

**HOME OFFICE SELF-ASSESSMENT FRAMEWORK FOR  
CRIME AND DISORDER REDUCTION PARTNERSHIPS  
AND DRUG ACTION TEAMS**

**GUIDANCE DOCUMENT**

**DECEMBER 2003  
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## **Chapter 1: Introduction to the self-assessment framework**

This guidance clarifies how partnerships should undertake self-assessment using the self-assessment framework for Crime and Disorder Reduction Partnerships (CDRPs) and Drug Action Teams (DATs). The framework has been developed by the Home Office and Crime Concern, with support from Lloyds TSB Foundation. It was developed with considerable practitioner input and has been refined following a pilot involving partnerships in the East Midlands region and feedback from introductory training delivered by Crime Concern during October and November 2003.

The guidance focuses on key elements of the self-assessment framework, describes the standards against which partnerships should assess their performance and explains how the framework should be used. It incorporates a self-assessment form for completion by partnerships with sections for rating achievement against the standards, recording evidence to support those ratings, and identifying improvement goals. It also incorporates a form for improvement planning. There is also a glossary of terms used throughout the guidance.

Other materials available to partnerships are as follows: the self-assessment form is available in word format at [www.crimereduction.gov.uk/selfassessment](http://www.crimereduction.gov.uk/selfassessment). Crime Concern has worked with the Crime Reduction Centre to produce a web-based distance learning package which will be available at the same website address from December 2003, together with frequently asked questions and answers on the self-assessment framework.

### **The aim of self-assessment**

Undergoing a self-assessment is a recognised method of identifying strengths and areas for improvement in organisations, businesses and public bodies. The main aim of self-assessment is to promote continuous improvement in both strategic and operational delivery through identifying gaps and areas that require improvement.

### **Application to CDRPs and DATs**

The self-assessment for CDRPs and DATs is a tool for assessing whether partnerships have the capacity, and are receiving the support they need, to deliver the Government's crime reduction and drugs agendas. This process of self-assessment provides an opportunity for partnerships to assess their structures, policies, activities and performance against agreed standards.

The self-assessment framework combines the previous self-assessment process for CDRPs and the previous DAT Standards. This combined self-assessment recognises that the key partnership performance factors are the same for both CDRPs and DATs and the fact that many CDRPs and DATs have now integrated/adopted closer working arrangements or are in the process of integrating or adopting closer working arrangements. Integrated/integrating partnerships should complete one self-assessment; other partnerships should complete separate self-assessments.

### **Links with existing assessment frameworks**

The self-assessment framework is not intended to duplicate existing assessment or review processes such as Best Value reviews, District audits or HMIC inspections. Where other consultation or research work has successfully identified strengths or areas for improvement, this work should not be repeated. Instead, the self-assessment form can be used to document previous work and draw together previous assessment findings. It is worth remembering that other assessments and reviews generally address the partnership working of one specific agency rather than the partnership itself and are therefore not as comprehensive as the self-assessment framework.

It is intended that, where appropriate, self-assessments by CDRPs and DATs should be used to help inform the self-assessment undertaken by partnerships' overarching Local Strategic Partnership performance management framework.

## **Chapter 2: Conducting a self-assessment**

### **Principles**

Self-assessment should be seen as a partnership process. The self-assessment should not be delegated to one member of a partnership, or indeed one partner agency, but should be jointly undertaken in order to provide a shared view of the partnership as a whole.

In practice, the partnership may decide to establish a sub-group to undertake the preparatory work, collate references to supporting evidence and to conduct a preliminary assessment of the partnership's working practices. However, the partnership as a whole (including those involved at both strategic and operational levels) should have an opportunity to discuss the self-assessment findings and to come to a shared view about the current position of the partnership, its achievements and where improvement is required. Ideally this should be done at a separate group meeting or a special steering group meeting. Discussion within a dedicated meeting remains the preferable approach. However, if it is not possible to convene such a meeting, members of the partnership's steering groups and chairs of operational, action or task groups should review the findings and comment on differences of view. These individual views should then be collated and a conclusion drawn as to the appropriate response.

### **Minimum standards of self-assessment**

As a minimum standard, partnerships should ensure that:

- consultation within the partnership takes place to ensure the self-assessment is a 'partnership response' and not merely the views of an individual or sub-group of the partnership;
- responsible authorities' views on the partnership's ratings are collated and considered;
- both strategic and operational views are taken into consideration;
- opportunities for resolution of differences of opinion are facilitated;
- group work of some kind is conducted wherever appropriate;
- the partnership's view of its performance against the standards is evidenced; and
- where no evidence is forthcoming to justify a stated position, that position is questioned as to its objectivity and value.

### **Practice**

To maintain the integrity of the self-assessment process, partnerships must ensure that they are as honest, accurate and objective as possible. Partnerships must decide what level of consultation is appropriate and what resources and time should be devoted to the self-assessment process. In general terms, the broader the consultation, the more accurate the self-assessment is likely to be and the greater the feeling of ownership of the results. This in turn will facilitate ongoing improvement planning following the self-assessment. However, excessive consultation and detailed research may not be necessary or justifiable in terms of resource allocation and time.

Individual partnerships can establish their own methods of completing the self-assessment based on localised consultation and decision-making processes. Several methods are suggested below which have been tested through the self-assessment pilot. They are not, however, intended to be prescriptive.

## **1. Self-assessment sub-group**

- A small sub-group of the main partnership, including representatives of three or four key agencies, is convened to review existing assessments or other relevant evidence for assessment against the standards.
- The sub-group addresses any gaps in previous work or assessment processes through an internal review of strategy, structure, policy or practice.
- This review could be conducted on an informal basis through discussions with key players in the partnership rather than any extensive formal procedure.
- The sub-group passes the completed form to the Steering or Management Group. This group then invites key operational personnel to a self-assessment seminar to review the findings of the sub-group and agree any changes required.

