

NATIONAL SUPPORT FRAMEWORK DELIVERING SAFER AND CONFIDENT COMMUNITIES



Home Office

National Support Framework
Introduction



Introduction

Welcome to the National Support Framework. The publication of this edition coincides with the National CDRP/CSP Conference on 12th/13th May where the Prime Minister outlined his vision for a safer Britain. This support package for partnerships will assist delivery agencies working at the frontline to better identify and support those members of the public most affected by crime.

The National Support Framework for Partnerships

Crime and Disorder Reduction Partnerships (CDRPs) and Drug and Alcohol Action Teams (DAATs) in England and Community Safety Partnerships (CSPs) in Wales have made a significant contribution to reducing crime, anti social behaviour, the harms caused by drugs and alcohol, and the fear of crime.

Their role is to represent the public's interests and respond to their concerns. Government has devolved budgets, and reduced bureaucracy and targets, to free up partnerships to focus more on what matters to communities. Local agencies now have more tools and powers than ever before to tackle crime and anti social behaviour. This flexible and empowering approach is crucial to the challenges now facing us on crime and community safety: gaining the public's confidence that their priorities are being addressed locally and getting the best value from finite resources.

Tighter resources and new challenges will affect communities differently across the country. It is therefore vital that action is anchored in strong community engagement.

This publication marks the beginning of the Home Office's National Support Framework Programme for Crime and Disorder Reduction Partnerships, Drug and Alcohol Action Teams in England and Community Safety Partnerships in Wales.

The framework builds on the *Delivering Safer Communities* guidance and the support undertaken following the introduction of the regulations for partnerships in 2007. It is based upon the six 'Hallmarks' that characterise effective partnership working;

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

The National Support Framework is based on the principle that partnerships should be self-improving – they should seek to continuously improve their own performance, accessing appropriate support where needed. In order to meet this aspiration, partnerships should first understand their own support needs by applying a systematic self-assessment process to identify their strengths and weaknesses.

Support will also be available according to partnership need. It will be provided from a range of sources, including the Home Office, Government Offices/the Home Office Crime Team in Wales and the Regional Improvement and Efficiency Partnerships.

Some of the support – such as induction information for new partners – will be available to all partnerships. Other support – such as partnership diagnostic reviews – will be place-based, responding to specific issues and challenges. The support will take a range of forms, both direct and indirect and will include advice, guidance, information, toolkits, diagnostics, dissemination of best practice, mentoring, and peer-led support.

As it develops, the National Support Framework will set out how the Home Office is working with others across Government.

Empowered and Effective Leadership

The skills and understanding to move beyond leading single organisations to leading partnerships are central to achieving ever increasing gains within the community safety agenda. Leadership in this context also includes leading and championing agendas as well as leading across other partnerships. Effective leadership is not an end in itself however, but a means to delivering improved outcomes on the ground.

When this hallmark is being implemented effectively partnerships will demonstrate that they are:

- aspirational and ambitious, with a clear, shared vision which reflects and responds to the concerns of local people.
- willing to make difficult choices about resources and priorities;
- able to constructively challenge internally.
- working with flexibility, pace and purpose.
- consistent in their approach and partnership culture.
- holding one another to account. Well-led partnerships should encourage mutual accountability within and joint accountability beyond the partnership.
- applying, and committed to, a mutually developed constitution and rules of engagement . Effectively-led partnerships invest the time and effort necessary to build common understanding and develop a common language between members.
- showing rigorous compliance with Section 17 of the Crime and Disorder Act (1998) in business planning and resource allocation, informed by value-for-money considerations;
- strategically connected to other relevant partnerships – the Local Criminal Justice Board, Local Strategic Partnership and Children’s Trust/Strategic Partnership; and
- made up of senior representatives who are capable of making decisions and committing resources to shared objectives.

Support

In order to support the implementation of this hallmark, to date the Home Office has delivered the following:

- two leadership courses for a total of 48 community safety managers.
- provided tailored support, for example, executive committee development and/or executive coaching for key personnel;
- commissioned a literature review: 'Leadership of public sector partnerships for CDRPs'; and
- a Leadership Symposium for executive leaders.

Intelligence-led Business Processes

When this hallmark is being implemented effectively partnerships will demonstrate that they:

- have robust analysis of their local crime and disorder landscape, and are applying tailored evidence-based interventions based on a sound knowledge of 'what works', leading to improved performance;
- are working across all partners to make best use of available information under robust information-sharing protocols, and developing a shared understanding of the nature and extent of crime and disorder in the area.
- use this data to develop longer-term strategies to address the causes of crime as well as links to joint working with, and influence on, the strategies of other partnerships.
- are working to clearly defined and commonly agreed key indicators for performance and risk management;
- both use and feed into the analysis conducted by other local partnerships such as the Children's Strategic Assessment, Health and Social Care Assessment and the Sustainable Communities Strategy;
- are using collective, evidence based commissioning across agencies to provide both streamlined services and value for money.

Support

In order to support the implementation of this hallmark, the Home Office has recently delivered the following:

- an online Community Safety Information Sharing Systems Network aimed at improving data capture and storage, supporting NIM and problem-solving, and sharing effective practice. Members of this on-line community have access to support from the Jill Dando Institute and a regular e-newsletter.
- problem-solving training for 24 partnership analysts from priority partnerships.
- pump-priming funding for the appointment of dedicated partnership analysts following recommendations from Partnership Support Programmes.
- sponsored the annual Crime Mapping Conference for 250 crime analysts and data managers.

- Information sharing guidance, including sections on personalised information and on the role and management of analysts
- Report on the Government Office for the North East's ISCAN Project for wider dissemination.

