

Safe Newcastle Review

Draft Report to Safe Newcastle Board

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1 Introduction

Background

- 1.1 The Safe Newcastle Partnership (SNP) has previously self-assessed its structures, processes and operations against the requirements and hallmarks set out in the Home Office guidance “Delivering Safer Communities: A guide to effective partnership working”. This document sets out six hallmarks for Crime and Disorder Reduction Partnerships:
- Empowered and effective leadership
 - Intelligence-led business processes
 - Effective and responsive delivery structures
 - Engaged communities
 - Visible and constructive accountability, and
 - Appropriate skills and knowledge
- 1.2 The SNP set out improvement priorities in its development plan. These included ‘ensuring that the structure of Safe Newcastle continues to be fit for purpose’.
- 1.3 Holden McAllister was commissioned by the SNP to review the partnership structure. Specific requirements set out in the project specification included:
- Considering 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.
- 1.4 The Partnership had agreed to carry out a review to ensure that they were meeting the requirements and hallmarks set out in the Home Office guidance. Hence the review was a positive development, and not a response to poor performance or difficulties in partnership working. This positive context has undoubtedly helped the review process.
- 1.5 In relation to background, it is also worthy of note that the review was being conducted at the time that the local authority was completing a major transformation process. This created a new Safe Newcastle Unit, and provided opportunities to improve the delivery of cross-cutting community safety objectives.

The Review Process

- 1.6 The work was undertaken by Holden McAllister in the following stages:
- 1 An inception meeting to ensure that the review process would meet the client's requirements and to identify the key stakeholders for inclusion in the review.
 - 2 Desk-top research to identify the key lines of enquiry and develop a preliminary understanding of the partnership and the strategic context.
 - 3 Consultation with key stakeholders: semi-structured individual and group interviews were held with a wide range of stakeholders.
 - 4 A benchmarking exercise with other CDRPs in the partnership's 'most similar group' in respect of structures.
 - 5 Considering how any new structure would be supported by the new Safe Newcastle Unit.
 - 6 A specific review exercise with DVAP.
 - 7 Specific consideration in relation to internal and external communications.
 - 8 A benchmarking exercise against the Home Office hallmarks and further consultation at the Partnership's Annual General Meeting.
 - 9 A preliminary feedback sessions with the review steering group.
 - 10 Drafting and presenting this report.

The Report

- 1.7 The report is structured as follows:
- Section 2 sets out the current SNP structure and the findings from the SWOT analysis, and the case for establishing a new partnership structure.
 - Section 3 sets out the proposed new structure in detail.
 - Section 4 considers how to implement the recommendations and issues for the Partnership Development Plan.
 - Appendices 1-3 set out initial draft terms of reference for the Board, Performance Management and Resources Group, and generic terms of reference for Strategy Delivery Groups.
 - Appendix 4 sets out the Safe Newcastle unit structure and specific structures for the Contest Delivery Board and the Domestic Abuse and Sexual Violence and Substance Misuse Strategic Development Groups.
 - Appendix 5 sets out a summary of the Most Similar Group benchmarking. A separate report of the findings from the Most Similar Group Benchmarking exercise has also been provided to the partnership
 - Appendix 6 sets out the findings from the reassessment against the Hallmarks carried out at the AGM.

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2 The Safer Newcastle Partnership (SNP)

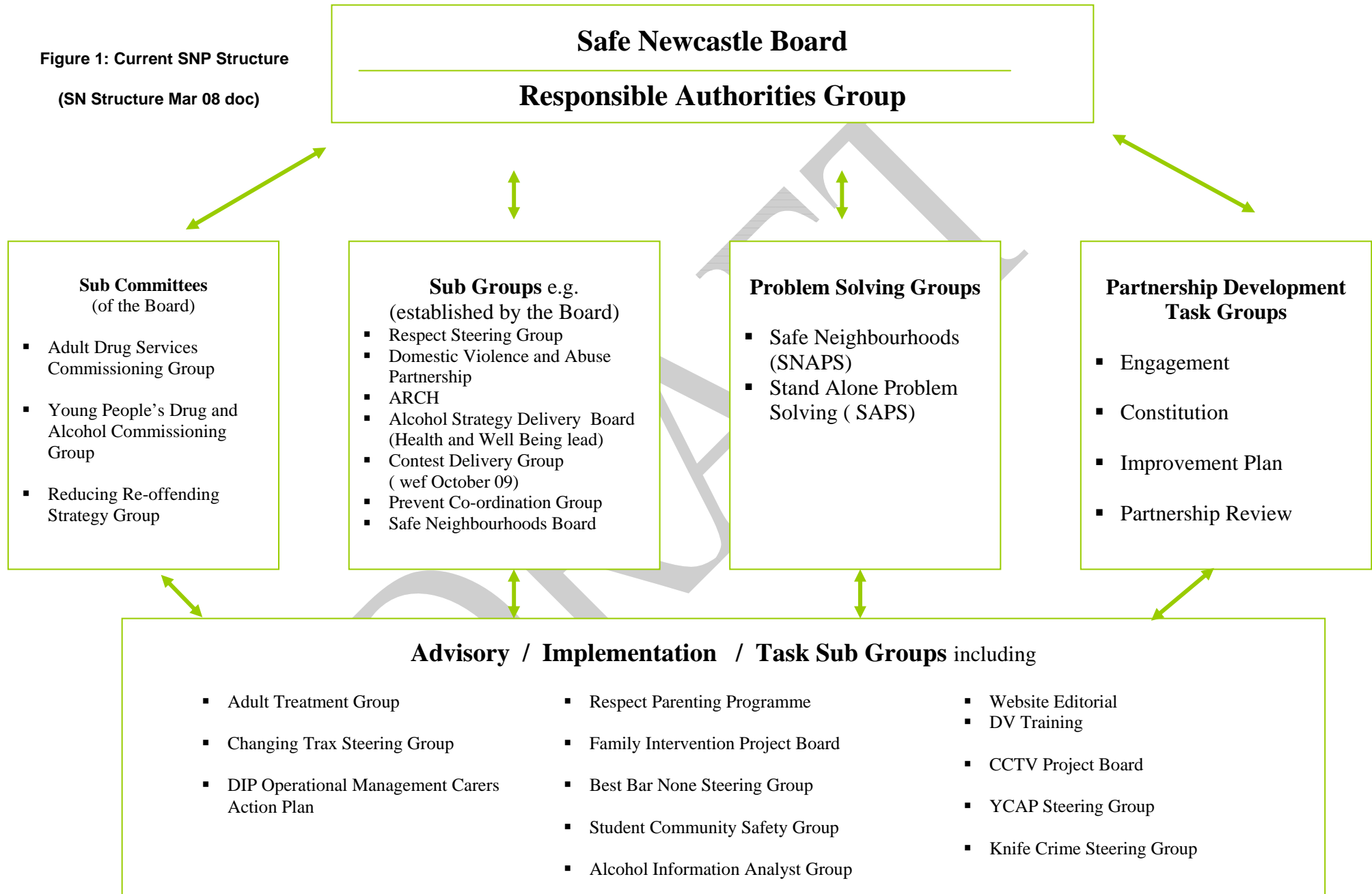
Introduction

- 2.1 In this section of the report we set out the current SNP structure, the findings from the SWOT analysis carried out with consultees, and the proposal for a new partnership structure.

The Current Partnership Structure

- 2.2 Safe Newcastle is a mature community safety partnership, established initially as a Crime and Disorder Reduction Partnership in response to the 1998 Crime and Disorder Act, and merging with the Drug Action Team and becoming Newcastle Community Safety Partnership in 2002, prior to becoming the SNP in 2005. It acts as a delivery partnership for the local strategic partnership, the Newcastle Partnership, in relation to crime, disorder, anti-social behaviour and substance misuse priorities and targets, including relevant outcomes and indicators in the Local Area Agreement.
- 2.3 SNP is a constituted body. The constitution sets out the aims, powers and membership of the partnership. It refers to the Board as the strategic body responsible for leading policy and strategy, resource approval, performance management and accountability to GONE and the National Treatment Agency. In addition, it refers to the Responsible Authorities Group as being responsible for enabling statutory members, who are also represented on the Board, discharge their statutory responsibilities together. The group is responsible for coordinating implementation, highlighting and responding to emerging priorities, managing performance between Board meetings and managing and monitoring financial resources as delegated by the board.
- 2.4 The constitution also refers to sub-committees, which have fully delegated powers including financial management and resource allocation for a defined area of work, and sub-groups which can advise on a policy area, or act as implementation, problem-solving or task groups.
- 2.5 The current Safe Newcastle structure is set out in Figure 1. However, whilst this is the most up to date structure diagram available it is accepted that it is in fact out of date and does not truly reflect current working arrangements.

Figure 1: Current SNP Structure
(SN Structure Mar 08 doc)



SWOT Analysis

2.6 Throughout this review we have carried out a SWOT analysis in relation to the current SNP arrangements. The identified strengths, weaknesses, threats and opportunities are summarised below.

2.7 The following **strengths** were 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 Crime and Disorder Reduction Partnerships, as evidenced in the recent response to the Contest strategy requirements.
- The partnership has sought to be inclusive, bringing in representatives from a wide range of sectors including the voluntary, community, business and higher education sectors.
- The Partnership has generally performed well and has developed innovative responses to community safety issues.
- There are effective performance management processes in place and the framework is constantly evolving and improving.
- The Partnership is well supported by the Safe Newcastle Unit, which has an excellent reputation in relation to knowing 'what works' in relation to implementation and delivery. Sitting within the council's Chief Executive's department enables it to identify and support cross-cutting work, and to quote a group of consultees, "the team makes it happen".
- The Responsible Authorities Group was viewed as effective by its members.
- The SNAPs groups have undertaken problem-solving training, giving them a shared framework for responding to issues.
- Elected members are involved at both the strategic level, through the Portfolio holder's membership and chairing of the Board, and at the local, delivery level, with elected members chairing the SNAPs groups. There is also an effective Scrutiny Committee.

2.8 The local authority's corporate community safety group has ensured that all directorates and services understand and act on their Section 17 responsibilities, and following the transformation process, there is an opportunity to refresh and strengthen this work programme.

2.9 However, a number of key **weaknesses** were also identified.

At the Strategic Level

2.10 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 and a feeling that it has ‘evolved’ rather than agree who needs to be involved at the strategic level, as opposed to who might want to attend. Indeed, there was a general consensus that the Board needed to be streamlined.

2.11 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. As Board members do not have access to the RAG minutes, some felt their ability to fully understand and challenge recommendations was limited.

2.12 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.

At the Delivery and Operational Levels

2.13 Whilst the RAG manages performance, it does not scrutinise delivery in detail and hence the reasons for any under-performance may not be evident. Indeed, there was a general view that the Partnership does not drive delivery, with much of the work taking place outside of the partnership structure. Some members questioned:

“Would it still all happen if the partnership did not exist”.

2.14 Partnership working can be highly effective. However, it is not cost-free and it is important that it can demonstrate that it brings added value.

2.15 The current Partnership structure does not demonstrate clear links to the delivery of the identified priorities. It is not easy to identify which groups have responsibility for the specific priorities, targets, and indicators identified in the Partnership’s strategy and the Local Area Agreement. Linked to this there is no agreed process for developing and overseeing the implementation of specific delivery plans to address the priorities and targets, with much of this work being undertaken by the Safe Newcastle Unit. It is critical that partners are fully involved in the development of delivery plans if opportunities to add value, innovate and minimise duplication are to be identified.