## **2. Self-assessment seminar**

- The Steering or Management Group invites a range of partnership members at operational level to a full-day self-assessment seminar.
- The self-assessment is used as the basis for group work to determine the partnership's view of its strengths and areas for improvement in relation to the standards. Possible methods of evidencing this view are put forward at the seminar.
- A sub-group or delegated individual then identifies and collates appropriate evidence.
- Evidence is brought back to a subsequent meeting for confirmation and partnership members endorse the form.
- Some partnerships may elect to utilise IT based systems for group work, including completion of self-assessment forms on lap-tops to ease collation of results. Other partnerships have chosen to use electronic 'voting' systems to measure partners' responses.

## **3. Self-assessment survey**

- Individual members of the Steering Group and chairs of operational groups are asked to complete the form, providing appropriate evidence of their views.
- These responses are then collated and discussed (possibly on an anonymous basis) and a shared agreement reached.
- The agreed responses are transcribed on to the self-assessment form and appropriate evidence sought and collated.
- Partnership members then review this form, discuss any disputed ratings, agree any necessary changes, and endorse the final version of the form.

## **External support for the self-assessment process**

The process should be seen as self-assessment and not assessment by an external organisation. Engaging an external organisation to undertake the assessment would limit the level of input from the partnership itself as well as reduce ownership of the findings. However, there are advantages in seeking external support for the process of self-assessment, for example, from regional Government Offices, including RDS teams.

## **Chapter 3: The self-assessment framework**

The self-assessment framework and form is based on the Excellence Model, a system widely used across Europe in the public, private and voluntary sectors to encourage continuous improvement. This model has been used to support organisational development for over 20 years and is endorsed and promoted by the European Foundation for Quality Management and the British Quality Foundation. The Cabinet Office supports the use of the Excellence Model throughout central and local government and the public sector generally.

The framework is, however, designed to be self-explanatory and requires no previous knowledge of the Excellence Model.

### **Standards**

The framework is divided into five self-explanatory themes: leadership, audit and strategies, people and partners, resources and process. The 20 standards within the framework are based on practical experience, reviews, national research and good practice as well as the previous DAT Standard. They are intended to encompass all major aspects of a partnership's working practices and to provide a framework within which partnerships can identify their areas of strength and success as well as areas of their work that require further development. Achievement of each of the standards is necessary for successful partnership working.

### **Prompts for standards**

Each of the 20 standards is supported by a series of prompts, intended to assist partnerships to rate their performance against the standards. The aim of the prompts is two-fold:

- they are intended to ensure clarity of the standard through providing indicative mechanisms for achieving the standard;
- they provide a series of good practice pointers which indicate potential steps towards establishing successful achievement of the standard.

It is not expected or recommended that partnerships provide a rating or answer to every guidance prompt – they should be seen as prompts to aid rating, not standards in themselves. The prompts are not intended to be a definitive list of activities/processes which a partnership must undertake in order to achieve a particular standard; there may be other, equally viable methods of achieving the standard. Not all prompts will necessarily apply to all partnerships. For example, partnerships functioning in areas of lower population and perhaps crime and drug use rates may not consider some of the prompts appropriate to the scale of operation in their area. The prompts are set out at Annex A of this guidance.

### **Assessing achievement**

CDRPs and DATs should assess their own working practices against each of the standards and rate themselves in one of four categories. These categories are:

- gap identified;
- working towards;
- some success; and
- doing well.

Clearly, these categories could be open to a certain amount of interpretation. To ensure consistency in approach to self-assessment the following guidelines should be followed when assessing levels of success.

**Gap identified:** the partnership feels that, at present, it is not achieving the standard and that there is therefore a gap in its current practice. Alternatively, the partnership has made only very limited progress towards achieving the standard.

**Working towards:** the partnership is not achieving the standard, has identified a gap in current practice and has developed responses or actions to address it. Partial achievement of the standard has been made, but substantial further work is required.

**Some success:** the partnership has achieved substantial progress against the standard.

**Doing well:** the partnership is delivering well on all aspects of the standard. There may remain some areas of development and refinement even where a partnership assesses itself as doing well against standards.

Experience of self-assessment in a variety of fields has shown that organisations undertaking self-assessments are as likely to understate the quality of their work as they are to overstate it. Partnerships should take care to be as balanced in their responses as possible.

## Evidence

Partnerships are required to provide evidence to support their assessment of their working practices. This should be recorded on the self-assessment form. Partnerships are not expected to detail the evidence itself on the self-assessment form. Instead, they should include references to work undertaken, previous assessments, reviews or reports that identified the level of success indicated in their chosen rating. Examples of supporting evidence include inspection and review documents such as Best Value reviews and District audits and HMIC inspections.

## Sources of evidence

Other sources of evidence could include the partnership's own formal documentation including audits, strategies, action plans, protocols, IT based performance management systems, development plans and annual reviews. Alternatively, the partnership may wish to draw on evidence such as specific references made in minutes or internal reports, the findings of surveys undertaken by the partnership or one of its partner agencies, performance monitoring returns, staff appraisal processes, training reviews and evaluations.

## Specificity of evidence

Where evidence is provided, it should be as specific as possible. For example, a Best Value review or District audit report is likely to be significantly broader than the self-assessment standards. Providing specific page and paragraph references within these documents will make the demonstration of success under individual standards a great deal easier. Similarly references to "meeting minutes" are not considered sufficiently specific; instead minutes of specific meetings should be referenced.

