources and joint planning to arrive at more effective outcomes than by working independently."
- (3) Ideally a written agreement should be in place clearly outlining the purpose, roles and responsibilities and contribution of all the partners involved. (Appendix 'D').

3. PARTNERSHIP ARRANGEMENTS

The following paragraphs provide guidance and procedures to be followed when entering into partnership arrangements:

(1) Why work in Partnership?

- (a) To meet a statutory requirement. Increasingly the government has imposed statutory duties on local agencies; the Crime and Disorder Act 1998, which only applies to England and Wales, and the Local Government in Scotland Act 2003, require partnerships to be formed to help reduce crime and disorder and promote partnership working through community planning. Northern Ireland should see "Community Planning" legislation in 2009, which will require all public sector bodies to consult and prepare an overall plan for the provision of public services. The PSNI will be a key stakeholder and therefore to achieve the aforementioned objective it is likely that many partnerships will have to be formed with other bodies;
- (b) To tackle complex problems: Many issues facing the Police Service cross-traditional organisational boundaries. These can often be tackled more effectively by a multi agency approach;
- (c) To ensure a co-ordinated approach: Well-planned partnerships can improve the quality and co-ordination of services. Joint planning should lead to more effective deployment of resources. Productivity can increase as aggregated resources are focused on key priorities, identified through shared information and meaningful consultation;

- (d) To gain access to skills of others: Almost every organisation can benefit from the pooling of resources and skills. This may be in the form of personnel, finance and training provision;
- (e) To reach a wider audience including hard to reach groups: Being part of a meaningful partnership will allow PSNI to collaborate with other groups which heretofore would not be amenable to working with the Police service.
- (f) To improve service delivery: the proper identification of local community needs is essential to the delivery of a professional, community-based policing service; partnerships can improve the ability to identify such needs and therefore plan effectively for the future;
- (g) To enhance accountability: A natural consequence of the Police Service working effectively in partnership is to enhance accountability. Problems and issues are identified together, as are the solutions designed to resolve the situation.

See Evaluation Checklist – Is Partnership Appropriate? (Appendix 'A').

(2) How to create a Partnership

- (a) Consider using the National Intelligence Model (NIM) - a business process that provides a focused way of dealing with issues across the range of policing activity and can be used effectively to help identify the need to create a partnership. By undertaking a strategic assessment issues and priorities can be identified;
- (b) Start with the basics; clarify your own goals in forming a partnership. What are you looking for – and what are you offering? What is it you are trying to achieve?
- (c) Find out what is already happening regarding the issues you are concerned with; a “who’s who” check will help identify likely partners, and time spent getting to know potential partners will be time well spent;
- (d) Consider a SWOT analysis, what are the strengths, weaknesses, opportunities and threats. Draw up a summary to decide how to build on your strengths, do something about your weaknesses, make the most of the opportunities and avoid or eliminate the threats. This approach can be applied to prospective partners and is best done in collaboration with them perhaps in an informal and open workshop;
- (e) Think about partnership as a process of forming relationships to do things, not just a structure;
- (f) Getting the right mix is important. Is the membership likely to be the most senior people in the partner organisations ie to generate commitment and ensure involvement or at a more operational level involving people who really get things done? Whichever blend is chosen, endeavour to get the right balance. The mix is as important as getting the ‘right people’. Equally important is the addressing of equality issues ie does the partnership have a gender and ethnicity mix etc? Section 75 Northern Ireland Act equality considerations must be considered.

- (g) The mnemonic **SCOPE** can be used as a way of summarising criteria for choosing a structure:

S = Sustainability: will the initiative be able to keep going long enough to do the job;

C = Clarity: is it evident to all just who is doing what and why;

O = Ownership: will any new arrangements command the support of communities, local organisations and the agencies;

P = Purpose: is that clear, and does it have general support;

E = Effectiveness: will the new arrangement get the job done.

See Evaluation checklist: How to create a Partnership (Appendix 'B').

(3) Levels of Partnerships

Historically Police have been involved in partnerships at three levels:

- (a) **Strategic Managerial:** Normally centrally resourced by the appropriate Headquarters department/branch, who represent the Police Service on that particular policy issue. The relevant department/branch will represent the interests of the Police Service as a whole, in respect of developing and formalising appropriate partnership agreements at this strategic level;
- (b) **Local Managerial: District Command management level** - involves District Commander or appropriate representative. Community Safety strategic/operational partnerships representing a local District Council area will operate at this level. However a range of other partnerships at this local strategic level may also exist;
- (c) **Local Operational:** This will encompass a wide spectrum of activities ranging from Neighbourhood officers to middle management. The hallmark of partnerships at this level will be operational activity, and problem solving at ground level;
- (d) The level of partnership will be dictated by the nature and complexity of the issue, if it is service wide or more localised. Each level of partnership has the ability to feed each other and should be designed to do so.