2.16 The role and remit of the Safe Neighbourhoods Board was not clear to all strategic and delivery partners, although the role of this group is still evolving.

- 2.17 Where possible, it is important to separate commissioners and providers. This has already been achieved in relation to substance misuse, and while the Partnership does not need to adhere to the more stringent requirements of World Class Commissioning, it is good practice to seek such separation.
- 2.18 Those involved at the neighbourhood delivery level do not feel strongly linked to the SNP and were not clear about how to escalate issues they could not resolve.
- 2.19 It was also noted that the partnership development work needed to be more strongly driven and that identifying a Partnership Development Champion may assist this process.
- 2.20 During the review a number of **opportunities** were identified:
- The strength of partnership relationships, partners' ownership of the Partnership's strategy and desire to work together to address the priorities provides a very real opportunity for the Partnership to further improve its operation and performance.
 - The local authority transformation process and the establishing of a new Safe Newcastle Unit. The new unit's structure is set out in later in this report and this will clearly support the development of the Partnership's strategic priorities and the implementation of its strategy and delivery plans.
 - The Partnership is currently trialling the use of the local authority's corporate performance management package CORVU. This will support the tracking of progress in relation to delivery interventions and projects and will assist more effective scrutiny of delivery plan implementation, which was identified as a weakness during the review.
 - Joint operational activities have strengthened relationships between the SNP and the Children's Trust. There is now an opportunity to build on this at the strategic level.
 - There are plans to develop a single commissioning unit for drugs and alcohol. This will help ensure that resources are effectively targeted to address both the health and community safety aspects of substance misuse.
- 2.21 The main **threat** identified was the current economic situation and the likelihood of cuts in public spending. It is therefore important to strengthen partnership structures and processes to ensure that SNP can maintain and improve on current performance, respond effectively to emerging issues, and utilise the added value of partnership working to help mitigate the likely budget constraints.

Recommendations for a New Structure

- 2.22 Safe Newcastle requires a structure which will 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, which sits within the Adult Health and Wellbeing Partnership, for which it has responsibility.
- 2.23 The review found that the current structures have created confusion in relation to strategic roles and responsibilities and require tightening in relation to the accountability of delivery groups. Any new structures should:
- Provide both strategic leadership and effective delivery in relation to crime and disorder, substance misuse, and community safety;
 - 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’, reflecting the excellent reputation held by the SNP in the wider community safety field;
 - 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; and
 - Support evidence-led business processes including commissioning.
- 2.24 The requirements of the national minimum standards and hallmarks, and Holden McAllister’s experience of ‘what works’ in other partnerships suggests a Partnership structure which includes
- 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 in the development and implementation of the SNP strategy;
 - 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.

- 2.25 In Section 3 of this report we set out the recommended new structure and describe the roles, responsibilities and core membership of the key groups.

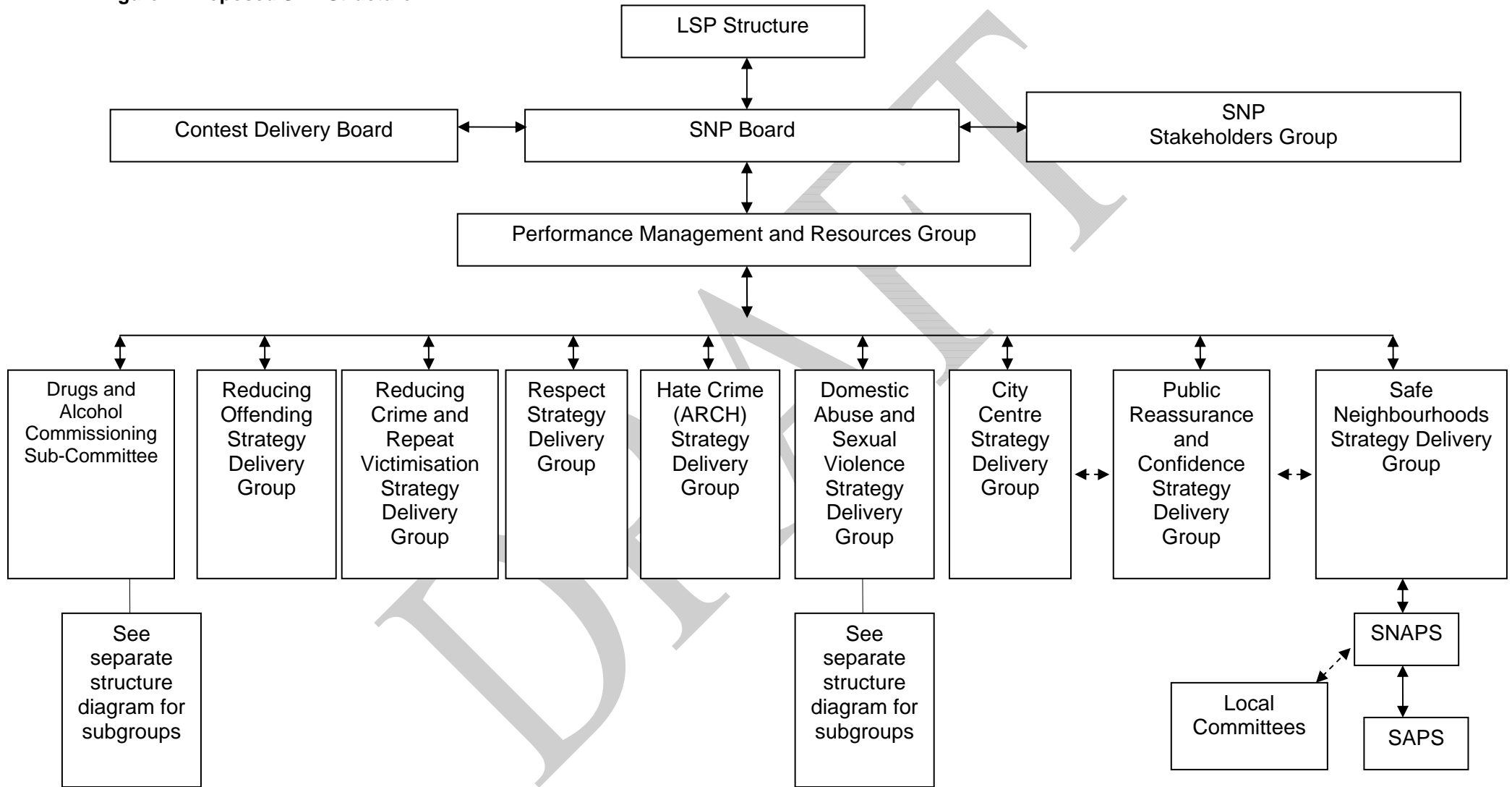
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3 A New Structure

Introduction

- 3.1 In order to meet the Home Office minimum standards and create a new partnership structure which reflects accepted best practice, it is recommended that the Partnership streamline the SNP Board to provide leadership and vision, and establish a Performance Management and Resources Group to manage performance in detail, and identify emerging issues and barriers to delivery. This group will oversee the Strategy Delivery Groups which will be charged with delivering the Partnership strategy. This structure reflects Home Office guidance that there should be clear separation between the strategic and operational structures of Crime and Disorder Reduction Partnerships.
- 3.2 The new structure needs to take account of the Crime and Policing Act 2010 which requires CDRPs to take responsibility for the development and implementation of a strategy to reduce re-offending.
- 3.3 We have made recommendations and set out the proposed structures in more detail, within this section of the report. The proposed new structure is set out in Figure 2.

Figure 2: Proposed SNP Structure



A Streamlined SNP Board

- 3.4 The leadership of the SNP Board is crucial to the partnership's success in tackling crime and disorder, substance misuse, and community concerns in relation to community safety. In order to provide this leadership and clarify governance we recommend that a streamlined SNP Board be created. This Board will continue to have responsibility for:
- The delivery of the outcomes for Safer Communities within the Local Area Agreement;
 - The crime and disorder priorities which emerge from the Partnership Strategic Assessment, which has recently been undertaken; and
 - The local implementation of the National Drug strategy.
- 3.5 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 that will enable a diverse range of agencies and bodies to work together effectively to achieve common goals;
 - 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; and
 - Ensure an evidence-led and problem-solving approach within the SNP, including commissioning processes.
- 3.6 The key roles and responsibilities of the Board are:
- To ensure SNP compliance with the statutory duties and responsibilities stated in the Crime and Disorder Act 1998, the Police and Justice Act 2006, and in subsequent Home Office regulations.
 - To ensure compliance with the National Drug Strategy and NTA requirements.
 - To ensure that Partnership Strategic Assessments are undertaken at least annually.
 - To consider the Partnership Strategic Assessment and agree strategic priorities, objectives and targets for the three years Partnership Plan, which will be updated annually.
 - To ensure that delivery plans are in place to support the strategic objectives.

- To oversee performance in relation to SNP LAA outcomes and the targets set out in the Partnership Plan, and to instigate any necessary action to address areas of under-performance. Issues requiring consideration by the Board will be highlighted by the Performance Management and Resources Group
- To agree the objectives of the Performance Management and Resources Group and oversee the group's activities.
- To ensure that the Performance Management and Resources Group sets clear objectives, targets, and responsibilities for delivery groups.
- To address barriers to effective delivery that cannot be resolved by the Performance Management and Resources Group.
- To ensure that there are adequate resources to deliver the partnership's objectives.
- To approve the allocation of partnership resources, agree the annual spend plan for the SNP and set the commissioning framework. The Board will be responsible for considering major resource issues including mainstreaming opportunities and sustainability.
- To review quarterly reports regarding the financial position and spend by the Partnership.
- To ensure clear communication exists between the Partnership levels and groups, and to ensure that information is cascaded into partner agencies.
- To report to the Partnership Stakeholder Group on performance on a bi-annual basis.
- To undertake an annual skills and knowledge audit to ensure that the partnership has the requisite skills and knowledge to meet the statutory requirements.

3.7 In terms of membership, each of the responsible authorities is required to be represented on the Board:

- Newcastle City Council
- Northumbria Police
- Northumbria Police Authority
- NHS North of Tyne
- Tyne and Wear Fire and Rescue Authority, and
- Northumbria Probation Service (a statutory partner from 1st April, 2010).

3.8 As required the Portfolio Holder for Community Safety will be a member. In addition, given their strategic role in addressing anti-social behaviour as well as other community safety issues, it is recommended that Your Homes Newcastle is represented.