## Gaps in evidence

In some situations it may be difficult to provide evidence to support a partnership's assessment against a particular standard, for example some aspects of leadership describe an approach or style of leadership which may not be readily evidenced. It should, however, be possible to provide evidence of the impact of these aspects of leadership or to provide specific endorsements by partnership members.

In certain circumstances, a lack of evidence may be seen as indicating that a particular 'rating', whilst shared, is overly subjective rather than being based on fact. If this is the case, that rating should be reviewed.

## **Comments**

The self-assessment form provides space for the partnership to comment further on each standard rating or to explain its selection of improvement goals. Partnerships may also wish to provide further information on the partnership and its strengths and areas for improvement.

## **Improvement goals**

Also included on the self-assessment form is space for the identification of improvement goals relating to each standard where the partnership has identified a gap in its performance. The process of setting and prioritising improvement goals is an essential part of drawing up the partnership's subsequent improvement plan (see chapter 4).

## **Endorsements**

To ensure that the self-assessment is one shared by the partnership, a range of partner agency representatives are required to sign the form and to endorse its findings. These include the Chair of the partnership and representatives of the district and county councils, police, police authority, fire and rescue service and primary care trust. Partnerships may ask other representatives to endorse the form where appropriate.

## **Chapter 4: Improvement planning**

The primary purpose of undertaking self-assessment is to identify strengths and areas for improvement. The self-assessment leads to the identification of improvement goals which are then turned into actionable and deliverable outcomes for the improvement plan.

The process of negotiating and agreeing an improvement plan provides a structured way for all partners to agree which goals should be prioritised, the actions to be taken, responsibility for those actions and the timeframe. The improvement plan creates a system of monitoring, allowing for progress towards targets to be reviewed, and provides the basis for continuous improvement within the partnership.

### **From assessment to improvement**

The sequence of self-assessment and improvement planning is as follows:

- identify improvement goals;
- prioritise goals;
- breakdown goals into achievable actions;
- draft and implement the improvement plan;
- review the improvement plan.

### **Identifying improvement goals**

Improvement goals should be set for each standard where the partnership has identified a gap in its performance. Partnerships may also decide to set improvement goals which address areas of partnership working that the partnership believes will have an impact on the achievement of its targets.

### **Prioritising improvement goals**

Partnerships should, as a general rule, prioritise 4-6 areas for improvement. There are various methods of prioritising improvement goals, all of which are explained in more detail in the web-based learning package at [www.crimereduction.gov.uk/selfassessment](http://www.crimereduction.gov.uk/selfassessment):

- a prioritisation chart based on partnerships' ratings against the self-assessment standards;
- comparison of ease of implementing the improvement goals combined with the level of impact that action will have;
- assessment of the improvement goals against a number of key questions.

### **Identifying achievable actions**

The next step is to identify specific actions to achieve the chosen improvement goals. These should be negotiated and agreed with partners. Performance measures and milestones for delivery should also be set. Lead officers should be identified and systems of accountability put in place. The resource implications of these actions should be taken into account.

### **Drafting and implementing the improvement plan**

A suggested format for partnerships' improvement plans is at Annex C. This is not intended to be prescriptive and may be adapted to suit partnerships' own requirements.

## **Reviewing the implementation plan**

The improvement plan should be reviewed on a regular basis to ensure that action identified within it is taken forward.

## **Success factors for improvement**

- The commitment and support of all partnership members is needed to ensure that adequate resources are identified and that those responsible for delivering the actions identified in the improvement plan are held to account.
- Improvement plans cannot be developed in a void – they are the outcome of the self-assessment process and must be properly resourced.
- Partnerships should assess the impact that the improvement goals chosen will have on their partnership performance.
- Improvement plans should be reviewed on a regular basis so that progress may be assessed and any emerging difficulties addressed.
- Improvement plans should be realistic and recognise partnerships' local circumstances. Small, incremental improvements that can be achieved will be of more benefit than unrealistic and aspirational improvement goals which stand little chance of being successfully implemented.

## **The self-assessment standards and supporting prompts**

### **1. LEADERSHIP**

#### **1.1 The partnership is well led and supported and the leadership is responsive and proactive.**

- The leadership of the partnership is clearly identified and agreed
- There is a culture of participation and collaboration between partners
- The partnership has appointed a Chair and, if necessary, a Deputy, by agreed local procedures
- The partnership has appointed a Co-ordinator and, if justified and affordable, other partnership officers
- The Chair and the Steering or Management Group provide direction, motivation and support for sub-groups and officers of the partnership
- The Chair should ensure that the partnership recognises the value of diversity (reflecting the community it serves) in its membership and its delivery

#### **1.2 Partners have established the purpose, processes and structures for the delivery of the partnerships' aims and its targets.**

- The partnership has an agreed mission statement
- There is an agreed management structure which includes regularly timetabled partnership meetings
- Individuals in partnership groups understand their role and their agencies role and how it contributes to the delivery of the partnerships' aims and targets
- There is a coherent partnership structure with clear lines of responsibility from executive and management groups to task and work groups
- There is clarity and transparency in the way the partnership makes decisions

#### **1.3 Partnership members accept full accountability for their role in strategic partnership development and delivery.**

- Partners have ensured that a process for the development, deployment and updating of policy and strategy is developed and implemented
- Key partners and partnership opportunities have been identified and engaged in line with local crime and disorder and drugs strategies
- Partners are aware of and responsive to national priorities and changes in the national policy and practice framework
- Lines and systems of accountability for performance of groups and individuals is clear and accepted
- An improvement plan is in place and being delivered to ensure strategic improvements in partnership working

