

Safe Newcastle Review

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Specific requirements of the brief

- To consider how governance, strategy, delivery and the use of resources inter-relate;
- To make recommendations regarding the structure and how these should be carried out;
- To engage across the whole partnership structure;
- To review current arrangements with regard to the Domestic Violence and Abuse Partnership (DVAP);
and
- To consider linkage between Safe Newcastle, the Newcastle Partnership and Area Regeneration.

Context

- National minimum standards and hallmarks for effective partnerships
- Crime and Policing Act 2010
 - Probation a statutory partner
 - CDRP responsible for reducing reoffending strategy
- GONE review- SNP ahead of the game
- Public spending cuts
 - Need to ensure partnership working adds value and mitigates reduced budgets
 - Meet to deliver
- Positive context has helped the review process

Review process

- An inception meeting
- Desk-top research to identify the key lines of enquiry
- Consultation with key stakeholders: semi-structured individual and group interviews were held with a wide range of stakeholders
- A benchmarking exercise with other CDRPs in the partnership's 'most similar group' in respect of structures
- Considering how any new structure would be supported by the new Safe Newcastle Unit
- A specific review exercise with DVAP
- Specific consideration in relation to internal and external communications
- A benchmarking exercise against the Home Office hallmarks and further consultation at the Partnership's Annual General Meeting
- Drafting and presenting this report
- A preliminary feedback sessions with the review steering group

Some of the strengths identified

- The partnership is mature and members feel that they own the strategy and that there is a strong sense of shared responsibility.
- Most partnership members felt that they could challenge partnership decisions, although this was less the case for Board members who were not also members of the Responsible Authorities Group.
- SNP has responded well to the widening remit given to CDRPs
- The partnership has sought to be inclusive.
- The Partnership has generally performed well .
- There are effective performance management processes in place.
- The Partnership is well supported by the Safe Newcastle Unit, which has an excellent reputation
- The Responsible Authorities Group was viewed as effective by its members.

Weaknesses at the strategic level

- Opinions on the effectiveness of the Board were variable. Whilst the Board has sought to include a wide range of partners and sectors, many viewed it as too big, with a lack of clarity of membership.
- General consensus that the Board needed to be streamlined.
- There was confusion about the roles of the Board and the Responsible Authorities Group (RAG). Board members who were not also on the Responsible Authorities Group felt that they were not fully involved in strategic decision-making, and that most decisions were made by the RAG and simply rubber-stamped at Board meetings.
- There were also issues of accountability. RAG members are also members of the board, and hence there is no line of accountability to the Board. Indeed the constitution is not clear about the relationship between the two groups.

Weaknesses at the delivery level

- Whilst the RAG manages performance, it does not scrutinise delivery in detail
- General view that the Partnership does not drive delivery, with much of the work taking place outside of the partnership structure
 - *“Would it would still all happen if the partnership did not exist”*
- The current Partnership structure does not demonstrate clear links to the delivery of the identified priorities
- There is no agreed process for developing and overseeing the implementation of specific delivery plans - much of this work being undertaken by the SNU
- The role and remit of the Safe Neighbourhoods Board was not clear to all
- Need to separate commissioners and providers
- Those involved at the neighbourhood delivery level do not feel strongly linked to the SNP and were not clear about how to escalate issues
- Partnership development work needed to be strongly driven - identifying a Partnership Development Champion may assist this process.

The SNP structure needs to....

Support the delivery of:

- The Safer Communities outcomes set within the Local Area Agreement;
- The crime and disorder priorities which have emerged from the recent Partnership Strategic Assessment;
- Local delivery of the National Drug Strategy; and
- The community safety aspects of the Alcohol Strategy.

and.....

Any new structures should:

- Provide both strategic leadership and effective delivery
- Not only meet the national minimum standards for Crime and Disorder Reduction Partnerships set out by the Home office, but enable the Partnership to go 'further and beyond'
- Build on the strong, effective relationships that currently exist between the responsible authorities and wider partners
- Clearly set out governance and accountability
- Ensure that the Partnership drives the delivery of its priorities
- Be supported by effective processes to develop, deliver and performance manage the Partnerships' strategy, priorities, targets and indicators
- Support evidence-led business processes including commissioning.