- 3.9 Finally we propose that the Board includes a representative from each of the voluntary, community and business sectors. Currently the Newcastle CVS nominates the voluntary sector representative who reports back to a Regeneration Forum Safe Newcastle Reference Group. This is good practice and we would encourage SNP to establish similar arrangements for electing the community and business representatives.
- 3.10 Whilst these representatives would form the voting membership of the Board, a number of other representatives and officers would attend Board meetings:
- Representatives from the Children's Trust, Adult Health and Well Being and Partnerships to support cross-cutting work; it will be important to ensure that there is a mechanism at the corporate level to ensure that there is linkage between SNP and Area-based regeneration, which does not cover the whole city but which drives key regeneration work;
 - GONE will be invited to attend;
 - The Chair of the Performance Management and Resources Group to ensure effective communications between the two groups;
 - 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.
- 3.11 The process for electing the Chair, as required by the minimum standards, is set out in the SNP constitution.
- 3.12 We would also recommend that the Chair of the Board is briefed regularly by the Head of Community Safety and the Chair of the Performance Management and Resources Group.
- 3.13 It is critical that the agencies and organisations represented on the Board ensure that their nominated representatives have sufficient seniority within their organisations to be able to make decisions, implement change and commit resources within their own organisation's governance arrangements.
- 3.14 The Board would meet quarterly, although it may wish to hold additional meetings during the early implementation of the new structure, and as is currently the case when considering the strategic assessment, proposed priorities and agreeing the partnership strategy.
- 3.15 The high-level, strategic role of the Board has been stressed. In order to operate effectively at this level it is important that the agendas of meetings are streamlined so that the Board has time to discuss priority concerns and 'the big issues'. The Board will wish to agree a programme of work in relation to this and, given the new statutory role of probation, the reducing reoffending and integrated offender management agendas would be a useful initial topic for Board consideration.

3.16 In addition, to keep the Board informed about the strategy delivery programme, it would be helpful to establish a rolling programme of brief 15 minute presentations from Strategy Delivery Groups.

3.17 Draft terms of reference for the Board are included in Appendix 1.

SNP Stakeholders Group

3.18 In line with many CDRPs, it was generally agreed that there would be benefits in establishing a SNP Stakeholders 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.

3.19 The Stakeholders Group would be an independent group integral to the SNP structure. It would hold bi-annual meetings in the format of SNP events rather than formal meetings. The group would have a key role in advising SNP on its effectiveness in relation to the community engagement hallmark, and the public confidence and reassurance strategy.

3.20 In addition the meetings 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.

3.21 The group could elect the voluntary sector and community sector representatives to the board and discussions should be held with the CVs about how they can support the group to ensure its independence.

The Performance Management and Resources Group

3.22 Whilst the SNP Board would provide leadership, vision and direction, it is generally accepted that partnership boards require an operational support group which can focus in greater detail on performance and delivery. As previously stated, this reflects Home Office guidance that CDRP structures should clearly separate the strategic and operational. Such groups act as the Board's 'driving hub' for partnership activity and support the responsible authorities in discharging their responsibilities without duplicating the role of the Board. It is therefore recommended that the SNP established a Performance Management and Resources Group (PMRG), which would meet monthly.

3.23 The purpose of the PMRG is:

- To monitor partnership and delivery group performance, providing support in achieving the strategic aims set out by the SNP Board and reporting any exceptions i.e. poor performance, outstanding performance to the Board; and
- To provide operational support, guidance and advice to the delivery groups.

3.24 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.

3.25 The roles, responsibilities and key actions of the PMRG are:

- To ensure that delivery groups and partner organisations have a clear performance framework linked to the relevant LAA targets and the SNP Strategy. This will include the outcomes, objectives and targets for which each Strategy Delivery Group has responsibility.
- To ensure that each Strategy Delivery Group has a clearly set out delivery plan to address the outcomes, objectives and targets for which it has responsibility. These delivery plans will be in an agreed SMART format, with targets, performance indicators, and actions with timescales, milestones and named responsible individuals clearly set out.
- To ensure that Strategy Delivery Groups are focussed on adding value to mainstream delivery, and where necessary, influencing agencies 'to do it differently', rather than simply developing projects.
- To ensure that Strategy Delivery Groups are evidence-led in their approach, by commissioning any problem profiles or additional analysis required and by ensuring that the groups have an understanding of 'what works' in relation to the issues they are addressing.
- To receive monthly performance and progress reports from the Strategy Delivery Groups, in an agreed format, and to monitor progress with regards to the implementation of the delivery plans and their impact on objectives and desired outcomes.
- To provide and consider crime and disorder trends, eg quarterly crime statistics, hotspot areas and to task the delivery groups as appropriate. To identify and address new and emerging issues. This may require the PMRG to commission further analysis, task an existing Strategy Delivery Group, or establish a new Strategy Delivery Group or time-limited task and finish group to address the issue.
- For new Strategy Delivery Groups, the PMRG will appoint a Chair and propose an initial membership.
- To provide a concise performance and delivery group progress report to the Board. This will be exception reporting (traffic light system) to enable the Board to focus on areas of poor or exceptional performance and to be aware of new and emerging issues.

- To undertake higher level problem solving and propose remedial actions to address areas of under-performance and support the relevant Strategy Delivery Groups to implement these.
- To escalate issues that cannot be resolved by the PMRG to the SNP Board.
- To receive regular reports relating to financial matters, from which key issues will be identified for the Board.

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- To use resources to commission interventions in line with the framework agreed by the Board in relation to the budgets for which SNP has direct responsibility. The PMRG will also help align wider spend to support the delivery of the SNP priorities. The PMRG will oversee all SNP commissioning other than for substance-misuse, for which the Substance Misuse Sub-Committees (Adult and Young People's Commissioning Groups) would retain all commissioning responsibilities as delegated by the Board. Substance-misuse commissioning is a specialised and time-consuming process and the delegation of these responsibilities to the Sub-committee will ensure NTA and world class commissioning requirements are met.
- The PMRG would have a key role in advising the Board whether a specific Strategy Development and Delivery Group was required to support any major regeneration initiatives within the City.
- To support the Board in developing and implementing the Partnership Development Plan.
- To support the Board in undertaking an annual partnership skills audit.
- To ensure clear communication exists between the Partnership tiers and that information is cascaded down into the Strategy Delivery Groups and the partner agencies involved.

3.26 In terms of core membership, the PMRG will comprise:

- 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

3.27 Chairs of Strategy Delivery Groups will attend to report and address any issues in relation to their group's activities or performance.

3.28 The Safe Newcastle Unit Manager and Performance Officer will attend, with other SNU Strategy Officers attending as required.

3.29 The Safe Newcastle Researcher Analyst will attend to provide support with data interpretation and analysis during meetings.

- 3.30 In addition, a representative from the Safe Newcastle Communication Team will attend and have responsibility for liaising with partners' communications officers to ensure effective SNP communications.
- 3.31 The PMRG will be able to co-opt officers as required and the Chair will attend the Board to ensure that there is effective communication between the groups.
- 3.32 A number of sub-groups will support the work of the PMRG, eg finance and performance management sub-groups are likely to be required. As these will consist mainly of SNU officers we have not shown them on the Partnership structure.
- 3.33 Terms of reference for the PMRG are included in Appendix 2.

Strategy Delivery Groups (SDGs)

- 3.34 The purpose of a Strategy Delivery Group (SDG) is to act as the coordinating group responsible for drawing up the strategy and delivery plan for one or more of the specific objectives in the partnership's strategy or LAA targets. The groups are accountable to the Board, reporting through the PMRG on progress in implementing their delivery plan and how they have addressed any emerging or performance issues.
- 3.35 The key actions, roles and responsibilities of a SDG include:
- Ensuring that it has a clear delivery plan to address the outcomes, objectives and targets for which it has responsibility. These delivery plans will be set out using an agreed template with SMART targets, performance indicators, and actions with timescales, milestones and named responsible individuals clearly set out.
 - Being evidence-led in their approach and by having a shared understanding of 'what works' in relation to the issues they are addressing.
 - Undertaking a problem solving approach to partnership objectives and targets using the SARA or other appropriate problem solving models.
 - Focussing on adding value to mainstream delivery, and where necessary, influencing agencies to change main programme delivery, rather than simply developing projects.
 - Reviewing the delivery plan and monitoring its progress and impact on objectives and desired outcomes on a regular basis.
 - 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 if it is failing to meet its objectives and/or the targets that have been set.
 - Escalating issues that cannot be resolved to the PMRG.
 - Participation in the annual partnership skills and knowledge audit and SDG member attendance at Partnership training events if required.

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- 3.36 The relevant SNU Strategy or Community Safety Officer will draw together an initial core membership for each SDG. Additional members can then be co-opted on a permanent or temporary basis. However, it is important to keep the groups relatively small and hence the key question should be 'who do we need to be involved?'
- 3.37 The Chairs of the SDGs will attend the meetings of the PMRG to report on progress.
- 3.38 The new SNP priorities were still being finalised at the time of writing this report. However, early indications are that the following SDGs should be established:
- **Drug and Alcohol Commissioning Sub-Committee:** This would mirror the Alcohol Strategy Board which sits in Adult Health and Well Being. Its role would be to develop and implement a city-wide drugs strategy. It would retain fully delegated powers in terms of substance misuse commissioning, and its current supporting structure which is set out in Appendix 4. This structure has recently been reviewed and streamlined to strengthen the commissioner/provider separation. However, if the recommendations of this report are agreed, it will require amendment in relation to the Reducing Re-offending Group, which we have recommended establishing as a separate SDG. Close working and effective cross representation will be critical and the two Strategy officers will have a key role to play in ensuring that cross-cutting agendas are effectively addressed without unnecessary duplication. Some sub-groups may report to both SDGs.
 - **Reducing Re-offending SDG:** This SDG would develop and implement a strategy for reducing re-offending and integrated offender management. This group has recently been established and will have responsibility for the DIP, PPO and DRRS and hence the need for it to work effectively with the Substance Misuse SDG as discussed above. The Reducing reoffending SDG does need to have its membership strengthened. It would benefit from including the Chair of the Magistrates Bench, the Crown Court (this SDG would create a more effective role for the criminal justice representatives than the SNP Board), more senior police representation, the Probation LDU manager and employment representatives eg DWP or JcPlus. There is also a need to link this group more effectively to the Newcastle LCJB Delivery Group. In order to further develop pathways from offending, the group will be seeking to address housing, alcohol treatment and employment issues and it may require a specific Integrated Offender Management sub-group to progress this work.
 - **Reducing Crime and Repeat Victimization SDG:** This SDG would respond to specific crime issues eg burglary, motor vehicle crime etc as required, drawing in the relevant membership to address the issue. The Police would be key players within this SDG, but having a partnership group to address priority crime issues will ensure that other partners play

their part through multi-agency delivery plans linked to the SNP reporting processes.

- **Respect SDG:** This group would oversee the delivery of the Respect strategy including work to address anti-social behaviour. The group has recently been restructured to include Respect, ASB, Family Intervention Projects, parenting work and Changing Trax. Chaired by The Children's Trust Head of Strategic Planning, the group is well-placed to address this cross-cutting agenda.
- **Hate Crime (ARCH) SDG:** This group would ensure that the hate crime strategy and delivery plan is fully linked to SNP.
- **Domestic Abuse and Sexual Violence SDG:** DVAP was specifically considered in this review and our findings are set out later in this section. In addition a proposed structure diagram is included in Appendix 4. Given the strong linkage between domestic abuse and sexual violence we have established one SDG with a sub-group structure to ensure 'different' aspects are fully addressed. This group would have responsibility for developing and implementing the strategy for Violence Against Women and Girls.
- **City Centre SDG:** Addressing crime and disorder, including alcohol related disorder, is critical to achieving SNP's strategy and targets. We have therefore recommended that a specific City Centre SDG be established to develop and deliver a city centre strategy and delivery plan.
- **Safe Neighbourhoods SDG:** Replacing the Safer Neighbourhoods Board, this SDG would oversee the work of the SNAPs, giving them a clear escalation route for issues they cannot resolve, and hence would be in a good position to link community safety activity at the local neighbourhood level more effectively to the wider SNP programme. They would be able to identify common neighbourhood issues which require a more strategic focus, taking on this role or alerting other SDGs, through the PMRG, as appropriate. They would have responsibility for student initiatives and community payback. The SNB was seeking to develop city tasking, however elements of this role will be filled by the new PMRG.
- **Public Reassurance and Confidence SDG:** This group would have specific responsibilities in relation to the development and implementation of a strategy and delivery plan to address the public confidence target and perceptions indicators. This would require a refreshed communications strategy. We have reinforced the need for this SDG to link closely to the City Centre and Safe Neighbourhoods SDGs in the new SNP structure diagram, and Communications SDG membership of these groups would assist this.