**1.4 The organisation of the partnership, which may include task and work groups, is established and reviewed on a regular basis by the leadership to ensure that it delivers the partnership strategies**

- The partnership holds regular review meetings to sanction new programmes and review progress in fulfilling its collective responsibility for delivering the partnership strategies
- Attendance at partnership review meetings includes senior local representatives of all agencies
- Partnership review meetings are effectively minuted
- A periodic management review of progress takes place at least every six months for consideration by the partnership review meeting

**1.5 The members of the partnership carry their knowledge, experience and influence to other partnerships, organisations and initiatives in which they are involved. The consequences of this can be seen in the inclusion of crime and drugs issues in key strategic plans**

- There are strong linkages with other local and regional partnerships and networks
- Members of appropriate seniority represent the partnership on the Local Strategic Partnership (LSP), the Youth Offending Team (YOT), and other relevant local partnerships
- Joint work has been undertaken with other local partnerships, e.g. the LSP, New Deal for Communities (NDC), Single Regeneration Budget (SRB), etc
- In two-tier local authority areas, opportunities for shared county-wide work have been explored and are being delivered where appropriate

## 2 AUDIT AND STRATEGIES

### **2.1 Strategic priorities and the options for responses are determined by evidence of local problems but are also informed by national priorities. (As identified within the National Drugs Strategy and the National Crime Reduction Strategy)**

- Strategic priorities are directly based on the analysis of a wide range of quantitative data as well as qualitative information on crime and disorder and drugs misuse
- Evidence includes findings from local consultation including hard to reach groups such as members of ethnic minorities; lesbian, gay and bisexual people; young people; and drug misusers. (Responsibility for gathering findings for hard to reach groups lies with the service providers)
- Crime and drugs teams at the local Government Office have been consulted in the development of strategies
- Relevant national targets have been incorporated into strategies
- The National Drugs Strategy and National Crime Reduction Strategy is understood and interpreted for the local environment
- All local planning documents show a clear relationship to the National Strategies

### **2.2 The partnership has in place the necessary information sharing protocols, skills and equipment to analyse drugs, crime and disorder data.**

- The partnership collects and analyses up-to-date information and knowledge, from a range of partner sources, in support of the crime and disorder and drugs strategies
- Appropriate IT equipment is utilised to ensure the rapid and functional use of data sources, with GIS systems used on an on-going basis to direct activity to reduce crime and disorder and the misuse of drugs
- Officers responsible for conducting audit or performance management functions are appropriately trained and supported
- The partnership has appropriate structures and protocols in place for the routine sharing and pooling of information between partners to ensure that partnership decisions and activity are driven by ongoing information use.
- Processes exist by which information of all types needed to inform the planning and operational management processes of the partnership can be accessed, stored and retrieved

**2.3 The partnership has developed detailed SMART action plans for each strategic priority taking account of relevant local plans, targets and identified risks. All plans contain clear definitions of desired outcomes, completion dates and monitoring, review and evaluation processes.**

- Risk analysis is undertaken for each aspect of the partnership's action plan
- Partnership action plans and targets are compatible with individual agency plans and targets; rather than simply repeating individual agency targets, they bring some 'added value' to the work of constituent agencies
- Action plans clearly assign delivery responsibility to individual partners or named officers
- The partnership has a system to regularly review monitoring and evaluation data in order to ensure that levels of performance are sufficient to meet targets and action is taken when appropriate to respond to poor performance
- The partnership has reviewed progress in implementation of strategies including achievements, outcomes and remedial action required
- The partnership is able to demonstrate that its plans fit a coherent, long term strategic vision of the development of its own and other linked services in the partnership area

**2.4 Partnership strategies have been formulated by appropriate bodies and meet all relevant legal requirements (for example, the Crime and Disorder Act 1998 as amended by the Police Reform Act 2002).**

- An audit of drugs misuse and crime and disorder has been undertaken in the partnership area
- All agencies and communities named in the Crime and Disorder Act 1998 (CDA98) have been consulted on strategy priorities
- Partnership strategies which have an element focusing on young people have consulted and engaged the Connexions Service in the development and delivery of the strategy
- Members of the local community are represented in the partnership's strategy formulation process

### 3 PEOPLE AND PARTNERS

#### **3.1 All individuals involved in partnership working understand their role and responsibilities in delivering actions to achieve strategy targets.**

- Each partner organisation's role, core activities, capacity and limitations and role in relation to the reduction of crime and disorder and drugs misuse is known and understood by the partnership as a whole
- Terms of reference have been developed for the partnership and its constituent groups
- The partnership strategy and action plan is communicated to all stakeholders
- New partners and officers are appropriately inducted into the partnership and understand their role in delivering the partnership's objectives

#### **3.2 The partnership ensures that performance assessment procedures are in place for all people involved in the implementation of local drugs and crime reduction strategies (including effective personnel development programmes).**

- Officers have the appropriate skills and support to effectively manage partnership actions and deliver its objectives.
- The partnership has formulated and used training and development plans to ensure staff match the needs of the partnership and its objectives
- Training and support for partnership members is regularly assessed, reviewed, and acted upon to ensure that personal development needs are being met
- The partnership provides appropriate information to members and officers
- Where officers with core responsibility for the delivery of the partnership's objectives are not employed by the partnership (but instead, for example by a single partner agency), the partnership ensures that the personal development of that individual is appropriately supported

**3.3 The commitments agreed in action plans by partnership members are taken to be binding upon the organisation whose representative has made them. This includes the provision of sufficient and appropriate resources to complete the action.**