(4) Participation in Partnership

- (a) It is important to be clear from the outset that a partnership approach is the best option for issue(s) you are addressing. Examine why, how and what level participation should be;
- (b) Choosing the right person to represent the organisation is necessary to project the correct level of knowledge and understanding and to have the ability to share decision-making;
- (c) Has the chosen representative got the time to attend meetings (which may be frequent particularly at the early stages) and may fall outside normal working hours?
- (d) Has this person the necessary skill base to participate and communicate effectively and perhaps chair meetings?
- (e) Finally consider sustainability and succession planning, as there will inevitably be changes in personnel. This is particularly important at the Strategic level.

(5) Lifecycle and Closure

Many existing partnerships do not have a clearly defined lifecycle or for that matter an end date. The danger in not considering such matters is that a partnership may 'drift on' and become not much more than a 'get together' or 'talking shop' within which not very much is achieved. Therefore when considering the reason for partnership and the complexity of the problem or issue also think about how long your objectives will take to achieve and how the partnership is brought to a close. Such considerations should be discussed with partners openly to avoid any misunderstanding.

(6) What Makes a Successful Partnership?

- (a) Agreement that a partnership is necessary;
- (b) Build relationships, trust and respect, commitment essential;
- (c) Develop a shared vision, clear roles and responsibilities;
- (d) Good communication strategy and information sharing;
- (e) Having clear agreed aims, objectives and targets;
- (f) Inclusiveness, selection, delegation and termination (S.75 considerations);
- (g) Collaborative decision-making, committed to achieving consensus;
- (h) Effective organisational management to include performance monitoring and evaluation methods;
- (i) Investment of time and resources, funding strategy;
- (j) Clarity about who does what and when with closure agreement.

(7) What Can Lead to Failure?

- (a) Poor planning, options not considered;
- (b) Lack of clear purpose;
- (c) Unrealistic goals and objectives;
- (d) Differences of philosophy and ways of working;
- (e) Lack of or poor communication;
- (f) One partner manipulates or dominates;
- (g) Hidden agendas;
- (h) Key interests missing, not inclusive;
- (i) Unequal and unacceptable balance of power;
- (j) Financial and time commitments outweigh the potential benefits.

(8) Managing risks

- (a) There are many risks to be considered and therefore there needs to be a strategy in place. Police participants will comply with current Service Policy Directive 05/04 - Risk Management Policy;

- (b) Risk assessments may well be required depending on the nature of the partnership and should if appropriate be embedded within the police participants Risk Register at the appropriate level;

(9) Monitoring performance

- (a) Levels of performance need to be negotiated at the outset both inwardly and outwardly with other partners. Use of SMART Action plans for objectives should be agreed. There should be an agreed framework to monitor and measure progress against the previously agreed aims, objectives and targets. Be clear about what is being measured, how and why. See Appendix 'C' SMART Checklist.
- (b) Police representatives must be mindful of local and annual policing plan targets specifically where partnerships can add value and improve outcomes;
- (c) Equally it must be recognised that not all partners will have the same performance measurement regimes, and differing agendas are possible. Caution is needed to ensure that such different agendas are not being served to the detriment of the agreed aims;
- (d) Partnership agreements (Appendix 'D') can address these issues in detail. It is important that all partners are able to contribute to the content of such an agreement;
- (e) Review periods are critical to success; this can be at each meeting where time is set aside or at specific time periods in the life of the partnership but must always include an annual review. Review and evaluation allow for input from all partners to enable change and improvements to be made.

See performance monitoring checklists, which may assist in this regard (Appendices 'F', 'G' and 'H').

