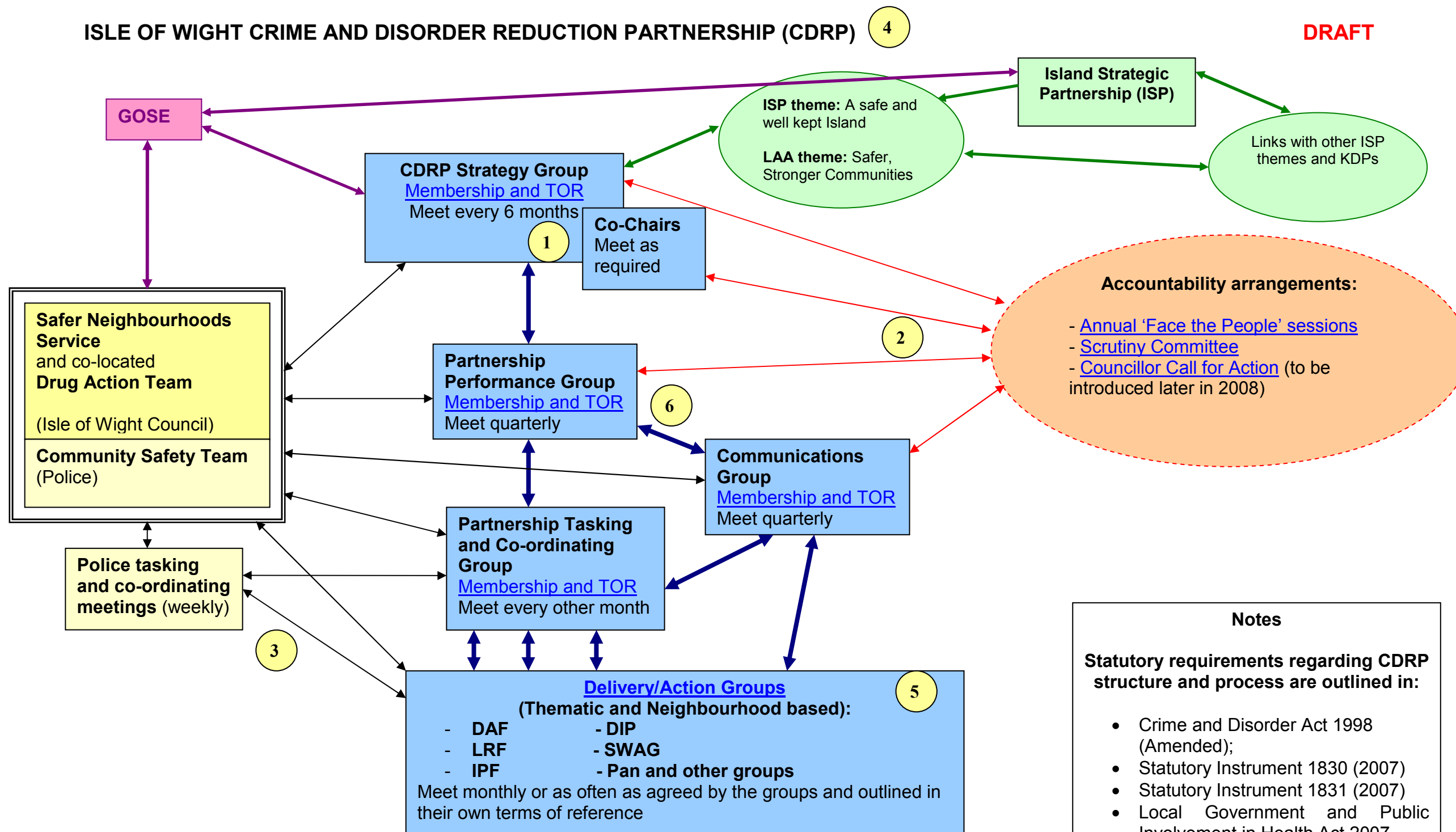


# ISLE OF WIGHT CRIME AND DISORDER REDUCTION PARTNERSHIP (CDRP) 4

**DRAFT**



**Accountability arrangements:**

- [Annual 'Face the People' sessions](#)
- [Scrutiny Committee](#)
- [Councillor Call for Action](#) (to be introduced later in 2008)