3.39 The delivery structure should be reviewed after each refresh of the SNP strategy, to ensure that it relates to the identified priorities. Again, to ensure

that the structure and meetings are effective, we would stress that the key questions should be:

- What groups are still needed?
- Do we need any new groups or can the remits of existing groups be extended?
- Who needs to be represented?

3.40 It is also important to note that while SNU Strategy Officers have a key role to play in establishing and working with the SDGs, the groups and not the Strategy Officers are accountable to the Board, through the PMRG, for performance and delivery.

3.41 Some SDGs may require a sub-group structure eg we have included separate structures for Substance-Misuse and Domestic Abuse and Sexual Violence SDGs in Appendix 4 of this report. However, SDGs should seek to minimise the number of additional groups they create. Where needed they should use time-limited Task and Finish Groups, as described below, to progress specific issues. Appendix 4 also includes the structure established by the Contest Delivery Board.

3.42 A draft generic SDG Terms of Reference is included as Appendix 3. This can be adapted to reflect the specific remit of each SDG.

Task and Finish Groups

3.43 Whilst some SDGs will require additional on-going sub-groups, Task and Finish Groups may be required by any of the groups within the partnership structure. However, most will be established by the SDGs. It is critical however that these are limited in number and length of operational time, and the PMRG will have a role to play in ensuring that each SDG does not establish a 'washing-line' of additional delivery groups. The main delivery business should be developed and monitored through the SDG meeting.

3.44 Task and Finish Groups are established to address specific issues identified by the PMRG or the SDGs. They are established to develop specific issues and are time-limited.

3.45 The purpose of a Task and Finish Group is to:

- Draw up and implement an action plan to address the remit set out by the PMRG or SDG within an agreed timescale.
- Report on progress in implementing the action plan to the PMRG or SDG.

3.46 A Task and Finish Group will be accountable to the PMRG or SDG which established it and will report to it on progress on the delivery of the action plan for the specific objectives for which the group is responsible. The PMRG or SDG will set the agreed timescale for the Task and Finish Group's remit, and

the group will disband once the agreed PMRG or SDG remit has been addressed.

3.47 The PMRG or SDG will appoint a Chair and propose an initial membership.

3.48 The Task and Finish Group will be responsible for:

- Ensuring that it has a clear action plan to address the outcomes, objectives and targets for which it has responsibility within the agreed timescale. These action plans will be set out using the template provided with SMART targets, performance indicators, and actions with timescales, milestones and named responsible individuals clearly set out.
- Being evidence-led in their approach and by having a shared understanding of 'what works' in relation to the issues they are addressing.
- Undertaking a problem solving approach to partnership objectives and targets using SARA or other appropriate problem solving models.
- Focussing on adding value to mainstream delivery, and where necessary, influencing agencies to change main programme delivery, rather than simply developing projects.
- Reviewing the action plan and monitoring its progress and impact on objectives and desired outcomes on a monthly basis.
- Submitting a monthly performance and progress report to the group to which it is accountable.
- Identifying and addressing any problems with implementing the action plan and making any necessary adjustments if it is failing to meet its objectives and/or the targets that have been set.
- Escalating issues that cannot be resolved by the group to which it is accountable.
- Where appropriate, ensuring that there is an effective community engagement to plan and deliver the identified tasks.

3.49 The PMRG or SDG will propose an initial membership for new groups. Task and Finish Groups can invite additional members when required, on an ongoing or occasional basis.

3.50 The Chair of the Task and Finish Group will be expected to attend and report to the meetings of the PMRG or SDG as appropriate.

Other Structural Issues

3.51 There are a few other structural issues which should be addressed within this section of the report.

3.52 **Linkage to the LSP:** The LSP is currently reviewing its own structures. We have sought to strengthen linkage between SNP and other LSP delivery

partnerships by cross representation at the Board and PMRG levels. We recommend that the SNP asks for similar representation on other key LSP delivery partnerships. We commend the chairing of the Respect SDG by the Children's Trust Head of Strategic Planning as a good example of how to work together on cross-cutting issues. We also consider the LSP theme coordinators role as being important in linking the LSP's delivery partnerships.

- 3.53 The **Contest Delivery Board** reports into the Safe Newcastle Board for the Newcastle Partnership. This is a high-level group including the local authority Chief Executive and Police Chief Superintendent. We have included its structure to address the Pursue, Prevent, Protect and Prepare agendas in Appendix 4.
- 3.54 **SNAPs** groups are local groups for problem-solving community safety issues. Chaired by a local elected member they bring together partners relevant to the problems experienced in the area and use the SARA problem solving framework, in which they have received training, to develop solutions. Their work was highly regarded by those interviewed in the review. However, they felt that their escalation route for issues they could not resolve was not clear. The new structure clearly gives the Safe Neighbourhoods SDG this role.
- 3.55 Another issue raised was that community members, who do not attend SNAPs (but may play a role in any SAPs), felt cut out of the SNAP process. This could be resolved by having SNAPs having a specific feedback slot on Local Area Committee agendas. The Police regularly report back but community representatives did not link this to the SNAPs work. Indeed SNAPs members acknowledged that they do not always promote their activities and successes. Effective linkage between the Public Reassurance and Confidence SDG and Safe Neighbourhoods SDG could help address this.

Recommendations for a New Partnership Structure

- 3.56 It is therefore recommended that the SNP adopts the new structure proposed in this report and set out in Figure 2. This includes:
- An SNP Board
 - A Stakeholders Group
 - A Performance Management and Resources Group, and
 - Strategy Delivery Groups as discussed in the report.
- 3.57 It is recommended that the SNP adopts the terms of reference for the key groups included in Appendices 1-3.

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.

3.58 It is also recommended that:

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 Confidence and Reassurance SDG works closely with the City Centre and Safe Neighbourhood SDGs to ensure that perceptions and confidence issues are addressed and 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 Ward Committee meetings.

The Domestic Abuse and Sexual Violence Strategy Group

3.59 The existing Domestic Violence and Abuse Partnership was specifically considered as part of the review.

Structure

3.60 A proposed structure diagram for the Domestic Abuse and Sexual Violence (DASV) Strategy Group is included in Appendix 4. Given the strong linkage between domestic abuse and sexual violence we have established one SDG with a sub-group structure to ensure 'different' aspects are fully addressed (see appendix 3 for proposed terms of reference for SDGs).

3.61 The Domestic Abuse and Sexual Violence Stakeholders Group has been designed to ensure that everyone with an interest in domestic abuse and sexual violence has an opportunity to find out more about the work going on at the DASV SDG and contribute to this agenda. It is suggested that the Stakeholders Group hold bi-annual 'events' rather than formal meeting. The

SDG may wish to use these events to review and refresh the DASV Strategy and Action Plans.

- 3.62 Sub-Groups have been identified based on the current areas of identified need for the DASV SDG. All Sub-Groups will be accountable to the SDG and will report on progress on the delivery of the action plan for the specific objectives for which the group is responsible.
- 3.63 Currently the key areas identified are: BME issues, perpetrators, children and young people, and sexual violence. A separate sub-group for sexual violence has been included as this is a new area of work for the partnership. However, in the long-term it is anticipated that sexual violence will be dealt with as part of the broader themes looked at by other sub-groups. Members of the SDG should consider at an early stage whether these sub-groups are required and for how long (i.e. should they be time-limited Task and Finish groups) or whether the main delivery business can be developed and monitored through the SDG meeting.
- 3.64 The MARAC and SDVC operational groups have also been included as sub-groups of the SDG to ensure that their work clearly links to, and forms part of, the overall DASV, and hence SNP, strategy.

Membership

- 3.65 Currently the DVAP group has a large membership from across a range of commissioning agencies and providers. This causes some difficulty in defining a clear role for this group resulting in a mixture of strategic leadership and operational delivery being discussed at the same meeting, with neither being the specific focus. In the new structure it is proposed that the membership of the SDG should be streamlined to focus on strategic direction for the DASV agenda and that operational delivery should be driven through the Sub-groups and Task and Finish Groups.
- 3.66 It is proposed that the core DASV SDG membership should include strategic development level representatives from:
- Northumbria Police
 - The Safe Newcastle Unit's DASV Strategy Officer
 - Newcastle City Council including representatives for:
 - Safeguarding Adults
 - Safeguarding Children
 - Housing strategy
 - Supporting People
 - Northumbria Probation
 - NHS North Tyne and relevant secondary healthcare providers
 - Crown Prosecution Service, and
 - A representative nominated by the voluntary sector providers.
- 3.67 Chairs of the Sub- Groups and Task and Finish Groups will attend and report back at SDG meetings.

Governance and Accountability

- 3.68 In line with the proposed term of reference for all SDGs it will be the responsibility of the DASV SDG to:
- Ensure that there is a comprehensive strategy for Domestic Abuse and Sexual Violence.
 - Ensure that there is a comprehensive delivery plan to implement the strategy and address the outcomes, objectives and targets for which it has responsibility within the agreed timescale. These action plans should include SMART targets, performance indicators, and actions with timescales, milestones and named responsible individuals clearly set out.
 - Report monthly on progress in relation to strategic development, implementation and delivery, and on overall performance in relation to the priority, to the PMRG.
- 3.69 The performance monitoring requirements of the Safe Newcastle Partnership should both provide a clearer direction for the DASV and increase accountability.
- 3.70 It is also important that similar mechanisms established with both the Adult Safeguarding and Safeguarding Children Boards. The forthcoming Joint Strategic Needs Assessment should provide the DASV with a clear input into this agenda. It is therefore important that representatives are identified for both of these boards. Currently members of DVAP sit on the Boards but have not been clearly given the remit of representing DVAP. It is suggested that the DASV SDG nominate individuals from the group to sit as DASV representatives on the Safeguarding Boards.
- 3.71 It is therefore recommended that:
- 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.***

The Communications Review

- 3.72 The proposed Public Reassurance and Confidence SDG will have specific responsibilities in relation to the development and implementation of a strategy and delivery plan to address the public confidence target and perceptions indicators.
- 3.73 Our review has identified a number of key initial tasks for this group:

- Establishing a sub-group of marketing/press officers from statutory agencies to progress the development of a partnership calendar of events.
 - Establishing a network of media trained officers within agencies across the partnership who can represent the partnership as and when required.
 - Establishing a brand for partnership communications so that all partnership communications (including press releases) could be branded as such.
- 3.74 In order to support the cross-cutting issue of communications throughout the partnership it is recommended that a clearer process is adopted for communications to ensure the timeliness of communications and make the most effective use of limited resources.
- 3.75 Currently there is ad-hoc coordination of communication campaigns across the partnership. In order to support a more effective partnership communications strategy, press and marketing officers from the statutory agencies should form a sub-group of the Public Reassurance and Confidence SDG. Where possible it would also be useful to include officers from neighbouring authorities. This group will be responsible for compiling a partnership calendar of events that identifies key events and times of year for partnership communications and where joint campaigns can be used more effectively. There are already good examples of this joined up working, such as the City Centre Christmas Alcohol Related Violence Campaign.
- 3.76 The partnership calendar of events will be the main driver for communications campaigns throughout the year therefore it is important that all the SDGs, the PMRG and SNP Board are given the opportunity to identify key events they are aware of in the forthcoming year that will require communications such as awareness weeks, conferences, partnership events etc. The Safe Neighbourhoods SDG can act as a conduit for SNAPs work. Planning communications as part of the activity for the year will mean that public reassurance and positive communications are an integral part of all themed strategies and partnership activity.
- 3.77 It is anticipated with a planned approach to communications there will be less 'ad-hoc' requests for communications support however there will always be instances, such as responding to national and local incidents that require more 'fast-time' time responses. In these instances it is important that the communications team are contacted as soon as possible in order to make the most effective use of communications messages and if necessary join up with other partners.
- 3.78 It is therefore recommended that:

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*
- *Ensure the consistent use of branding for partnership communications (including press releases)*

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4 Moving Forward

Introduction

- 4.1 In this section we set out some ideas for implementing the changes and some areas for inclusion in the updated Partnership Development Plan which will be set out by the SNU following the acceptance of a final report.