(10) Accountability

- (a) Accountability is closely linked to monitoring performance as outlined above. The PSNI will be held accountable for the service they deliver through the Annual Policing Plan and local District Policing plans;
- (b) The Northern Ireland Policing Board (NIPB) is responsible for making sure that the Police Service is effective, efficient and meets the needs of the Northern Ireland Community. It also is responsible for defining the policing priorities each year, in consultation with the local community. The Policing Plan recognises that partnership is an essential element in the delivery of policing and sets out clear objectives and targets for the PSNI. The Chief Constable is also accountable for the policing objectives set by the Secretary of State.
- (c) Within partnerships it is also important to hold other partners to account for their actions or lack of. Any partnership needs to know who is answerable to whom or whose permission is needed for someone to act.
- (d) Complete and accurate record keeping is critical and should reflect in detail, actions, assurances agreed, tasks allocated and decisions made. It is important to remember that minutes recorded can be discoverable via Freedom of Information (see also Partnership Agreement Guide - Appendix 'D'). PSNI Policy Directive 4/08 TRIM Management of Electronic Administrative Documents and Records also applies.
- (e) Financial accountability of partnerships must form part of the audit trail. Official accounts and records of all transactions must be kept and shared with partners and audited at least annually. This is relevant even if PSNI do not contribute financially to the partnership. (See Appendix 'G').

(11) Information sharing

- (a) Partners need to exchange information to have an effective relationship;
- (b) Expectations should be discussed and agreed at an early stage;
- (c) Police must take account of any Data Protection issues. In the main the majority of information to be shared will not be of a personal nature and therefore should not be problematic. The exchange of personal data must be strictly controlled and must be done in accordance with the principles of Data Protection, Human Rights and any other legal requirements such as the duty of confidentiality. This may cause a degree of concern however the obstacles are not insurmountable and should not prohibit sharing such information, provided it is legal, proportionate and necessary;
- (d) Sharing of Information kept for Policing purposes, this Policy Directive requires compliance by all Police representatives involved in partnerships;
- (e) Information Sharing Agreements (ISA) between the police and partner agencies should be used to ensure consistent and proportionate sharing;
- (f) Article 3 PSNI Code of Ethics 2008 addresses Privacy and Confidentiality must be complied with by all police officers representing the service in partnerships.

(12) Alternatives to partnership

A partnership approach may not be the best method to resolve the issues or problems you are addressing. Similarly potential partners may not have the appetite or ability to participate meaningfully in a partnership with you, however may still wish to be involved in some way. Alternatives may include:

- (a) Consultative arrangements where a single agency retains responsibility for decisions and actions;
- (b) Networks of personal or professional relationships that do not have to involve organisational commitment may suit, however such an approach brings with it its own risks.
- (c) A Community Forum is useful for discussion of issues of concern and stimulating contacts and networking if regular meetings are held however such an alternative does not necessarily produce action;

Partners and Community Together (PACT) has been a successful approach. PACT guidance to Neighbourhood Policing is attached at Appendix 'I'.

(13) Conclusion

- (a) Remember partnership working may not suit every circumstance. Much will depend on the scale, complexity and nature of the subject matter;
- (b) In the absence of legislation the Police Service can only expect voluntary participation. Potential partners must be willing and able to collaborate and contribute in a meaningful and tangible way;
- (c) The procedures and guidance provided together with the appendices will assist the decision-making process. Not every tool provided will suit all partnerships but should provide a foundation to build upon.

(d) Using the Checklists:

- (i) Appendices 'A', 'B' and 'C' can be used to ascertain if a partnership approach is appropriate and provide guidance as to how to create a partnership. Such records should be held locally;
- (ii) Appendix 'D' provides guidance in establishing a written agreement. It can of course be adjusted to suit specific circumstances, the aim being to get consensus from all participants. Again a record of the agreement should be retained and signed off by partners;
- (iii) Appendices 'E', 'F' and 'G' can be used to evaluate progress. These should be living documents, which can be updated at regular intervals in the life of the partnership. An annual review should be undertaken which will assist in decision-making not least in respect of the lifecycle of the partnership.

EVALUATION CHECKLIST: IS PARTNERSHIP APPROPRIATE?

Possible Benefits include:				
Points to consider	Yes	No	Not Required	Comment on significance
Does it meet statutory requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Will it assist tackle complex problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Secure additional resources for the organisation or project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Improve your ability to identify needs and plan for the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Developing skills and capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Expanding the scale of your capacity to deliver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Improving the co-ordination and quality of service 'on the ground' – making them more joined up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Creating new ideas and services through collaborative thinking and doing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Making strategies and services more responsive to community/user experiences and views	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Improving long term sustainability of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
To reach a wider audience including hard to reach groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Potential to replicate success				
Possible Costs including Human and Financial:				
Points to consider	Yes	No	Not Required	Comments
Administration of meetings and decision-making processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The organisations input/investment into research strategy development or projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Consultation time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Joint Training with partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Funding including sponsorship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Possible Risks Include:				
Points to Consider	Yes	No	Not Required	Comments
Is the level of commitment clear from the outset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
You may lose some autonomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Some partners may not deliver on expected contribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Different values of partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Accountability of partners and the partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Different agendas from partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Partners policies may not always be compatible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Outcomes do not justify the time and resources invested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