- Partnership members work in partnership with others, sharing resources and commitments on behalf of the organisations which they represent
- Partnership members have a shared goal of achieving the National Drugs Strategy and National Crime Reduction Strategy and its related national and community goals
- The partnership deals with potential conflicts of interest between partners openly, in an environment of trust and mutual respect
- The partnership shows clear progress towards establishing greater integration between its component members in the form of shared resources, activities and commitments
- Individual partners recognise the additional benefits of achieving outcomes exceeding those that each partner could have achieved by working alone

**3.4 All organisations, partnerships and initiatives in the partnership area, which can provide useful assistance to partnership strategy implementation, are mapped and involved where appropriate.**

- There is public, private, and voluntary sector representation on the partnership steering group (strategic level), or an appropriate alternative method of ensuring adequate representation has been implemented
- The partnership has established strategic and/or operational links with the business community to identify shared priorities and opportunities to engage the business community in crime and disorder reduction and/or drugs strategy activity
- Appropriate voluntary sector organisations are consulted in relation to the development and delivery of specific interventions, whilst opportunities for building the voluntary sector's role in the delivery of activity to reduce crime and disorder and drugs misuse has been explored and implemented where appropriate
- Elected members are represented at the strategic and operational levels of the partnership as appropriate to the local area
- All existing (and forthcoming) responsible authorities are represented on the partnership
- The partnership encourages, facilitates, and manages the active engagement of community members within the delivery of action plans

## 4 RESOURCES

**4.1 The partnership has agreed and identified the appropriate human, financial and other resources for the delivery of its strategic priorities. Included within this will be 'joint commissioning' of services between agencies and the creation of 'pooled budgets' where appropriate.**

- Agreed human and financial contributions are made to the partnership to enable core activity to take place
- Partners have contributed to a budget administered by the partnership for the delivery of activity to reduce crime and disorder and drugs misuse where appropriate
- The partnership has agreed and prioritised interventions requiring external funding to deliver actions detailed within strategies
- Established procedures exist within the partnership, using well-proven financial and contractual management controls, to arrange for the provision of agreed services through joint commissioning
- When considering its resource allocation and use, the partnership should consider resources beyond human and financial which may include the provision of, for example, Information Technology, vehicles and additional capital resources
- When commissioning services, the partnership ensures that accepted standards of commissioning, including tendering processes, diversity and value for money, are recognised

**4.2 The partnership regularly monitors the use to which human, financial and other resources are being put.**

- Financial spend is regularly monitored with other performance management information and remedial action is taken where appropriate
- In monitoring the value for money of activities undertaken, individual project spend is related to impact
- The partnership undertakes cost benefit analysis on drugs and crime reduction interventions and other service delivery where appropriate
- Shared resource allocation and use is monitored regularly
- Benefits are recorded and costed to demonstrate the added value of partnership working

## 5 PROCESSES

### **5.1 The partnership has agreed with relevant statutory agencies how each will respond to their obligations under Section 17 of the Crime & Disorder Act 1998.**

- Partners have received awareness training on Section 17 and are aware of its implications
- The partnership has had an opportunity to review and comment on relevant constituent agencies' response to their obligations under Section 17 of the CDA98
- Opportunities to deliver the partnership's strategic priorities through the work of mainstream service provision have been identified and implemented wherever possible
- The local authority considers the Section 17 implications of decisions made in and outside the committee process
- Partners have identified how their core business is contributing, and can contribute to the partnership crime reduction strategy, and this has been stated in individual service / business plans
- The partnership's crime and disorder strategy compliments mainstream activities currently being provided and vice versa

### **5.2 The partnership regularly conducts and reviews consultation around experiences and perceptions of crime, disorder and drugs with communities (including hard to reach and vulnerable groups) and appropriate professionals in the partnership area.**

- Crime and disorder and drugs audits include information from consultation exercises
- Consultation exercises are an integrated element of the partnership's delivery strategy and performance management system
- Consultation linked to specific crime and drugs reduction activity is periodically undertaken
- Specialist knowledge and approaches have been utilised to access hard to reach groups in order to meet service providers' responsibility
- Socio-demographic data for groups benefiting from interventions are regularly reviewed to ensure equality of access regardless of age, disability, gender, ethnic origin, sexuality or location (other than when action is specifically targeted at particular groups within the community, for example those particularly vulnerable to hate crime)
- The partnership has a formal process for communicating information to communities

**5.3 The partnership has an agreed, clear and accountable framework for the delivery of its strategies.**

- The structure for the implementation of the partnership's strategies is agreed by all partners
- The structure for the implementation of the partnership's strategies is regularly reviewed and remedial action is agreed and taken where necessary
- Accountability for resources and delivery is clearly stated and acknowledged
- Performance of delivery against targets is regularly measured and the information utilised to take action to improve performance where necessary

**5.4 The partnership routinely adopts data driven problem analysis and problem-focused solutions (for example, problem solving and intelligence led approaches) in the delivery of its strategy.**

- The partnership collects and analyses multi-agency data at neighbourhood level
- On an on-going basis, the partnership makes use of data analysis to identify developing problems in order to ensure timely responses
- The partnership makes use of effective scanning and analysis of data and local knowledge, combined with properly resourced responses with agreed monitoring arrangements
- Communication processes, both formal and informal, exist through which the needs of the community for support are systematically collected, analysed, interpreted, prioritised and documented
- Partnership task and work groups can draw on analysis for on-going problem solving and monitoring of progress

**5.5 All activities, for which relevant ethical or legal frameworks exist, should be undertaken within those frameworks (for example, the Race Relations (Amendment) Act 2000).**

- All contracting of services should be undertaken following recognised guidelines to ensure fair competition
- Drugs and crime reduction strategy implementation in the partnership area takes account of all members of the community, respecting their diverse needs, backgrounds and abilities
- All activities concerned with drugs strategy and crime reduction strategy implementation are undertaken within the national legal framework and respect the human rights of the individuals concerned
- All activities concerned with the research of the health of individuals should be conducted under such frameworks
- The partnership deals with potential conflicts of interest openly, in an environment of mutual respect between its members
- The partnership complies with the Human Rights Act 1998, the Race Relations (Amendment) Act 2000 and other similar legislation

**B**  
**The self-assessment form**

Name of partnership: \_\_\_\_\_

Date of assessment:      **Month**                      **Year**  
\_\_\_\_\_

## 1. Leadership

This section asks you to review your progress in establishing and maintaining the culture and systems needed for long-term success.