Implementing the Changes

- 4.2 If the partnership accepts the recommendations set out in this report, it will wish to establish the new structure by 1st April 2010 to enable it to address the refreshed Partnership Strategy. We would suggest that each of the new constituent groups has an initial induction session during which would cover:

- The refreshed strategy including priority outcomes, targets and indicators;
- The new Partnership Structure;
- The new SNU team;
- The specific role and responsibilities of their group including their draft terms of reference;
- The group membership – it would be helpful for each representative to do a 3 slide presentation covering the main objectives of their agency or service, the key challenges they will face in the coming year, and what they can bring to the SNP;
- Discussion of how the group will operate;
- Identifying any initial training, skills or knowledge development support that would assist the group in carrying out its responsibilities eg problem solving training, information on ‘what works’ in relation to a specific community safety issue.

- 4.3 In addition, for SDGs the induction would cover:

- The outcomes, targets and indicators for which they have responsibility;
- Their immediate priorities eg developing any required strategy, refreshing or developing delivery plans.

- 4.4 It will also be necessary to amend the constitution to reflect the changes in structure etc.

- 4.5 The SNU also needs to consider how it will support the new structure. The new team structure diagram is included in Appendix 4. For some SDGs there is a specific Strategy Officer who will be well placed to work with the new groups in terms of strategy development and delivery planning. The specialist officers will also play a key role in driving cross-cutting work. For other issues thought will be need to be given to the appropriate SNU link officer. However

it is important that the groups understand that the SNU officer is not solely accountable for the group's performance and that partners, and not SNU officers should chair the groups.

4.6 Recommendations relating to the implementation stage are:

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.

Addressing the Hallmarks

4.7 The recommendations set out in this report have been made to strengthen the SNP's position in terms of addressing the 6 Hallmarks for effective partnerships:

- Empowered and effective leadership
- Intelligence-led business processes
- Effective and responsive delivery structures
- Engaged communities
- Visible and constructive accountability, and
- Appropriate skills and knowledge

4.8 The Partnership re-assessed itself against the Hallmarks at the recent AGM and feedback from participants is included as Appendix 5 of this report. Many of the issues raised have been addressed by the recommendations:

- The new structures should strengthen leadership, governance and accountability, and provide an effective and responsive delivery structure;
- The PMRG will have a key role to play in ensuring that business processes and the work of the SDGs is evidence-led; and
- The new SNP Stakeholders Group and the strengthening of the links between the SNAPs and the SNP, through the Safe Neighbourhoods SDG, and to the Local Ward Committees will support community engagement.

4.9 In terms of skills and knowledge:

- We have included an initial assessment of gaps and training needs is included in the proposed induction sessions for the new and refreshed SNP groups.
- We would also recommend that SNP develops an induction pack, to be available on line. This would include SNP aims, strategy, targets, structures and membership and terms of reference for the groups.

- We also recommend that SNP inducts all new members and have included the process for this in the terms of reference for the groups.
- We also recommend that the partnership continues to hold regular partnership development days for each tier of SNP.

4.10 Finally, we recommend that the Board appoints a Partnership Development Champion from its membership to ensure that the updated Partnership Development Plan is implemented and regularly reviewed.

4.11 It is therefore recommended that:

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.

5 Summary of Recommendations

5.1 The following recommendations have been made in this report:

- 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 Ward 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***
- ***Ensure the consistent use of branding for 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.

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Appendix 1: Terms of Reference for the SNP Board

Terms of Reference for the Board

SNP Board Responsibilities

The Safe Newcastle Partnership (SNP) is the statutorily required Crime and Disorder Reduction Partnership for the Newcastle City Council area. It is responsible for compliance with the statutory duties and responsibilities set out in the Crime and Disorder Act 1998, the Police and Justice Act 2006, and in subsequent Home Office regulations which came into force on 1 August 2007. The Partnership aims to address the national standards and hallmarks for effective partnerships set out in the Home Office guidance 'Delivering Safer Communities: A guide to effective partnership working'.

The SNP also acts as the Board for the Drug and Alcohol Action Team.

This Board will have responsibility for:

- The delivery of the outcomes for Safer Communities within the Local Area Agreement;
- The crime and disorder priorities which emerge from the Partnership Strategic assessment; and
- The local implementation of the National Drug strategy.

Purpose of the SNP Board

- To provide strategic leadership for the partnership;
- To develop a strategic vision and direction for SNP that will enable a diverse range of agencies and bodies to work together effectively to achieve common goals;
- To agree the focus and priorities for the SNP strategy and to ensure that the SNP three year Partnership Strategy is agreed and implemented, and that agreed partnership targets are met;
- To set the framework for resource allocation and commission, other than in respect of substance misuse, which has been delegated to the Substance Misuse Sub- Committee.
- To hold the partners to account for the delivery of the strategy; and
- To ensure an evidence-led and problem-solving approach within the SNP, including commissioning processes.

Key Roles and Responsibilities

The key roles and responsibilities of the Board are:

- To ensure SNP compliance with the statutory duties and responsibilities stated in the Crime and Disorder Act 1998, the Police and Justice Act 2006, and in subsequent Home Office regulations.
- To ensure compliance with the National Drug strategy and NTA requirements.
- To ensure that partnership strategic assessments are undertaken at least annually.
- To consider the strategic assessment and agree strategic priorities, objectives and targets for the three year Partnership Strategy, which will be updated annually.
- To ensure that delivery plans are in place to support the strategic objectives.
- To oversee performance in relation to SNP LAA outcomes and the targets set out in the Partnership Strategy, and to instigate any necessary action to address areas of under-performance. Issues requiring consideration by the Board will be highlighted by the Performance Management and Resources Group (PMRG).
- To agree the objectives of the Performance Management and Resources Group and oversee the group's performance
- To ensure that the PMRG sets clear objectives, targets, and responsibilities for Strategy Delivery Groups.
- To address barriers to effective delivery that cannot be resolved by the PMRG.
- To ensure that there are adequate resources to deliver the partnership's objectives.
- To approve the allocation of partnership resources, agree the annual spend plan for the SNP and set the commissioning framework. The Board is responsible for considering major resource issues, mainstreaming and sustainability.
- To review quarterly reports regarding the financial position and spend by the Partnership.
- To ensure clear communication exists between the Partnership levels and groups, and ensure that information is cascaded into partner agencies.
- To report to the partnership stakeholder group on performance on an annual basis.
- To undertake an annual skills audit to ensure that the partnership has the requisite skills and knowledge to meet the statutory requirements.

Membership

Each of the responsible authorities is required to be represented on the SNP Board:

- Newcastle City Council
- Northumbria Police
- Northumbria Police Authority
- NHS North of Tyne
- Tyne and Wear Fire and Rescue Authority, and

- Northumbria Probation Service.

As required the Portfolio Holder for Community Safety will be a member.

In addition, membership will include Your Homes Newcastle and a representative from each of the voluntary, community and business sectors.

Whilst these representatives would form the voting membership of the Board, a number of other representatives and officers would attend Board meetings:

- Representatives from the Children's Trust, Adult Health and Well Being and Partnerships to support cross-cutting work;
- GONE will be invited to attend;
- The Chair of the Performance Management and Resources Group to ensure effective communications between the two groups;
- 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.

All representatives attending Board meetings must have sufficient seniority within their own organisations to be able to make decisions, implement change and commit resources within their own organisation's governance arrangements.

All members of the Board should be able to commit to regular attendance and represent their organisation effectively by:

- Bringing strong influence to bear on the objectives, targets and allocated resources in their organisation's own business plans and activities;
- Communicating and championing the work of the partnership within their individual agencies;
- Ensuring that their organisation has a designated person responsible for the provision of agreed data to the partnership for strategic assessments and performance monitoring purposes;
- Discussing potential conflicts and differences to seek the most effective solutions;
- Identifying and committing resources to deliver actions they have agreed their organisation will undertake to support the delivery of the SNP Plan; and
- Promoting equality of opportunity both in the operation of the Board and the work commissioned by it.

Deputising is permitted when necessary, but only to a nominated and agreed deputy.

Any organisation failing to send a representative for two consecutive meetings will be asked to confirm their commitment.

The Board will keep its membership under review and has the right to invite additional members to join

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Meeting Style and Structure

The SNP Board will meet quarterly with additional meetings to be agreed when required.

The meeting cycle will be agreed annually.

The Chair of the PMRG and the Team Leader Community Safety will meet with the Chair of the Board to agree the agenda prior to the meetings.

Papers and items need to be placed on the agenda in advance of meetings. Papers will be circulated at least five working days prior to meetings, to allow sufficient time for partners to prepare.

Voting

Whenever possible, all decisions will be made on the basis of consensus.

However, when a vote needs to be taken it will be undertaken in line with the SNP constitution.

Chairing Arrangements

The Chair and Vice Chair will be elected in line with the constitution.

The Chair will be expected to represent the Partnership at events where appropriate.

The Chair will sign documentation and release funding on behalf of the Partnership.

The Chair will ensure that new representatives or members of the Board have an induction process which ensures they understand the roles and responsibilities and terms of reference, and the role that their organisation has agreed to play in the delivery of the SNP strategy.

In the absence of both the Chair and the Vice Chair the members may appoint a temporary Chair for a meeting

Appendix 2: Terms of Reference for the PMRG

Terms of Reference for the Performance Management and Resources Group

SNP Board Responsibilities

The safe Newcastle Partnership (SNP) is the statutorily required Crime and Disorder Reduction Partnership for the Newcastle City authority area. It is responsible for compliance with the statutory duties and responsibilities set out in the Crime and Disorder Act 1998, the Police and Justice Act 2006, and in subsequent Home Office regulations which came into force on 1 August 2007. The Partnership aims to address the national standards and hallmarks for effective partnerships set out in the Home Office guidance 'Delivering Safer Communities: A guide to effective partnership working'.

The Performance Management and Resources Group (PMRG) is a key element of the SNP structure.