EVALUATION CHECKLIST: HOW TO CREATE A PARTNERSHIP

The Basics				
Points to consider	Yes	No	Not Required	Comments
Is the purpose clear?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
What are you trying to achieve and what are you offering? Are the partners aware of your aims and objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Have you checked what is already happening regarding the issues you are concerned with?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Have you completed a 'who's who check to identify likely partners?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Consider a SWOT analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Endeavour to get the correct mix of people. Be inclusive in respect of equality and Section 75 considerations. Can you evidence this approach?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do the partners know each other, would an informal workshop help?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
A timescale is important to enable target setting within action plans. Is there agreement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are you and your partners clear about what is a success?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establishing Clear Roles				
Points to consider	Yes	No	Not Required	Comments
Has the roles and responsibilities of all partners should be clearly defined and agreed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there deemed to be a lead partner, if so is their role clearly defined and agreed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Are the financial arrangements quantified and accountability for budget management agreed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has responsibility for evaluation and review been defined and agreed in terms of content and timeline?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has the use of media, Press releases etc been considered?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has the partnership carried out a risk assessment for key projects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

The Appropriate Structure

Points to Consider	Yes	No	Not Required	Comments
Has the partnership should agreed a constitution or partnership agreement (see separate example)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Use the acronym SCOPE S ustainability C larity O wnership P urpose E ffectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has a Chairperson been established?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is there a meetings schedule in place with venues considered?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has the communications strategy including use of email been agreed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has a lifecycle for the partnership been agreed and understood by all partners?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

CHECKLIST: SMART OBJECTIVES

	Yes	No	Comments
S = Specific Objectives should specify what they want to achieve. What exactly are we going to do, with or for whom?	<input type="checkbox"/>	<input type="checkbox"/>	
M = You should be able to measure whether you are meeting your objectives or not. Ask yourself can WE measure it, is it measurable?	<input type="checkbox"/>	<input type="checkbox"/>	
A = Are the objectives you set, achievable and attainable? Can we get it done in the timeframe and within budget?	<input type="checkbox"/>	<input type="checkbox"/>	
R = Can you realistically achieve the objectives with the resources you have? Are they relevant and lead to the desired results?	<input type="checkbox"/>	<input type="checkbox"/>	
T = When do you want to achieve the objectives? When will we complete/accomplish the objective?	<input type="checkbox"/>	<input type="checkbox"/>	

PARTNERSHIP AGREEMENT GUIDE

1. Name of Partnership (agreed with all partners).
2. Membership (to include rules regarding selection, delegation and termination).
3. Identity of all partners involved (complete separate sheet with all details including contact details and email addresses).
4. The purpose of the agreement (why is an agreement necessary ie to avoid misunderstandings and to provide a common reference point for existing or new partners).
5. The period of the agreement (provide sensible timeframe consistent with aims and objectives, include review and evaluation timescales).
6. Aims, objectives and targets (be clear consider using SMART checklist).
7. Roles and responsibilities of all partners (ensure these are negotiated, clearly defined, agreed and capable of alteration/refinement).
8. Expectation of minimum service/contribution each partner will provide (this section should explain the nature of the service/contribution it should also explain what constitutes 'unacceptable' service).
9. Procedural instructions (this should address issues such as Chairmanship, meetings schedule and attendance, venue and decision-making procedure including voting arrangements).
10. Communications strategy (detail of how partners communicate with each other and with other stakeholders. Public relations, use of media and rules regarding any publications from the partnership. This section should also agree detail of information sharing taking in account Data Protection and Confidentiality issues and Freedom of Information).
11. Mechanisms for resolving conflicts (each organisations policy must be considered and agreement reached within the partnership as to how to deal with disputes and conflict ie will there be any sanctions if a partner breaches the agreement).
12. Funding arrangements (partnerships operational costs and funding for initiatives, sponsorship rules and accountability for financial management).
13. Exit strategy (preparations to end/review involvement, is written notice to terminate required, succession planning if representatives change).
14. Each member must sign the agreement with a record held by all partners. A police representative should seek appropriate legal advice and approval sought as required.