**Notes**

**Statutory requirements regarding CDRP structure and process are outlined in:**

- Crime and Disorder Act 1998 (Amended);
- Statutory Instrument 1830 (2007)
- Statutory Instrument 1831 (2007)
- Local Government and Public Involvement in Health Act 2007
- Police and Justice Act 2006

**The Hallmarks of Effective Partnerships** were introduced in 2007 in:

- The National Standards and Guidance for Crime and Disorder Reduction Partnerships.

## HALLMARKS OF EFFECTIVE PARTNERSHIPS (National Standard for CDRP)

- |   |   |
|---|---|
| 1 Empowered and effective leadership      | 4 Effective and responsive delivery structure |
| 2 Visible and constructive accountability | 5 Engaged communities                         |
| 3 Intelligence-led business process       | 6 Appropriate skills and knowledge            |

**Safer and Stronger Partnership Board**  
**(Isle of Wight Crime and Disorder Reduction Partnership - IW CDRP)**

**TERMS OF REFERENCE (Draft)**

**1. General provisions.**

- 1.1 The Safer and Stronger Partnership, also known as the Isle of Wight Crime and Disorder Reduction Partnership. (hereafter referred to as IW CDRP or the Partnership), has been established with the aim of creating safer, stronger communities, and reducing crime and the fear of crime, on the Isle of Wight .
  - 1.2 The IW CDRP acts as a Key Delivery Partnership within the structure of the Island Strategic Partnership (ISP).
  - 1.3 The IW CDRP is not a separate legal entity and therefore does not directly control resources, employ staff, or enter into contractual arrangements.
  - 1.4 Within the Partnership, individual partners are responsible and accountable for decisions on their own services and the use of their own resources. Accountability to the Partnership, therefore, cannot override these individual commitments. The partners' organisations already have established lines of accountability, to their own customers and the wider community.
  - 1.5 The IW CDRP will promote such collaborations between partners where these aim to achieve improved quality of life on the Island, particularly its community safety aspects. Where required, separate legal agreements covering contractual issues such as performance management and liabilities, and pooling of resources will be developed and agreed between the IW Council, the Police (as accountable bodies) and the relevant partner(s).
  - 1.6 The National Standards for crime and disorder reduction partnerships/The Hallmarks of Effective Partnerships play a central role in developing the IW CDRP.
- 2. Objectives of the IW CDRP:**
- 2.1 To satisfy the statutory requirements of the Crime and Disorder Act 1998 (Amended), ensuring that the statutory and non-statutory partners give due consideration to the implications of Section 17.
  - 2.2 To deliver the crime reduction strategies and action plans, taking into account national guidance and best practice.
  - 2.3 To deliver the ISP theme 'A safe and well kept Island' and the 'Safer, Stronger Communities' theme of the Isle of Wight LAA.
  - 2.4 To promote a wider understanding of the contributions and responsibilities of individual agencies, based on shared commitments and aims of the Partnership.
  - 2.5 To consider a variety of options to reduce crime, disorder, substances misuse and the fear of crime, following an evidence-based approach, and to promote the sharing of good practice.
  - 2.6 To promote monitoring, evaluation and research into the effectiveness of local initiatives.
  - 2.7 To develop and maintain links with community groups, and to value the views expressed by voluntary, community and business interests.
  - 2.8 To encourage and monitor collaborative partnerships between local communities, statutory and non-statutory organisations.