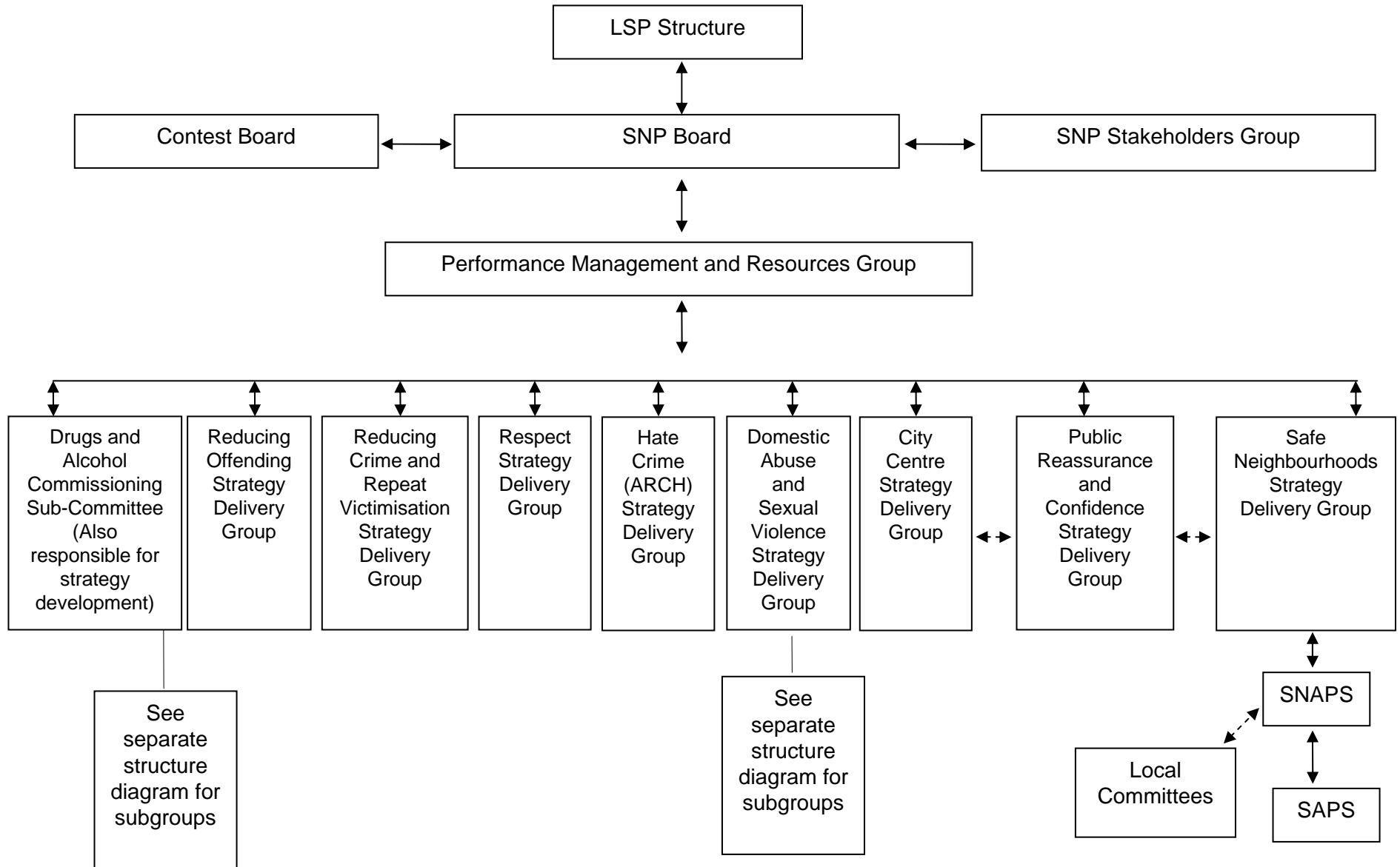
Proposed new structure

- Current structures have created confusion in relation to strategic roles and responsibilities and require tightening in relation to the accountability of delivery groups.

Proposed structure:

- A stream-lined Board comprising those agencies which have a key strategic role to play
- A wider Stakeholders Group to ensure the continued involvement of all agencies and organisations who have an interest and act as a 'check'
- A Performance Management and Resources Group, which will support the Board by scrutinising performance and delivery in detail and allocating resources in line with the commissioning framework established by the Board
- A number of Strategy Delivery Groups which will be accountable to the Board, through the Performance Management and Resources Group, for the development and implementation of delivery plans to address defined priority objectives, targets and indicators.

Figure 2: Proposed SNP Structure



The SNP Board

The Board will operate at a purely strategic level and its purpose is to:

- Provide leadership for the partnership
- Develop a strategic vision and direction for SNP
- Agree the focus and priorities for the SNP strategy and ensure that the SNP three year Partnership strategy is agreed and implemented, and that agreed partnership targets are met
- Set the framework for resource allocation and commissioning
- Hold the partners to account for the delivery of the strategy
- Ensure an evidence-led and problem-solving approach within the SNP, including commissioning processes.

Board membership

Voting members:

- Newcastle City Council
- Northumbria Police
- Northumbria Police Authority
- NHS North of Tyne
- Tyne and Wear Fire and Rescue Authority
- Northumbria Probation Service
- Portfolio Holder for Community Safety will be a member.
- Your Homes Newcastle
- A representative from each of the voluntary, community and business sectors.

Attending Board meetings:

Representatives from:

- The Children's Trust
- Adult Health and Well Being
- Partnerships eg Area Regeneration
- GONE

- The Chair of the Performance Management and Resources Group
- The Head of Community Safety, the Policy and Programme Manager and the Performance Officer;
- Other representatives or officers may be invited to attend on a permanent or one-off basis as required.