Purpose of the PMRG

The purpose of the PMRG is:

- To monitor partnership and delivery group performance, providing support in achieving the strategic aims set out by the SNP Board and reporting any exceptions i.e. poor performance, outstanding performance to the Board; and
- To provide operational support, guidance and advice to the delivery groups.

Accountability

The PMRG will be accountable to the SNP Board and will report recommendations on performance, delivery, problem solving and action planning, and commissioning and resource allocation as appropriate

The Roles, Responsibilities and Key Actions of the PMRG.

The roles, responsibilities and key actions of the PCMG are:

- To ensure that delivery groups and partner organisations have a clear performance framework linked to the relevant LAA targets and the SNP Strategy. This will include the outcomes, objectives and targets for which each group has responsibility.
- To ensure that each Strategy Delivery group has a clearly set out delivery plan to address the outcomes, objectives and targets for which it has responsibility. These delivery plans will be in an agreed SMART format, with targets, performance indicators, and actions with timescales, milestones and named responsible individuals clearly set out. To ensure that Strategy Delivery Groups are focussed on adding value to mainstream delivery, and where necessary, influencing agencies 'to do it differently', rather than simply developing projects.

- To ensure Strategy Delivery Groups are evidence-led in their approach, by commissioning any problem profiles or additional analysis required and by ensuring that the groups have an understanding of 'what works' in relation to the issues they are addressing.
- To receive monthly performance and progress reports from the delivery groups, in an agreed format, and to monitor progress with regards to the implementation of the delivery plans and their impact on objectives and desired outcomes.
- To provide and consider crime and disorder trends, e.g. quarterly crime statistics, hotspot areas and to task delivery groups as appropriate.
- To identify and address new and emerging issues. This may require the PMRG to commission further analysis and/or, task an existing Strategy Delivery Group, and/or establish a new time-limited delivery or Strategy delivery Group to address the issue.
- For new delivery or Strategy Delivery Groups, the PCRG will appoint a Chair and propose an initial membership.
- To provide a concise performance and delivery group progress report to the Board. This will be exception reporting (traffic light system) to enable the Board to focus on areas of poor or exceptional performance and to be aware of new and emerging issues.
- To undertake higher level problem solving and propose remedial actions to address areas of under-performance and support the relevant Strategy Delivery Groups to implement these.
- To escalate issues which cannot be resolved by the PMRG to the SNP Board.
- To receive quarterly reports relating to financial matters, from which key issues will be highlighted for the Board.
- To use resources to commission interventions in line with the framework agreed by the Board.
- To advise the Board on whether any new Strategy delivery group is required to support any major regeneration initiatives in the City.
- To support the SNP Board in developing and implementing a Partnership Development Plan.
- To support the Board in undertaking an annual partnership skills audit.
- To ensure clear communication exists between the Partnership tiers and that information is cascaded down into the Strategy Delivery Groups and the partner agencies involved.

Membership

The core membership of the PMRG will comprise:

- Head of Community Safety
- Northumbria Police
- Northumbria Police Authority

- NHS North Tyne, and
- 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

Chairs of Strategy Delivery Groups will attend to report and address any issues in relation to their group’s activities or performance.

The Safe Newcastle Unit Manager and Performance Officer will attend, with other SNU Strategy Officers attending as required.

The Safe Newcastle Researcher Analyst will attend to provide support with data interpretation and analysis during meetings.

In addition, a representative from the Safe Newcastle Communication Team will attend and have responsibility for liaising with partners’ communications officers to ensure effective SNP communications.

The PMRG will be able to co-opt or officers as required and the Chair will attend the Board to ensure that there is effective communication between the groups.

A number of sub-groups will support the work of the PMRG, eg finance and performance management sub-groups.

Meetings and Administration

Chairperson and Vice Chairperson	To be appointed by the Board on an annual basis.
Secretariat	
Meetings	<p>Will be held monthly.</p> <p>The meeting cycle will be set annually.</p> <p>Meetings will be set for an agreed time frame which recognises the time demands on all partners. They will be conducted in a focussed and business-like manner.</p>
Agenda and Papers	<p>Papers and items need to be placed on the agenda in advance of meetings. Papers will be circulated at least five working days prior to meetings, to allow sufficient time for partners to prepare.</p> <p>Minutes will be circulated to all partners with the agenda and paperwork.</p>

Appendix 3: Generic Terms of Reference for SDGs

<p style="text-align: center;">Draft Terms of Reference for Strategy Delivery Groups <i>(To be refined for each group and agreed by the PMRG)</i></p>
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Safe Newcastle Partnership (SNP) is the statutorily required Crime and Disorder Reduction Partnership for the Newcastle City Council area. It is responsible for compliance with the statutory duties and responsibilities set out in the Crime and Disorder Act 1998, the Police and Justice Act 2006, and in subsequent Home Office regulations which came into force on 1 August 2007. The Partnership aims to address the national standards and hallmarks for effective partnerships set out in the Home Office guidance 'Delivering Safer Communities: A guide to effective partnership working'.

Purpose of a Strategy Delivery Group (SDG)

The purpose of an SDG is to:

- Develop and implement a strategy and delivery plan to address their specific priority objective, targets and indicators;
- Establish and performance manage any authority-wide interventions to address their priority;
- Co-ordinate delivery in relation to the priority;
- Report on progress in relation to strategy and delivery plan to the PMRG; and
- Report on overall performance in relation to the priority to the PMRG.

Accountability

A SDG is accountable to the SNP Board through the PMRG and will report to it on progress in respect of the specific remit for which the group is responsible.

Key Actions, Roles and Responsibilities of the SDG

The SDG will be responsible for:

- Ensuring that there is a comprehensive strategy for their priority.
- Ensuring that there is a comprehensive delivery plan to implement the strategy and address the outcomes, objectives and targets for which it has responsibility within the agreed timescale. These action plans will be set out using the template provided with SMART targets, performance indicators, and actions with timescales, milestones and named responsible individuals clearly set out.

- Reporting monthly on progress in relation to strategic development, implementation and delivery, and on overall performance in relation to the priority, to the PMRG.
- Being evidence-led in their approach and by having a shared understanding of ‘what works’ in relation to the issues they are addressing.
- Focussing on adding value to mainstream delivery, and where necessary, influencing agencies to change main programme delivery, rather than simply developing projects.
- Identifying and addressing any problems with implementing the strategy or delivery plan and making any necessary adjustments if it is failing to meet its objectives and/or the targets that have been set.
- Escalating issues that cannot be resolved to the PMRG.
- Where appropriate, ensuring that there is an effective community engagement to plan and deliver the identified tasks.

Membership

The relevant SNU Strategic or Community Safety Officer will bring together an initial core membership. SDGs can invite additional members when required, on an ongoing or occasional basis.

The Chair of the SDG will be expected to attend the meetings of the PMRG.

In addition to their nominated representatives, agencies should nominate substitute representatives who will attend in the event of their nominated representative being unable to attend.

Meetings and Administration

Chairperson and Vice Chairperson	To be appointed by the group
Secretariat	
Meetings	Will be held monthly. Meetings will be set for an agreed time frame that recognises the time demands on all partners. They will be conducted in a focussed and business-like manner.
Agenda and Papers	Papers and items need to be placed on the agenda in advance of meetings. Papers will be circulated at least 3 working days prior to meetings, to allow sufficient time for partners to prepare. Minutes will be circulated to all partners with the agenda and paperwork.

Chairing Arrangements

The Chair will ensure that written performance and update reports are submitted when required.

The Chair will attend the PMRG and will provide a concise performance report and update on the progress of work of the SDG.

The PMRG Chair will ensure that the SDG Chair has an effective induction process and has a clear understanding of the objectives and targets to be addressed by the group and the performance monitoring and reporting mechanisms.

The SDG Chair and relevant SNU officer will ensure that new members have an effective induction process.

Communication

Each member has a responsibility to cascade information through his or her own agency as appropriate in line with the Partnership's Communications Strategy.