**3. Commitments**

The IW CDRP is committed to:

- **forging a constructive partnership.** No agency can tackle crime and influence change alone. Inter and intra agency working is recognised as the best way to tackle complex issues.
- **consulting and reflecting on local priorities.** Local people know their area best and need to be part of local solutions. Local concerns must underpin the crime reduction strategies and partnership actions. Additional efforts will be made to consult vulnerable and hard to reach groups/communities to ensure social inclusion. Fear of crime continues to have a major impact on people's quality of life. More needs to be done with local communities to positively effect this.
- **developing appropriate data collection mechanisms and undertaking research** to further the development of the crime reduction strategies, and ensure crime reduction measures respond to changing needs.
- **developing considered responses to crime prevention**, building on best practice, and developing new crime prevention initiatives where needed.
- **using resources efficiently, and incorporating sound financial planning.** Additional government funding should be used to meet priorities by filling gaps in local spending plans that reflect community safety objectives.
- **monitoring and evaluation, and reviewing** the strategies and action plans in line with findings.
- **equality of opportunity**, to ensure that services are accessible to everyone on the Island.
- **sharing funds, staff, information, experience and other resources** to boost the co-ordination and implementation of community safety objectives.
- **ensuring an effective internal and external communication strategy** that actively engages local communities and other stakeholders.
- **learning from experience, seeking out examples of good practice.**
- **continuous improvement.** A commitment to continue reviewing service delivery, developing and responding to consultation, benchmarking against partner areas, and demonstrating improvement to services.

#### **4. Membership of IW CDRP**

4.1 Membership of the IW CDRP includes statutory and non-statutory members.

4.2 Statutory members of crime and disorder reduction partnerships are responsible authorities named in the Crime and Disorder Act 1998 (Amended) and the Statutory Instrument 1830 (2007). On the Isle of Wight they are:

- Isle of Wight Council
- Police
- Police Authority
- Fire Service
- Fire Authority

4.3 Under sections 5 (2)(c) and 5(3) of the Crime and Disorder Act, Registered Social Landlords, Parish and Town Councils and NHS trusts have a statutory duty to contribute directly to the work of the partnerships.

4.4 Other (non-statutory, or co-operating bodies) members of the IW CDRP include Drug Action Team, Youth Offending Team, Probation Service, representatives of business community, voluntary and community sector and other appropriate agencies.

4.5 The number of non-statutory members of the IW CDRP could be changed at any time, as agreed by the Partnership through its groups.

#### **5. The IW CDRP and Elected Members**

5.1 Elected Members will have a clear role in directing the local authority's input to crime and disorder reduction work. This will occur through:

- normal Committee structures;
- accountability of the Chief Executive to the Members;
- participation of the Cabinet member with the safer communities portfolio in the work of the Partnership.

5.2 The IW CDRP will fully inform Elected Members of the outcome of the community safety strategic assessments, and the strategic issues that arise from it.

5.3 If Elected Members request involvement in local (ward-based) crime reduction projects and initiatives, the IW CDRP will facilitate this.

#### **6. Rights and duties of members of IW CDRP**

The members of the IW CDRP have a right and a duty to:

- to nominate and sufficiently resource suitable qualified representatives to ensure the effective delivery of the aim of the Partnership;
- to indemnify and ensure their representatives against liability ranging from activity within or relating to the Partnership;
- directly participate in the management and delivery of various strands of the crime reduction/community safety strategies, through the work in the different tiers of IW CDRP structure;
- ensure that the structure, aim and objectives of the Partnership are communicated to all staff;
- ensure that the partner's role is communicated to, and understood by, all staff;
- include crime reduction as an integral part in their strategies and policies and develop a procedure for aligning internal policies with the Partnership policies;
- contribute appropriately to the Partnership, in terms of money, human resources and equipment to achieve the aims of the Partnership;
- commit to joint working, common understanding and creating solutions, taking into account the culture of the other partners and the reasons behind these different cultures;
- participate in the strategic assessments and annual skills and knowledge review, and keep to agreed deadlines;
- introduce own internal arrangements for ensuring accountability;
- learn from the experience of other partners.

#### **7. Management structure of the IW CDRP**

7.1 The structure of the IW CDRP includes:

- The Strategy Group and the Chair(s);
- Partnership Performance Group;

- Partnership Tasking and Coordinating Group;
  - Communications Group; and
  - Delivery/Action Groups (Thematic and Neighbourhood based)
- 7.2 Membership, Terms of Reference, chairing arrangements and frequency of meetings for each of the Partnership Group are outlined in [Appendix 1](#) to this paper.
- 7.3 The Partnership Support Team with co-located Drug Action Team (DAT) at the Isle of Wight Council and the Police Community Safety team undertake the day to day support, planning and co-ordinating of the Partnership's work.
- 7.4. The overall structure of IW CDRP is illustrated by a [chart](#).