CHECKLIST: PERFORMANCE MONITORING
EVALUATING PROGRESS: THE PARTNERSHIP PROCESS

	Assessments and comments
<p>1. Purpose</p> <p>The partnership has a clear purpose, expressed in writing and agreed.</p> <p>Indicators:</p> <ul style="list-style-type: none"> (a) Clear vision/mission statement; (b) Activities of the partnership are clearly stated in action plan; (c) All partners understand purpose; (d) Objectives are realistic and achievable. 	
<p>2. Leadership</p> <p>The lead partner or main decision body of the partnership provides clear leadership.</p> <p>Indicators:</p> <ul style="list-style-type: none"> (a) Senior commitment to the partnership from within the core partners; (b) Partnership not afraid to make difficult decisions. 	
<p>3. Communications</p> <p>The partnership communicates well internally and externally to all stakeholders.</p> <p>Indicators:</p> <ul style="list-style-type: none"> (a) All partners are informed of key meetings and given necessary papers in advance; (b) Partners feel confident they know what is going on in partnership; (c) Appropriate use is made of media for press releases, appeals or to publicize key events or milestones. 	

<p>4. Decision-making</p> <p>The partnership makes well informed decisions without undue delays.</p> <p>Indicators:</p> <ul style="list-style-type: none"> (a) Decision-making is open and transparent with decisions recorded in writing; (b) Key decisions are based on research, monitoring data or well-informed experience. 	
<p>5. Participation</p> <p>All key stakeholders are involved in the partnership in an appropriate way, including community representatives</p> <p>Indicators:</p> <ul style="list-style-type: none"> (a) All involved have an appropriate role; (b) Representatives of partners are of an appropriate seniority; (c) The community is involved in decision-making or there is a strategy to involve at proper level; (d) The partnership operates a clear equality policy and is inclusive; (e) Human Rights Act 1998, Section 75The Northern Ireland Act 1998 fully considered. 	
<p>6. Human Resources</p> <p>Partners have the necessary knowledge, skill and confidence to make decisions and undertake key tasks.</p> <p>Indicators:</p> <ul style="list-style-type: none"> (a) Capacity building, training and sharing of information all addressed; (b) Succession planning fully considered and planned for; (c) New members are fully briefed and properly introduced to the partnership. 	

7. Organisational Cultures

Partner organisations provide the necessary support, flexibility and assistance to enable their representatives to participate fully in the partnership.

Indicators:

- (a) Partner organisations allow their representatives sufficient time and resources to fulfil their roles;
- (b) Decisions made by representatives are supported by their organisations

CHECKLIST: PERFORMANCE MONITORING

EVALUATING PROGRESS: OPERATIONAL SYSTEMS

	Assessment and Comments
<p>1. Management arrangements</p> <p>Effective management arrangements are in place and operating.</p> <p>Indicators:</p> <ul style="list-style-type: none"> (a) Have roles been defined ie secretarial support/minute taker; (b) Has a single manager been appointed? If so the role is clear to all; (c) Are venues appropriate to meet the needs of the meetings. 	
<p>2. Financial control systems</p> <p>Effective financial control systems are in place and operating</p> <p>Indicators:</p> <ul style="list-style-type: none"> (a) Expenditure is approved by the partners; (b) Clear audit trails for expenditure are available; (c) Arrangements are in place to audit accounts annually; (d) Policy Directive 02/07 - Financial Regulations are complied with by police representatives. 	

3. Monitoring systems

Effective monitoring systems are in place and operating

Indicators:

- (a) The requirements of all funders are being met; this may be the partners or sponsorship arrangements.
- (b) Clear definitions for outputs and milestones are provided.
- (c) Agreement reached with partners as to when and how monitoring takes place. Feedback is provided to decision-makers.

CHECKLIST: PERFORMANCE MONITORING
EVALUATING PROGRESS: PARTNERSHIP VALUE

	Assessment and Comments
<p>1. Consensus</p> <p>Partners usually make decisions by consensus and have agreed common aims and objectives. Any conflicts arising are resolved quickly.</p>	
<p>2. Innovation</p> <p>By working together, partners have been able to develop new services or approaches that would not otherwise have arisen.</p>	
<p>3. Efficiency</p> <p>Through the partnership resources are being used more efficiently by avoiding duplication.</p>	
<p>4. Profile</p> <p>The issue or problem being addressed by the partnership has a higher profile and is higher on the agenda than before the partnership work began.</p>	
<p>5. Co-ordinated approach</p> <p>By planning and working together partners have been able to improve the 'joining up' of services on the ground.</p>	
<p>6. Quality</p> <p>Improvements have been recognised in Service delivery</p>	

PACT (PARTNERS AND COMMUNITIES TOGETHER) GUIDE

1. WHAT IS PACT?

PACT stands for Partners and Communities Together. The PACT process is designed to focus on small geographic areas known as neighbourhoods. PACT is a neighbourhood focussed and neighbourhood owned approach which allows local people to identify to police officers and partners those issues which impact upon the quality of life on their doorstep.