SDG Membership

Agency	Nominated Representative	Substitute Representative

Appendix 4: Additional Structure Diagrams

Figure 3: Safe Newcastle Unit

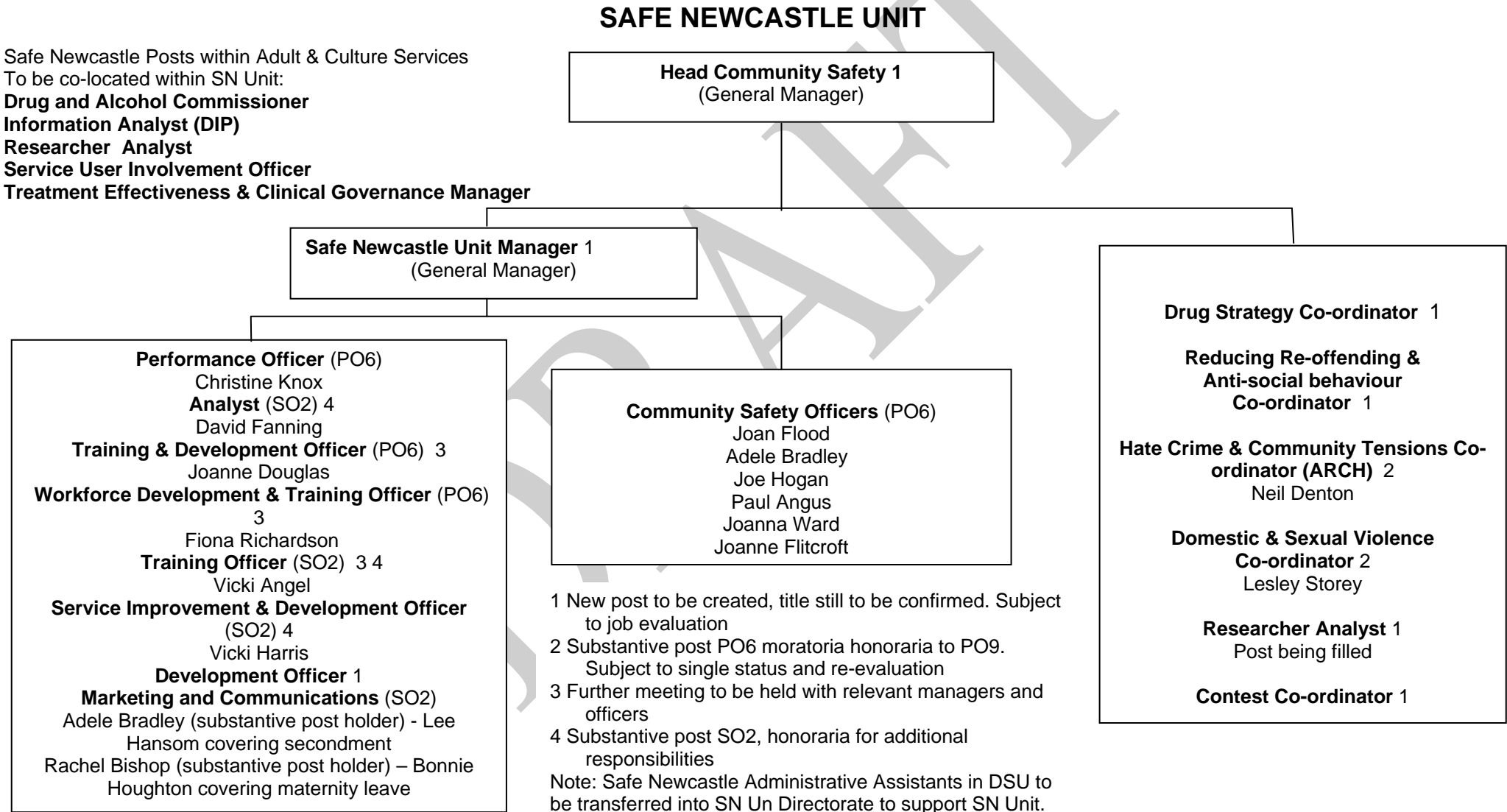
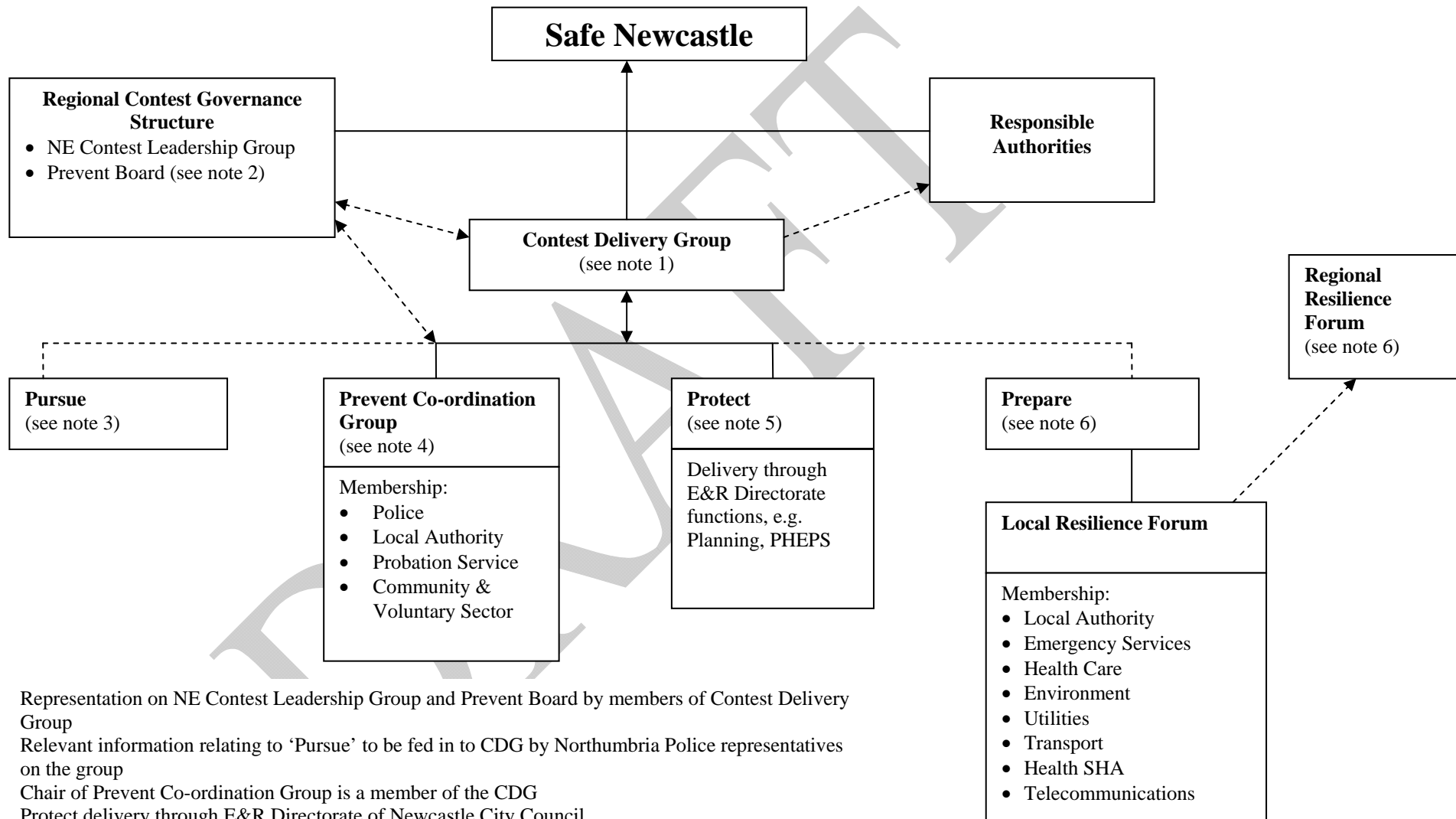


Figure 4: Contest Delivery Structure



1. Representation on NE Contest Leadership Group and Prevent Board by members of Contest Delivery Group
2. Relevant information relating to 'Pursue' to be fed in to CDG by Northumbria Police representatives on the group
3. Chair of Prevent Co-ordination Group is a member of the CDG
4. Protect delivery through E&R Directorate of Newcastle City Council
5. LRF representative sits on CDG – also looking to strengthen links with RRF and Regional Contest Group

Figure 5: Domestic Abuse and Sexual Violence Strategy Structure

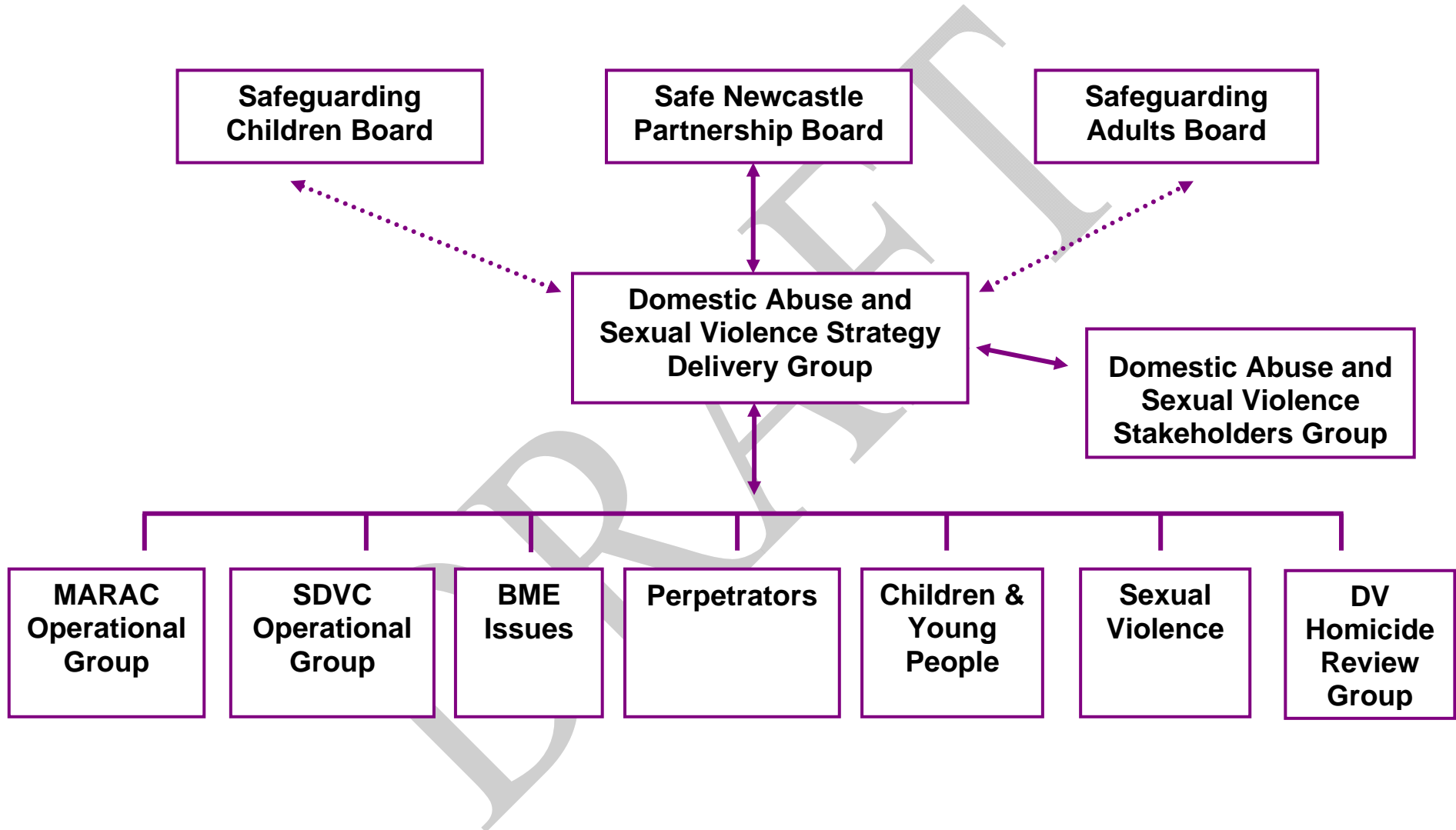
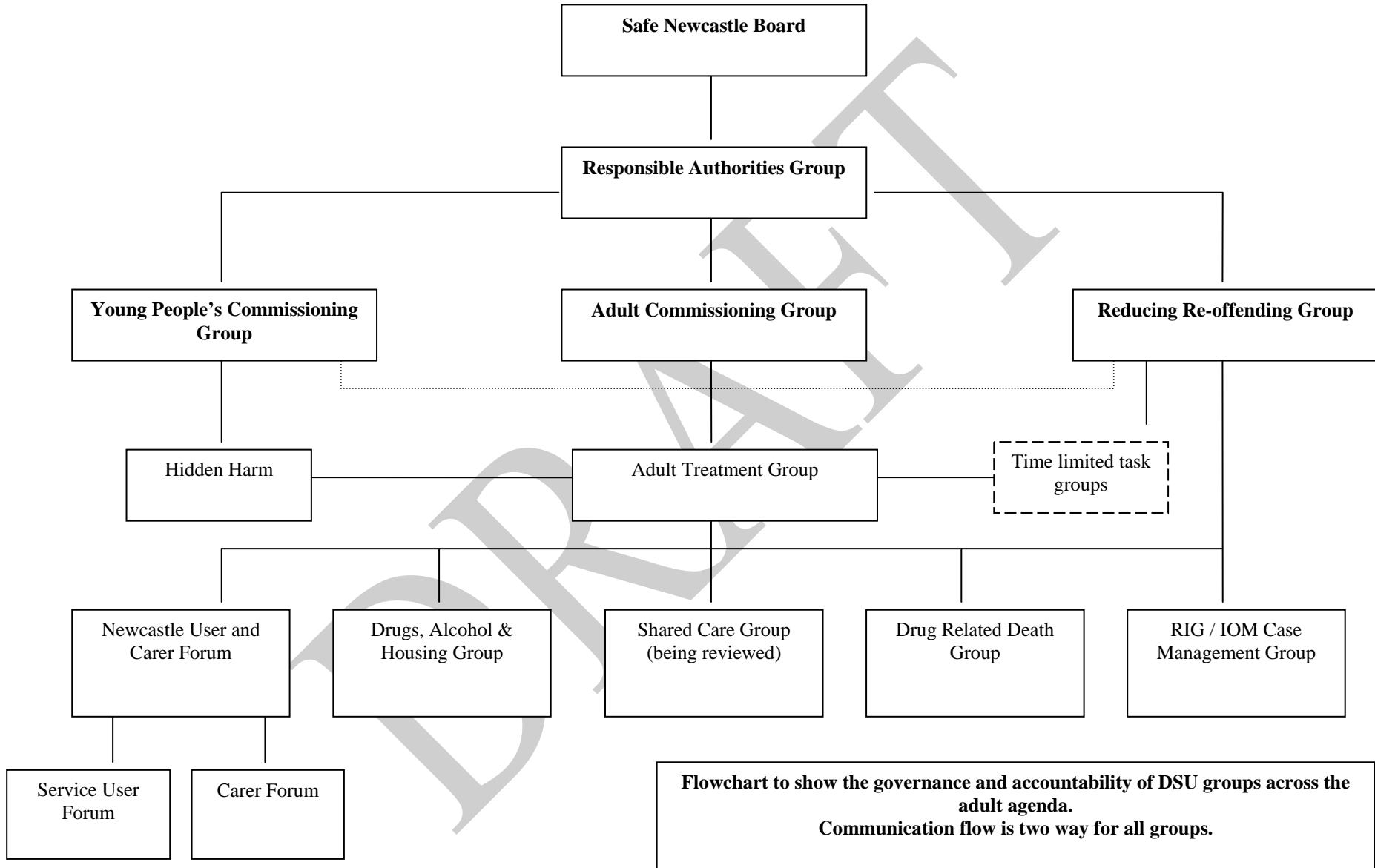