## **8. Decision making**

- 8.1 The IW CDRP is committed to maintaining transparency and clarity in the decision making process and to ensure that all decisions are open to scrutiny and challenge. Decisions made by the Groups within the Partnership structure will be reached by consensus and debate.
- 8.2 In exceptional circumstances, when formal voting is required, a quorate of a minimum of two-thirds the membership of the respective Group must be present. The Chair of the meeting will hold the casting vote.

## **9. Conflict Resolution**

- 9.1 Individuals involved in the Partnership will take steps to identify, record and avoid real or perceived conflicts between their personal circumstances and the purpose of the Partnership.
- 9.2 Where conflict occurs between partners which cannot be resolved informally, the Chair(s), or, at the Chair(s)'s discretion or complainant's request, the Vice-Chair or another member of the Strategy Group, shall act as arbiter and his/her decision shall be final. The will Chair(s) hold the discretion to appoint a mediator where appropriate and to seek advice from the Strategy Group when necessary.

## **10. Declaration of interest**

- 10.1 A member of the IW CDRP/representative of a partner organisation must regard himself or herself as having an interest in any matter if a decision upon it might reasonably be regarded as affecting the financial position of their partner, a relative or a friend, or of the organisation where they have an association with, either as an employee, volunteer or manager.
- 10.2 Such interests will be declared and noted at the relevant meeting at the commencement of the item to be discussed or when the interest becomes apparent. The Chair of the Group where the interest was declared may ask the member of the IW CDRP to withdraw from the meeting room whilst the matter is being considered at the meeting.

## **11. Information sharing and confidentiality**

- 11.1 Information sharing between partner agencies – members of the IW CDRP will be based on a Partnership Information Exchange Protocol. This will become an integral part of the Terms of Reference after partners have completed formal authorisation.
- 11.2 Each statutory member of the IW CDRP will nominate a designated liaison officer whose role will be to facilitate sharing of information with other partners.
- 11.3 IW CDRP, its all its groups and partner organisations will comply with the legislative requirements of the Data Protection Act 1998 and the Freedom of Information Act 2000 to safeguard the privacy and confidentiality of all personal information.
- 11.4 Members of the Partnership will take all reasonable steps to maintain the confidentiality of any information of a personal nature, or of any information relating to the financial or

business affairs of other persons, or that which is commercially sensitive, which comes into their possession or knowledge, arising out of their membership of any the work of the Partnership or its Groups.

11.5 Meetings of various groups within the Partnership will not normally be held in public, although a record of meetings will be promptly made available to the press and public by placing on [www.iwight.com](http://www.iwight.com)

11.6 Public records of meetings may be in edited form to show that part of the discussion was confidential and not fully reported.

11.7 Discussions may be regarded as confidential when information which any partner, or any third party, is entitled to regard as exempt from disclosure under the Freedom of Information Act 2000.

11.8 Where confidential issues are discussed, no partner will disclose outside of the Partnership information provided by other partners.

## **12. Communications and consultation**

12.1 The IW CDRP will ensure that its strategies adequately respond to the concerns of the community. This will be achieved by developing a Partnership Communications Strategy, which will draw together diverse communication networks into a single co-ordinated communication framework.

12.2 The objectives of the Partnership Communications Strategy will include:

- raising profile of the IW CDRP and public awareness of the partnership work, progress and achievements;
- gaining community support for the partnership's work, and helping the partnership meet its community involvement goals
- communicating crime reduction messages
- reducing fear of crime, and changing attitudes to crime and crime reduction.

12.3 The main components of the Partnership Communications Strategy will include:

- external communications (two-way communications with the general public, key audiences, key stakeholders, other crime reduction practitioners and other agencies from the private and public sectors);
- internal communications (effective two-way communications within, and between, partners will take place at strategic, tactical and operational levels);
- training (organisation of joint training programmes on community safety and related issues for key staff members of the partner agencies and key stakeholders. This will ensure capacity-building and development of knowledge and skills within the Partnership).