2. THE PACT MEETINGS AND PACT PANEL

The PACT process includes PACT meetings and PACT panels. They are public meetings – open to everyone living or spending time in that particular neighbourhood. After the public PACT meeting, a PACT panel should allocate tasks and actions arising out of the identified priorities. Ideally a member of the public should chair the PACT meeting and PACT panel.

3. HOW SHOULD A PACT MEETING WORK?

- (1) The purpose and format of the meeting should be explained to attendees by the meeting Chair who sits on the PACT Panel.
- (2) Any issues arising from other consultation mechanisms (such as consultation postcards) should first be raised by a spokesperson on the PACT Panel – these issues should also be placed on the flip charts.
- (3) Attendees voice their issues.
- (4) They should be asked to provide as much detail as possible around.
- (5) The specific location(s) of the incidents.
- (6) Specific details enable it to be determined whether residents are referring to the same or different issues whilst it also ensures that the 'true' level of issues is ascertained. As each issue is raised, they are listed on flip charts, which are placed around the room.
- (7) As issues are raised, panel members **SHOULD NOT** attempt to respond by way of explanation or justification. Should an attendee raise an issue, which amounts to a complaint, it should be explained to the attendee that this will be dealt with after the meeting (this should be handled as per the normal Complaints Process).
- (8) Be aware of responsibilities under the Data Protection Act and never discuss matters relating to individuals in the open meeting.
- (9) All attendees should be offered the opportunity to have a say – the Chair should ensure that a minority of attendees do not dominate the session.
- (10) At the end of the meeting, attendees should all be given ONE post-it note for them to place on the flip chart against the issue, which they want to be tackled first.
- (11) Once all attendees have 'voted' with their post-it note, this marks the close of the meeting.
- (12) A summary of the result of the 'voting' should be provided to the audience by the Chair based on a visible assessment of numbers of post-it notes against issues.
- (13) It should be explained to attendees that the PACT Panel process will follow on from the public meeting. All decisions relating to action on priority issues (up to a maximum of three) will be made jointly by the PACT Panel members.

- (14) Explain that progress towards addressing the priority issues will be reported back at the next PACT Meeting.

4. PACT PANELS

- (1) The PACT Panel's role is key to prioritising issues raised through the PACT meetings and other community engagement activities, delivering action against these and feeding back to the community on the results of this action.
- (2) A PACT Panel is a group of representatives from a variety of agencies who attend the PACT meetings. The Panel meet after the public PACT meeting – the panel meetings should take place within the same week of the public meeting but, ideally, immediately afterwards.
- (3) The purpose of the PACT Panel is to agree a realistic and achievable course of action to address the priority issues identified by the community within an agreed timescale. This can include joint action or be organisation specific.
- (4) The PACT Panel can agree a maximum of three priorities after each meeting.
- (5) All communities have different needs and the composition of the panel may vary from area to area, it is anticipated that the core members of any PACT Panel will consist of some or all of the following:
 - (a) Local police officer;
 - (b) PCSO;
 - (c) Geographic Sergeant;
 - (d) Local council representatives;
 - (e) Elected councillors;
 - (f) NIPB/DPP/CPLC members;
 - (g) Local residents and other community representatives;
 - (h) Residents' association members;
 - (i) Faith group representatives;
 - (j) Representatives from education;
 - (k) Health Authority representatives;
 - (l) Local business representatives.
 - (m) Statutory representatives from Department of Environment (DOE), Department of Rural Development (DRD) etc.
- (6) It is recommended that a local Neighbourhood Policing Team (NPT) representative attends every meeting – this could be the neighbourhood officer or the local PCSO – the emphasis should be on the local neighbourhood officer taking the lead rather than the responsibility resting with supervisors.
- (7) The PACT Panel must respect the confidentiality of what is discussed, particularly in relation to individuals. To achieve this, a confidentiality declaration should be read out at the start of each PACT Panel meeting.
- (8) **The PACT structure provides a useful guide as to how community engagement could look at neighbourhood level and should be seen as a minimum expected standard of engagement.**