SNP Stakeholder Group

- To involve all of those interested in community safety. This would include the Universities and Colleges, local community organisations and groups, the CVS SNP Reference Group, Community Crime Fighters, Neighbourhood Watch Coordinators etc.
- An independent group to check that SNP meets the community engagement hallmark and advise on building public confidence

Stakeholders meetings

- Bi-annual meetings in the format of SNP events rather than formal meetings. This would provide the Group with an opportunity to:
 - Hear about SNP, its strategy and priorities, and how they will be delivered;
 - Performance - this is an opportunity for the stakeholders to hold the Board to account for the SNP performance;
 - Consider where they can support to the implementation of the SNP strategy; and
 - Provide an additional forum for consultation on local priorities.
 - CVS could support?
 - Could elect the community and voluntary sector board reps

Performance Management and Resources Group

The purpose of the PMRG is:

- To act as SNP's 'driving hub' for delivery
- To monitor partnership and delivery group performance in detail
- Report any exceptions i.e. poor performance, outstanding performance to the Board
- To provide operational support, guidance and advice to the delivery groups.
- To ensure delivery groups are clear about the outcomes and targets they have to meet
- To commission (other than for substance misuse) in line with framework set by Board and seek to align other spend to deliver the priorities
- The PMRG will be accountable to the SNP Board and will make recommendations on performance, delivery, problem solving, action planning, commissioning and resource allocation as appropriate.

PMCG membership

Core membership:

- Head of Community Safety
- Northumbria Police
- Northumbria Police Authority
- NHS North Tyne
- Tyne and Wear Fire and Rescue Authority
- Northumbria Probation Trust
- Youth Offending Services
- Your Homes Newcastle
- Representatives from other local authority directorates as required, and
- The Joint Commissioner for Substance Misuse

Attending:

- Chairs of Strategy Delivery Groups
- The Safe Newcastle Unit Manager and Performance Officer will attend, with other SNU Strategy Officers attending as required.
- The Safe Newcastle Researcher Analyst
- A representative from the Safe Newcastle Communication Team

Strategy Delivery Groups

The key actions, roles and responsibilities of a SDG include:

- Having a clear delivery plan to address the outcomes, objectives and targets for which it has responsibility.
- Being evidence-led in their approach
- Undertaking a problem solving approach
- Focussing on adding value to mainstream delivery
- Reviewing the delivery plan and monitoring its progress and impact
- Submitting a monthly performance and progress report to the PMRG
- Identifying and addressing any problems with implementing the delivery plan and making any necessary adjustments

Proposed SDGs

- Drugs and Alcohol Commissioning Sub-Committee
- Reducing Re-offending SDG
- Reducing Crime and Repeat Victimisation SDG
- Respect SDG
- Hate Crime (ARCH) SDG
- Domestic Abuse and Sexual Violence SDG
- City Centre SDG
- Safe Neighbourhoods SDG
- Public Reassurance and Confidence SDG
- Limited sub-groups and task and finish groups

Summary of recommendations

R1 The SNP Board adopts the structure and terms of reference for key groups set out in this report.

R2 The SNP partners nominate representatives and substitutes at the appropriate level for the SNP Board and Performance Management and Resources Group.

R3 The SNU Strategy Officers and relevant SNU officers will identify the initial core membership of the SDGs and establish the groups.

R4 The Chair of the PMRG and Head of Community Safety regularly brief the Chair of the Board on current and emerging issues.

R5 SNP strengthens the membership of the Reducing Reoffending SDG as set out in the report, and assists it to strengthen its linkage to the LCJB delivery group.

R6 The Public Reassurance and Confidence SDG works closely with the City Centre and Safe Neighbourhood SDGs to ensure that perceptions and confidence issues are addressed, and that positive partnership impact is promoted at both the city and neighbourhood level.

R7 The SNP delivery structure is reviewed after each refresh of the SNP strategy, to ensure that it relates effectively to the identified priorities.

R8 The SNP seeks reciprocal cross-representation on other key LSP delivery partnerships.

R9 SNAPs groups should strengthen their linkage to Local Ward Committees by feeding back on their activities at Local Area Committee meetings.

R10 SNP and DVAP adopt the proposals set out in this report and that a new Domestic Abuse and Sexual Violence SDG, a Domestic Violence and Sexual Abuse Stakeholders Group, and relevant Sub-Groups and Task and Finish Groups are established to address this priority.

- R11** *As well as developing a strategy and delivery plan to address the public confidence and perception targets, the Public Reassurance and Confidence SDG will:*
- *Establish a sub-group of marketing/press officers from statutory agencies to progress the development of a partnership calendar of events;*
 - *Establish a network of media trained officers within agencies across the partnership who can represent the partnership as and when required; and*
 - *Support consistent use of partnership branding on partnership communications including press releases)*
- R12** *SNP to hold induction sessions for each new or refreshed group within the SNP structure.*
- R13** *SNP to amend the constitution to reflect the changes.*

R14 The Head of Community Safety to consider how the new Safe Newcastle Unit will support the work of the Partnership through the new structure.

R15 To address the skills and knowledge hallmark, SNP identifies gaps and training needs in the induction sessions for new and refreshed groups, develops an induction pack and process for new group members, and appoints a Partnership Development Champion to ensure that the updated Partnership Development Plan is implemented and reviewed.