STANDARD		GAP IDENTIFIED	WORKING TOWARDS	SOME SUCCESS	DOING WELL	COMMENTS	SUPPORTING EVIDENCE	IMPROVEMENT GOALS
1.1	The partnership is effectively led and supported and leadership is responsive and proactive.							
1.2	Partners have established the purpose, processes and structures for the delivery of the partnerships aims and its targets.							
1.3	Partnership members accept full accountability for their role in strategic partnership improvement and delivery.							
1.4	The organisation of the partnership, which may include task and work groups, is established and reviewed on a regular basis by the leadership to ensure that it delivers the partnership strategies.							

STANDARD		GAP IDENTIFIED	WORKING TOWARDS	SOME SUCCESS	DOING WELL	COMMENTS	SUPPORTING EVIDENCE	IMPROVEMENT GOALS
1.5	The members of the partnership carry their knowledge, experience and influence to other partnerships, organisations and initiatives in which they are involved. The consequences of this can be seen in the inclusion of crime and drugs issues in key strategic plans.							

## 2. Audit and Strategies

This section asks you to review how the partnership has produced its local crime and disorder and drugs audits and strategies for.

STANDARD	GAP IDENTIFIED	WORKING TOWARDS	SOME SUCCESS	DOING WELL	COMMENTS	SUPPORTING EVIDENCE	IMPROVEMENT GOALS
2.1 Strategic priorities and the options for responses are determined by evidence of local problems but are also informed by national priorities. <i>(As identified within the National Drugs Strategy and the National Crime Reduction Strategy).</i>							
2.2 The partnership has in place the necessary information sharing protocols, skills and equipment to analyse drugs and crime and disorder data.							
2.3 The partnership has developed detailed SMART action plans for each strategic priority taking account of relevant local plans, targets and identified risks. All plans contain clear definitions of desired outcomes, completion dates and monitoring, review and evaluation processes.							

STANDARD	GAP IDENTIFIED	WORKING TOWARDS	SOME SUCCESS	DOING WELL	COMMENTS	SUPPORTING EVIDENCE	IMPROVEMENT GOALS
2.4 Partnership strategies have been formulated by appropriate bodies and meet all relevant legal requirements (for example the Crime and Disorder Act 1998 as amended by the Police Reform Act 2002).							

### 3. People & Partners

This section asks how well the partnership manages and develops the skills and potential of its officers and partners at an action group and partnership wide level.

	<b>STANDARD</b>	GAP IDENTIFIED	WORKING TOWARDS	SOME SUCCESS	DOING WELL	COMMENTS	SUPPORTING EVIDENCE	IMPROVEMENT GOALS
3.1	All individuals involved in partnership working understand their role and responsibilities in delivering actions to achieve strategy targets.							
3.2	The partnership ensures that performance assessment procedures are in place for all people involved in the implementation of local drugs and crime reduction strategies (including effective personnel improvement programmes).							
3.3	The commitments agreed in action plans by partnership members are taken to be binding upon the organisation whose representative has made them. This includes the provision of sufficient and appropriate resources to complete the action.							

<b>STANDARD</b>	<b>GAP IDENTIFIED</b>	<b>WORKING TOWARDS</b>	<b>SOME SUCCESS</b>	<b>DOING WELL</b>	<b>COMMENTS</b>	<b>SUPPORTING EVIDENCE</b>	<b>IMPROVEMENT GOALS</b>
3.4 All organisations, partnerships and initiatives in the partnership area, which can provide useful assistance to partnership strategy implementation, are mapped and involved where appropriate.							

#### 4. Resources

This section asks how the partnership plans and manages its external and internal resources in order to develop and deliver the partnership's audits.

STANDARD	GAP IDENTIFIED	WORKING TOWARDS	SOME SUCCESS	DOING WELL	COMMENTS	SUPPORTING EVIDENCE	IMPROVEMENT GOALS
4.1 The partnership has agreed and identified the appropriate human, financial and other resources for the delivery of its strategic priorities. Included within this will be 'joint commissioning' of services between agencies and the creation of 'pooled budgets' where appropriate.							
4.2 The partnership regularly monitors the use to which human, financial and other resources are being put.							

## 5. Processes

This section asks you to review how the partnership plans, manages and improves its processes in order to develop and deliver its strategies.

STANDARD		GAP IDENTIFIED	WORKING TOWARDS	SOME SUCCESS	DOING WELL	COMMENTS	SUPPORTING EVIDENCE	IMPROVEMENT GOALS
5.1	The partnership has agreed with relevant statutory agencies how each will respond to their obligations under Section 17 of the Crime & Disorder Act 1998.							
5.2	The partnership regularly conducts and reviews consultation around experiences and perceptions of crime, disorder and drugs with communities (including hard to reach and vulnerable groups) and appropriate professionals in the partnership area.							
5.3	The partnership has an agreed, clear and accountable framework for the delivery of its strategies.							