Engaged Communities

The relationship between partnerships and the local people on whose behalf they are working is vital if the public are to feel confident that the police and partners are dealing effectively with the issues that matter to them the most.

When this hallmark is being implemented effectively partnerships will:

- have implemented a Partnership Community Engagement Strategy that is owned by all members.
- be ensuring that inherent within this strategic approach to engagement is an on-going system for engagement.
- have a comprehensive understanding of the demographic of the area – a full profile of who the communities are and projections of how they may change in the future;
- be achieving positive feedback from the Comprehensive Area Assessment process (in England), in particular in the area of how well local priorities express the communities' needs and aspirations, and address inequalities;
- be undertaking joint consultations across agencies.
- ensure that local people feel informed and empowered, and are signposted to how they can have more influence or engagement.
- show a clear audit trail, which will enable all communities to fully understand why the partnership has agreed their priorities, and what the intended outcomes from their strategy are.
- ensure meaningful involvement of the third sector as advocates and activists; and
- ensure that the Councillor Call for Action is used as an open forum and becomes a means to boost public confidence that police and local authorities are acting on crime and anti-social behaviour issues.

Support

In order to support the implementation of this hallmark, to date the Home Office has delivered the following:

- identified key elements or linked activities that should be undertaken to engage communities effectively.
- A number of action learning sets with CDRPs/CSPs to test community engagement. These will be formally evaluated. This will inform further development and advice, best practice and training in community engagement.
- specialist training opportunities for CDRP/CSP partners to support this hallmark.

Effective and Responsive Delivery Structures

Relationships are key to effective partnership working. However, these must be underpinned by delivery structures appropriate to local circumstances. These structures need to ensure that the partnership can deliver its strategic plan efficiently whilst being responsive to the changing needs to communities.

When this hallmark is being implemented effectively partnerships will demonstrate that they are:

- working within a delivery structure that reflects the needs of the local area. Within two-tier authorities this must reflect the strategic County Community Safety arrangements as well as those at the appropriate local level. This may include consideration being given to merging, or collaboration between partnerships to form appropriate local delivery arrangements.
- ensuring an appropriate level of representation. In order to retain its strategic focus the partnership should have representation from the most senior executives from the responsible authorities and elected members. Beyond this, in delivery groups it is important that there are clear lines of accountability and delegation to ensure that groups have the authority to make decisions appropriate to the task in hand.
- adhering to a clear escalation process to unblock problems that cannot be resolved at the delivery level;
- making effective and efficient use of partnership resources by removing duplication of roles and functions, placing the resources where they will have the greatest impact, and facilitating the use of resources at a neighbourhood level.
- demonstrating connectivity with other partnerships. The partnership should be able to articulate clearly where and how it communicates and works with other partnerships at both strategic and operational level. It should be able to demonstrate how agendas are jointly met yet duplication is avoided.
- ensuring that the focus remains on delivery of outcomes and not structure. The structure should be a means of supporting delivery and not an end in itself.
- showing evidence of structures flexing and changing to accommodate new/emerging priorities.

Support

In order to support the implementation of this hallmark, to date the Home Office has delivered the following:

- Facilitation and development for partnerships to devise an improved structure.
- In-depth case studies of up to six effective practice models applicable to different local contexts plus methods for partnerships to review their structures. This will incorporate specific guidance for two-tier areas.

Visible and Constructive Accountability

This is about ensuring that partnerships are visible and accountable for the decisions and actions that they take resulting in local people feeling more engaged with, and confident in, the decision-making processes and with the performance of public sector service providers.

When this hallmark is being implemented effectively partnerships will demonstrate that they are:

- accountable at each of three levels: to the local public, between partner organisations and to central government.
- ensuring particular clarity of accountability within two-tier authorities between districts and county levels.
- providing an audit trail of how agreements about decisions have been reached.
- working within the local authority overview and scrutiny process to flag up areas for improvement and hold staff to account.
- providing evidence and appropriate action following any crime and disorder Councillor Call for Action or recommendations from crime and disorder overview and scrutiny committees.

Support

In order to support the implementation of this hallmark, to date the Home Office has delivered the following:

- Publication of guidance to support the enactment of the Overview and Scrutiny regulations within the Police and Justice Act 2009.
- Regional roadshows to support the Councillor Call for Action and Overview and Scrutiny guidance.

Appropriate Skills and Knowledge

In order to ensure continuous improvement in crime reduction and community safety, partners and staff need to have the appropriate skills and knowledge.

When this hallmark is being implemented effectively partnerships will demonstrate that they:

- recognise community safety as a credible professional career pathway.
- ensure that staff have clearly defined roles and responsibilities, and that they are recruited, supported and developed in these roles;
- deliver value for money. The largest resource cost to most partnerships is staffing. It is therefore essential that community safety staff are equipped and able to perform their duties effectively so that the partnership as a whole receives maximum return on its investment for local people.

- demonstrate an understanding of the roles and functions of their partner agencies. When this is achieved it should produce more streamlined processes and avoid unnecessary duplication of functions and efforts.
- are knowledgeable about where to access support or skills for themselves or their partnership.
- able to identify the requirements of an effective partnership either through self-assessment or third-party assessment;

Support

In order to support the implementation of this hallmark, to date the Home Office has delivered the following:

- problem-solving training delivered by the Jill Dando Institute; and
- targeted input including problem solving, executive coaching, structure development and analytical support.
- support the Crime Reduction website
- continue to support the Problem Oriented Partnerships conference for 2009/10, strengthen the Home Office Effective Practice Database, and organise on-line chats
- continue to support the Government Offices in England and the Home Office Crime Team in Wales to meet the training requirements of their partnerships
- work with Skills for Justice towards accreditation awards for community safety