12.4 Members of the IW CDRP are expected to carry out appropriate consultations with stakeholders and customers and to report findings of these consultations to the Strategy Group, in advance of requesting that the Group make recommendations on major issues.

12.5 The IW CDRP expects communications, information and consultations to meet best practice in terms of accessibility.

12.6 A Partnership Communications Group will be set up to include designated officers from the statutory members of the Partnership in order to deliver the Community Safety Communications Strategy.

12.7 At least once a year the IW CDRP will hold '[Face the People' sessions](#)'. These meetings will be attended by individuals who hold a senior position within each responsible authority.

12.8. The IW CDRP Strategy Group will take steps as it considers appropriate to bring to the attention of persons who live, work or visit the area, or who might otherwise be interested, information about what was discussed at such meetings and where the meetings are to be held.

### **13. Partnership Risk Assessment**

13.1 Key risks to the achievement of the Partnership aims and objectives will be identified together with strategies for how these risks will be managed. The ownership/transfer of risks between partners will be clearly identified.

13.2 The risk assessment will be documented in a Partnership risk register which will be regularly reviewed by the Partnership Performance Group to ensure that strategies to manage risk are effective, any new risks identified have been addressed and whether there are any signs of risks occurring.

### **14. Partnership Equality Impact Assessment**

14.1 To ensure that community safety services are accessible to everyone on the Island, the Partnership will undertake equality Impact and Needs Assessments of all its main strategies, action plans and projects.

14.2. Equality Impact Assessment will form an integral part of the Partnership planning, monitoring and evaluation process.

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**Safer and Stronger Partnership Board  
Isle of Wight CDRP Strategy Group**

**Membership and Terms of Reference (Draft)**

1. Membership of the Board/Strategy Group includes:
  - one or more representatives from each of the five responsible authorities named in the Crime and Disorder Act 1998 (Amended) and the Statutory Instrument 1830 (2007);
  - and one or more representative(s) from the Voluntary and Community Sector (VCS).

The elected member responsible for the Safer Communities portfolio will also be a member of the Group.

At least one of the representatives from each of the five responsible authorities must hold a senior position and be able to commit resources and make decisions.

Members of the Group	Representative(s)
Isle of Wight Council	1. Cabinet Member for Safer Communities 2. Chief Executive
Police and Police Authority	3. IOW Division Commander Cabinet Member for Safer Communities
Fire Service and Fire Authority	4. Chief Fire Officer Cabinet Member for Safer Communities
Health/Primary Care Trust	5. Chief Executive 6.
Voluntary and Community Sector	7. Chief Executive of the Isle of Wight Rural Community Council

2. The Strategy Group will invite the cooperating bodies (Probation Boards, Youth Offending Team, Parish and Town Councils, NHS trusts, Drug Action Team, Registered Social Landlords, the Environment Agency, businesses, community and voluntary sector groups) to contribute to the work of the Isle of Wight Crime and Disorder Reduction Partnership through a number of Groups within its structure.

A representative from the Government Office for the South East will be invited to attend the meetings of the Strategy Group as an observer.

3. The Strategy Group is ultimately responsible for:
  - formulating and implementing a strategy to tackle crime, disorder and substances misuse on the Isle of Wight;
  - setting strategic direction for CDRP and Drug Action Team (DAT) consistent with the Sustainable Community Strategy and Eco-Island Vision;
  - undertaking the Isle of Wight Strategic Assessment, development and signing off a resulting Partnership Action Plan;
  - approving the Adult Treatment Plan;
  - leading on delivery of the ISP theme 'A safe and well kept Island' and of the 'Safer, Stronger Communities' theme of the Isle of Wight LAA;
  - Allocation of pooled funding and resources and the alignment of funding (available through the LAA or other Partnership arrangements);
  - contributing as appropriate to preparation and implementation of other cross-cutting ISP and LAA themes;

- undertaking an annual review of skills and knowledge within the partnership.