STANDARD	GAP IDENTIFIED	WORKING TOWARDS	SOME SUCCESS	DOING WELL	COMMENTS	SUPPORTING EVIDENCE	IMPROVEMENT GOALS
5.4 The partnership routinely adopts data driven problem analysis and problem focused solutions (for example, problem solving and intelligence driven approaches) in the delivery of its strategies.							
5.5 All activities, for which relevant ethical or legal frameworks exist, should be undertaken within those frameworks (for example, the Race Relations (Amendment) Act 2000).							

## Process of Self-Assessment

This section asks how the partnership undertook the assessment process

<b>Process</b>	<b>Comments</b>
Preparation and Co-ordination – Sub-Group or individual	
Consultation – Postal	
Consultation – Face-to-face	
Group Work / Seminar Format	
Conflict Resolution or Voting Mechanism (manual/IT based)	
Utilisation of Existing Meetings	

**SIGNATORIES**

\*I have read the attached self-assessment and agree that it is an accurate and fair assessment of the partnership at this time.

Form completed by: \_\_\_\_\_

Organisation/role: \_\_\_\_\_

\* Signature: \_\_\_\_\_

Name of partnership Chair: \_\_\_\_\_

Organisation: \_\_\_\_\_

\* Signature: \_\_\_\_\_

Name of District / Borough / Unitary  
Authority Representative: \_\_\_\_\_

\* Signature: \_\_\_\_\_

Name of County Council  
Representative (in two-tier areas): \_\_\_\_\_

\* Signature: \_\_\_\_\_

Name of Police Representative: \_\_\_\_\_

\* Signature: \_\_\_\_\_

Name of Police Authority  
Representative: \_\_\_\_\_

\* Signature: \_\_\_\_\_

Name of Fire & Rescue Service  
Representative: \_\_\_\_\_

\* Signature: \_\_\_\_\_

Name of Primary Care Trust<sup>1</sup>  
Representative: \_\_\_\_\_

\* Signature: \_\_\_\_\_

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<sup>1</sup> Included as forthcoming responsible authority under Police Reform Act 2002

**Example of an Improvement plan**

Partnership Name:

Lead Officer:

Period:

Related Standard No.	Improvement Objective/Goal	Action needed	Key milestones	Lead Officer	Resource implications <small>for undertaking the activity. If work can be undertaken within existing resources, enter nil.</small>	Challenge Issues, Solutions	Performance measure/ Target

**Glossary of terms**

<b>CDA98:</b>	The Crime and Disorder Act 1998.
<b>Community:</b>	The people within a geographical region, which is regarded as a single entity for the purposes of government. Alternatively, the word may be understood in terms of 'communities of interest' which are groups of individuals with a common profession or common needs.
<b>Connexions Service:</b>	The information, guidance, support and personal development service for all young people aged 13-19 and extending to age 25 for some young people.
<b>Cost benefit analysis:</b>	The analysis of the outcomes and impacts of a project or plan related to the input of financial, human, and other resources.
<b>DAT area:</b>	The geographical area including the population and relevant agencies and voluntary groups which commission and / or deliver services in relation to the National Drugs Strategy. This term defines the area of responsibility of the Drug Action Team (DAT).
<b>Diversity:</b>	The distinctiveness of groups and individuals which make up the community, all of whom have equal rights of access to services without prejudice. The distinctiveness may be caused by age, background, disability, occupation, personality, race, sex, sexual preference, work style and other factors.
<b>Drug Action Teams:</b>	Drug Action Teams (DATs) are local partnerships charged with responsibility for delivering the National Drug Strategy at a local level.
<b>Elected members:</b>	This refers to democratically elected local authority councillors.
<b>External funding:</b>	Refers to the availability of a range of national and local funding. This could include funding streams such as the Building Safer Communities funding allocations, as well as other sources such as SRB and Neighbourhood Renewal funds. However, partnerships can explore other funding areas outside of those provided from central/regional Home Office sources to implement their self-assessment plans.
<b>Geographical Information System (GIS):</b>	GIS systems are computer systems that handle maps and geographical information in digital form, and can link maps, statistics, and other types of information in order to facilitate advanced analysis.

<b>Good practice:</b>	Comparison with good practice entails (a) searching out working procedures in other equivalent locations which perform the same function as that under study, (b) deriving indicators by which cost-effectiveness of the procedures can be judged and (c) using these indicators to explore relative performance.
<b>Improvement plan:</b>	A document produced in response to the identification of areas for improvement within the partnership. An improvement plan should focus upon a small number of key priorities with related responsibility, accountability and targets.
<b>Information Sharing Protocol (ISP):</b>	An ISP sets out the basis for the disclosure and exchange of personal and other types of sensitive information.
<b>Inspectorates:</b>	Statutory bodies charged with the process of external scrutiny of the performance both of organisations and of individuals within State organisations assigned to them.
<b>Integration of CDRPs and DATs</b>	In unitary/metropolitan authorities, DATs and CDRPs should adopt the most appropriate local arrangements in order to achieve integration, operating on an aligned basis “as a single partnership”. This may mean that DATs and CDRPs formally become a single partnership. Alternatively, they may opt to align existing structures locally, underpinned by measures such as strategic planning, joint working on planned targets, joint use of staff, premises and commissioning and more straightforward links to other partnerships such as the Local Strategic Partnership (LSP) and Youth Offending Team (YOT). The structure selected should be the one likely to achieve the best outcomes locally. Partnerships in <b>two-tier authorities</b> should work towards the same outcomes as integrated partnerships, although the different processes and structures in place will affect the method by which these outcomes can be achieved.
<b>Joint commissioning:</b>	The working procedures whereby agencies meeting the assessed needs of the same people act together to provide the most appropriate package of services to them. This involves sharing in the most effective way the process of procurement and the provision of financial services needed to support the services and manage the ongoing process.
<b>Joint working:</b>	The sharing of values (or creation of effective accommodation between different value systems), the sharing of goals and resources, sharing facilities and pooling of other activities to increase overall effectiveness.
<b>Key strategic plans:</b>	Key strategic plans refers to the key statutory and other planning documents of agencies that have a contribution to make to the work of the Partnership, for example, Children’s Services Plan, Health Improvement Plan and Policing Plan.