Figure 6: Substance Misuse Strategy Delivery Structure



Appendix 5: Summary of MSG Benchmarking Exercise

See separate document for structure diagrams and full details

Gateshead

- The Safer Stronger Communities and Culture Partnership sets the direction for policy in Gateshead for its theme and agrees priorities for improvement. The Partnership is responsible for delivery of the appropriate Improvement Targets and actions in Vision 2030 relevant to the theme and within the Local Area Agreement. The Safer Stronger Communities and Culture Partnership incorporates the statutory Crime and Disorder Reduction Partnership (CDRP) duties.
- Safer Gateshead is responsible for co-ordination, development and implementation of community safety policies, strategies and clearly defined workstreams which help achieve the identified priorities and targets. Safer Gateshead works in partnership with a number of other partnerships and boards to support the overall vision of the Gateshead Strategic Partnership.
- Safer Gateshead has a number of themed sub-groups grouped under the following headings:
 - Anti-social behaviour
 - Supporting victims
 - Drug and alcohol misuse
 - Domestic abuse and sexual exploitation
 - Reducing re-offending
 - Hate crime
 - Problem solving
 - Resilience
 - Intelligence/performance/engagement.

Liverpool

- The Liverpool Citysafe Board responsibilities include:
 - the statutory CDRP duties

- considering performance management reports of those performance indicators and targets which are either under-performing, comprise largest volume, exceeding targets, and / or have incurred unexpected peaks i.e. negative / positive exception reporting only
 - considering Citysafe / Drug & Alcohol Action Team (DAAT) and other sub-group reports – particularly those that are critical to delivery of the Local Area Agreement, the Crime Reduction Strategy, RESPECT Agenda, Drug Treatment Plan, Young People’s Drugs Agenda, Alcohol Harm Reduction Strategy and other related Plans e.g. Youth Justice Plan
 - commissioning programme activities in support of target outcomes
 - monitoring finances
 - commissioning and considering evaluation of major programmes of activities.
- Six monthly Citysafe Forum meetings are held with wider representation and to coincide with mid-year and end of year performance and performance reports to Local Strategic Partnership.
 - The Citysafe Performance Management Group comprises senior officers from responsible authorities and partner agencies. The Group is chaired by the Police Area Commander and deputised by the Assistant Executive Director Neighbourhoods, Liverpool City Council. The Group reports to the Citysafe Board and meets bi-monthly to:
 - Produce reports for Citysafe Board, District Committees and Safer & Stronger Communities Neighbourhood Partnership Working Groups – including finance reports and reports relating to the commissioning / performance of key services / activities.
 - Consider data analysis reports.
 - Monitor monthly performance against all Safer & Stronger Communities Performance Indicators – particularly those included within the Local Area Agreement.
 - Task and co-ordinate appropriate partnership responses with Sub-Groups, Safer & Stronger Communities Neighbourhood Partnership Working Groups, with thematic and neighbourhood leads in order to address issues of under-performance using partnership resources. Including, for example, tasking multi-agency working in priority neighbourhoods.
 - The Data Analyst Officer sub-group of the Performance Management Group comprising Analysts from the CDRP, Police, John Moores University, Fire and other partner agencies.
 - The Partnership has sub-groups dealing with priority issues e.g. violent crime, DISARM (gun, gangs, knife crime), and acquisitive crime. As well as Safer & Stronger Communities Neighbourhood Partnership Working Groups (SSC NPWGs)

held in each of the five Neighbourhood Management Areas to drive forward delivery of the Neighbourhood Agreements (with regards to Safer & Stronger Communities priorities), and Tasking Groups.

Preston

- The Partnership currently operates through an Executive Group which sets direction and policy and is responsible for Partnership Development
- A number of thematic groups take forward individual aims of the Strategy. These thematic group leads work together to coordinate activity where necessary and feed into Exec Group.
- The sub-groups identified under each theme are not necessarily representative of the meeting structure, instead they represent the issues that are incorporated under each theme.

Sheffield

- Safer and Sustainable Communities Board
Strategic group responsible for the Safer and Sustainable Communities Partnership Delivery Plan and Sheffield First targets to tackle crime, anti-social behaviour, drug and alcohol misuse, increase community cohesion, volunteering, voice and influence. Reports to Sheffield First Partnership. Meets Bi-monthly.
- Safer and Sustainable Communities Performance, Planning and Resources Group
Partnership group that monitors and improves performance, delivery, commissioning and resource allocation. Deals with blockages to neighbourhood and thematic delivery, and plans ahead. Meets monthly.
- Safer and Sustainable Communities Delivery Leads Group
Partnership Group responsible for leading the delivery of the Partnership Plan and LAA targets. Meets quarterly.

Swansea

- Safer Swansea Steering Group
The Steering Group is the strategic group which holds the ultimate decision-making power for the Partnership. It meets quarterly and oversees the implementation of the Safer Swansea Strategy 2008-2011 and Strategic Assessment.
Key Responsibilities:
 - Commissioning of services in line with strategic aims of the Partnership

- Delegating responsibility for implementation of key areas of work to nominated Task Groups.
- Monitoring performance of Task Groups
- Ensuring there are clear lines of communication between each group and also with external agencies including the Home Office and Welsh Assembly Government

▪ **Safer Swansea Delivery Group**

The Safer Swansea Delivery Group provides a link between the strategic and operational work of the Partnership. The group meets every month and coordinates Partnership activity outlined in the Strategic Assessment.

Key Responsibilities:

- To monitor progress of each Task Group and report back to the Steering Group
- To identify and realign slippage funding to other projects
- To lead on the implementation of the Reassurance Communication Strategy, which aims to improve Public Confidence through communication
- To implement an internal communications strategy to ensure consistency in understanding and branding of the Partnership
- To continually develop the Strategic Assessment

▪ **Task Groups**

The partnership also has a number of task groups focusing on:

- Children and Young People
- Anti-Social Behaviour
- Prolific and other Priority Offenders
- Protecting the Public
- Prevent
- Alcohol and Drugs
- Violent Crime

▪ **Joint Problem-Solving Group**

The joint problem-solving group continues the more traditional crime prevention work of the Safer Swansea Partnership. Council and police community safety colleagues meet every month to receive crime updates for the city and county. The appropriate individuals are tasked with specific crime issues to address.

Appendix 6: AGM Reassessment Against the Hallmarks

Hall mark 1 Empowered and Effective Leadership	Hall mark 2 Intelligence led Business Processes	Hall mark 3 Effective and Responsive Delivery Structures	Hall mark 4 Engaged Communities	Hall mark 5 Visible and Constructive Accountability	Hall mark 6 Appropriate Skills and Knowledge
<p>No direct link between Board and Partners -lack of direction from Board Little recognition of work done at partner level by front line staff Governance is unclear Is the membership right? (also a similar comment re DVAP)</p>	<p>Should be more emphasis on local information</p>	<p>More clarity in relation to how info is handled with clear pathways and mapping so that groups know how to refer into other areas e.g. MARAC, MAPPA</p>	<p>Need to engage the full community. Responses tailor made to specific audiences</p>	<p>Better recording of outcomes and more opportunities to challenge However support for challenge is lacking at the highest level</p>	<p>No induction process or regular skills audit More skills training needed at all levels DSU run good courses</p>
<p>Role of the Board is not well understood. People don't know who Board members representing their agency are Disconnect between Board, RAs and people/groups on the ground Individuals need to be recognised – no blanket stamping of Safe Newcastle</p>	<p>Intelligence could be used more effectively More info needed to assist decision making Could make better use of SNU staff expertise Analysts are vital</p>	<p>Many practitioners do not know what the structure is or how info/tasking flows Structures seen as just another obstacle to hinder work of front line staff</p>	<p>Services for young people remain unengaged. They lack knowledge of Safe Newcastle Messages not tailored to young people Engagement feels like propaganda</p>	<p>Services should be more accountable for delivery</p>	<p>Better evaluation of projects</p>
<p>RAs seem to make all the key decisions not the Board –other partners are therefore left out Decisions by RAs should be transparent</p>	<p>SNAPS has proved a very positive process</p>	<p>SNAPs process is effective - escalation process unclear</p>	<p>Need to engage more with hard to reach communities</p>	<p>Partners don't want to take on partnership accountability. Their commitment should be monitored and challenged</p>	<p>Use of Drupal in induction process Make more use of SNU training staff</p>
<p>Transformation process has caused confusion</p>	<p>Info sharing is working well - this is a strength of the partnership</p>	<p>Good progress on DSU structures and merger of DSU/CSU welcomed</p>	<p>Need to listen more to front line staff Residents don't know what Safe Newcastle is Annual awards scheme?</p>	<p>Decisions not always transparent</p>	

Safe Newcastle Review

Partners need more info on the structure and how they fit in		Big issues around short term funding to maintain work - several comments on this	Excellent engagement with specific groups but lack of appeal to the masses	Conflict of priorities between RAS and Board?	
Lack of continuity of membership is an issue	We are too focussed on PIs and crime to detriment of wellbeing and health and prevention	Organic development is still continuing - need more direction	Engagement tokenistic – must be done right Still tick box exercise but some great work being done with people with drug problems	Good progress by the police with positive feedback but local authority needs to improve	
Wider involvement of Health required	Big gap in info on services for children living with DV and /or drugs alcohol	Too much overlap or people don't know where they fit	Need to promote our good work more	Don't jump in a knee jerk way to Govt directives	
Potential duplication due to demands from different Govt department	Too much emphasis on perception targets - more focus on crime needed			No overarching reporting structure	
Too many groups invited to meetings but not targeted enough or their role clarified	Easier access needed to intelligence info and better communication between police and Youth services		More info on SNAPs needed Not enough feedback to the community - why can't they attend Snaps	VFM is important - too much money spent on some areas and not in other e.g. ARCH	
Several comments re G Kelly and his role as "holder of the ring"	Info sharing not mature Too much performance based info – bean counting		Progress has been made	Clearer role for elected members	
			Leaflets are a waste of time Open Day was good More targeted local activity – less general		