**4. The Group will meet every six months.**

**5. The following options could be considered for chairing arrangements:**

Options	Rationale
<p><b>Option 1:</b> <b>Nominating the Local Authority Chief Executive and the Police Division Commander to serve as co-chairs</b></p>	<p>Under the current legislation the Local Authority Chief Executive and the Police Division Commander have a personal responsibility for community safety in their area and a high level of authority. The clear benefit of this approach is that it is likely to result in the most motivated and empowered individuals becoming co-chairs and supporting each-other on day-to-day basis.</p>
<p><b>Option 2:</b> <b>Electing a chair for a set term (e.g. two years)</b></p>	<p>This can help to provide continuity of leadership, allowing the individual to become established in the role and to deliver results. The clear benefit of this approach is that it is likely to result in the most appropriately skilled and motivated individual becoming chair.</p>
<p><b>Option 3:</b> <b>Nominating the elected member with responsibility for community safety to serve as chair</b></p>	<p>Where this individual has the necessary skills, this can help to embed the principle of democratically accountable political leadership across the local partnership landscape, providing visible leadership in a way to which the public can relate. It may also help to secure resources and support for the partnership.</p>
<p><b>Option 4:</b> <b>Chairing on a rota system (e.g. 6-12 months).</b></p>	<p>Where each of the responsible bodies rotate chairmanship, this can help secure the commitment and accountability of all responsible authorities and/or members of the partnership. However, to ensure consistency of leadership, the group will need to develop a strong vision and clear plan.</p>

**6. The Chair of the Strategy Group has a key leadership function in the IW CDRP. The Chair's role is to ensure that:**

- The Partnership reaches clear decisions;
- There are clear responsibilities for each member of the Partnership, evaluating delivery against these and securing developmental support where required;
- There are clear lines of accountability within the Partnership and feedback to partner agencies;
- The Partnership meets the statutory requirements and can further demonstrate the Hallmarks of an Effective Partnership;
- There are strong and effective links with other local partnerships, particularly with the Island Strategic Partnership (ISP);
- The Partnership's priorities are fed into Local Area Agreements/Local Service Agreements;
- The Partnership actively manages performance, understanding current performance, setting delivery targets and evaluating results; and
- The Partnership engages appropriately with the community, for example, via links made by local Neighbourhood Policing teams, understanding local priorities, involving the community in delivery and communicating its activities and decisions in an accessible manner.

The Chair will fulfil the role of spokesperson for the IW CDRP.

7. A Vice-Chair of the Strategy Group can be appointed to support the Chair. The Vice-Chair will undertake all the duties of the Chair in his/her absence including the chairing (or appointment of facilitator) of the Strategy Group meetings.
8. IW CDRP is committed to maintaining transparency and clarity in the decision making process and to ensure that all decisions are open to scrutiny and challenge. Decisions made by the Strategy Group will be reached by consensus and debate, but in exceptional circumstances, when formal voting is required, a quorate of a minimum of two-thirds the membership must be present. The Chair of the meeting will hold the casting vote.
9. Where an urgent decision is needed between meetings, the Chair has authority to take that decision in consultation with the Vice-Chair or at least 2 members of the Strategy Group. Urgent decisions, which would normally have been made at a meeting of the Strategy Group Partnership, will be recorded on a Decision Recording Form (pro-forma appended at [Appendix 2](#) to this paper in all cases where the decision has not been otherwise minuted.
10. A record of these decisions will be available on [www.iwight.com](http://www.iwight.com) and will be held by the Partnership Support Team at the IW Council (Safer Neighbourhoods Service) for inspection on request.
11. The Partnership Support Team with co-located Drug Action Team (DAT) at the Isle of Wight Council and the Police Community Safety team will provide day to day support for the Strategy Group.
12. Officers from the Partnership Support Team with co-located Drug Action Team (DAT) at the Isle of Wight Council, the Police Community Safety team and/or other partner agencies can be invited to contribute to the work of the Strategy Group as and when required.
13. The Strategy Group will review its work and Terms of Reference annually.