<b>Local Strategic Partnership (LSP):</b>	LSPs have been established to deliver the key neighbourhood renewal objectives of crime, jobs, education, health, and housing. They are partnerships of public, private, voluntary, and community sector providing a local framework for the co-ordination of services and plans around agreed objectives, to develop new ways of delivering services, and to engage the community and others in deciding priorities.
<b>LSP PMF</b>	To support Local Strategic Partnerships (LSPs), the Office of the Deputy Prime Minister (ODPM) has developed a performance management framework, incorporating self-assessment by LSPs of their partnership performance.
<b>Mainstreaming</b>	Method by which issues, in this case crime and disorder and drugs misuse, are routinely considered as part of the planning and delivery of services by Central and Local Government and in the policies developed for implementation at regional and local level.
<b>Minutes:</b>	Records of meetings that contain a brief summary of items discussed and clear statements of agreed actions with assigned responsibility for implementation. Points of dispute are noted clearly.
<b>Mission statement:</b>	A statement of the overriding purpose of an organisation or partnership.
<b>New Deal for Communities (NDCs):</b>	The NDC programme launched in September 1998 aims to bridge the gap between the most deprived neighbourhoods and the rest of the country in 39 areas over a ten-year period. Based within distinct geographical areas, NDC programmes have common themes of increasing the number of people in work, improving educational levels, reducing crime, improving people's health, and improving housing.
<b>Objectives, targets and milestones:</b>	Objectives are broad statements of desired changes. Targets are projected specific future achievements related to the objectives, including definition of desired outputs and outcomes, clear timescales and management responsibilities. The term 'milestone' may usefully be used for stages towards the achievement of the targets.
<b>Outcome:</b>	The effect of an output on the community. Outcomes are best described in ways which can be measured from available social statistics or carefully designed surveys.
<b>Output:</b>	A product or service produced by the partnership to achieve intended outcomes.
<b>Partnership member:</b>	Any person who attends a work or task group of the CDRP/DAT partnership representing an agency, non-

governmental organisation, or community as part of the partnership.

**Partnership officer:** Those people who are employed specifically to support the Partnership. This may include the DAT Co-ordinator, CDRP Manager, Community Safety Officer and others.

**Partnership:** The partnership refers to the joint working relationship between agencies and partners within the membership of the CDRP and the DAT (or between two separate partnerships) in pursuing common local objectives.

**Pooled budgets:** A process of accounting (creating budgets and monitoring expenditures) showing the resources used in the community by each constituent part of the partnership as if it were one, thereby supporting joint planning of activities.

**Problem solving:** Making use of data to establish the existence and extent of a problem, to analyse its nature and source, to plan intervention methods to reduce it and to monitor and evaluate the effectiveness of the selected response.

**Programmes:** A portfolio of projects selected and planned in a co-ordinated way so as to achieve a set of defined strategic objectives. The programme includes the controlled environment of management responsibilities, activities, documentation and monitoring arrangements by which the portfolio of projects achieve their respective goals and the broader goals of the programme.

**Project:** A temporary arrangement and / or organisation designed to meet defined objectives and targets with a clear statement of the background to work, responsibilities for key actions, the project sponsors or stakeholders, budgetary controls, critical factors for success, milestones and deliverables.

**Resources:** Organisations, individuals, equipment, and finances made available for partnership activity.

**Risk assessment:** This is the analysis of the potential occurrence of threats that would jeopardise the success of a project or plan, and the consideration of the consequences and potential impact upon the project or plan.

**Section 17:** Section 17 of the Crime and Disorder Act 1998 requires local authorities, police authorities and national parks authorities to consider the community safety implications of all their activities and decisions. Section 97 of the Police Reform Act 2002 added Fire Authorities to the list of organisations covered by Section 17 of the Crime and Disorder Act.

**Single Regeneration Budget (SRB):** The SRB has provided funding to regeneration initiatives carried out by local partnerships since 1995. Its priority has been to improve the quality of life of local people in areas of

need. Responsibility for administering SRB funding transferred from Regional Government Offices to Regional Development Agencies in April 1999.

**SMART:** This is an acronym commonly used in performance management to refer to the setting of targets that should be Specific, Measurable, Achievable, Realistic (Resourced or Relevant are also occasionally used), and Time-scaled.

**Stakeholder:** Any group or individual who can affect or is affected by the achievement of the organisation's objectives.

**Terms of reference:** A document outlining the commitments, roles and responsibilities of stakeholders.

**Work and task groups:** Work groups are normally seen as permanent features of the partnership responsible for managing ongoing aspects of partnership work, task groups as temporary arrangements established to tackle particular current issues. Terminology varies between partnerships for these groups.

**Youth Offending Team (YOT):** YOTs (also known as Youth Offending Services) are made up of representatives from police, probation service, social services, health, education, drug and alcohol misuse, and housing officers. Each YOT is managed by a YOT manager who is responsible for co-ordinating the work of the youth justice services. YOTs deliver a range of services to prevent young people offending.