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## Partnership Performance Group (PPG)

### Membership and Terms of Reference (Draft)

1. The membership of the Partnership Performance Group (PPG) will consist of officers at director level who have responsibility and influence for performance across their Directorates at Isle of Wight Council and in other partner organisations.

Leader of the Council and/or Cabinet Member with responsibility for the Safer Communities portfolio and the Chair of the Partnership Tasking and Coordinating Group will also be members of this Group.

2. The purpose of the Partnership Performance Group is to monitor performance of the Partnership and to ensure that LAA and other key targets assigned to the IW CDRP are being met, and to identify and remove any barriers or blockages to performance identified by the Partnership Tasking and Coordinating Group (PTCG) and Delivery/Action Groups.

To achieve this, the PPG will review current performance and the factors that might affect future performance in order to inform decision making process in response to that information so that the appropriate actions can be taken to make future performance better than it might otherwise be.

3. The role of PPG is to organise effective:

- performance measurement – the collection of data about performance, and the processing of this into usable information (e.g. as performance indicators) ; and
- performance monitoring – analysing the information in order to make judgements about the level of performance (e.g. is performance getting better or worse?; is it worse or better than what we would expect?).

4. The PPG will:

- review performance against targets assigned to IW CDRP as a whole and to specific Groups within its structure and report it to the Strategy Group;
- identify any changing trends and refer to PTCG for action;
- receive reports from the Chair of the PTCG and, where appropriate, from the Chair of the relevant Delivery/Action Groups identifying any barriers to delivery;
- receive and analyse reports from under-performing Groups and partners, and develop recommendations for improvements;
- receive reports from the Communications Group on progress in implementation of Communications Strategy;
- undertake annual reviews of partnership skills and knowledge

5. The PPG will use a single set of national indicators (NIS), and APACS<sup>1</sup> (stands for Assessments of Policing and Community Safety) and the National Standards/Hallmarks of Effective Partnerships as a performance management framework for the IW CDRP. The PPG will further develop this framework to ensure it adequately supports local objectives.

6. The PPG will use iQuanta (performance management tool enabling comparative analysis of key crime and community safety performance indicators) will be used for:

- comparison with peers (similar areas elsewhere);

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<sup>1</sup> APACS is to be introduced in April 2008 and the first assessments will be published in 2009, reporting on financial year 2008-09

- comparison across time; and
  - progress towards targets/direction of travel.
- 7.** The PPG will measure the Partnership performance against the statutory requirements and the Hallmarks of Effective Partnerships as part of their own performance regime. These will provide a valuable way of identifying the quality of the partnership working to sit alongside the quantitative data that will be used to measure the Partnership's performance against its targets.
- 8.** The PPG will meet quarterly. The meetings will take place in the second part of the month following the quarter end in order to ensure that all required data is available for analysis. Relevant Performance managers from the partner agencies could be invited to attend or provide papers for the meetings.
- 9.** The PPG will be chaired by Leader of the Council or by Cabinet Member with responsibility for the Safer Communities portfolio.
- 10.** The Partnership Support Team at the Isle of Wight Council and the Police Community Safety Team will provide day to day support for the Partnership Performance Group.
- 11.** The PPG meetings are not open to the public. Agendas, papers and minutes will be sent to the Partnership Support Team for posting on the website.
- 12.** The Partnership Performance Group will review its work and Terms of Reference annually.

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## Partnership Tasking and Co-ordinating Group (PTCG)

### Membership and Terms of Reference **(Draft)**

1. The Partnership Tasking and Coordinating Group (PTCG) represents tactical level of the IW CDRP structure.
2. The PTCG membership will consist of:
  - officers at head of service level from across the responsible authorities who have responsibility and influence for service delivery within their organisations;
  - representatives from other co-operating bodies; and
  - invitees to participate in order to ensure that a holistic approach is taken to community safety.
3. The purpose of the PTCG is to co-ordinate tasking across a wide range of services and agencies and report to the Partnership Performance Group, which closely monitors performance. The PTCG provides a framework to task and hold to account a range of partnership resources based on data and intelligence profiling.
4. The work of the PTCG is an intelligence-led business process compliant with the National Intelligence Model (NIM) and driven by analysis conducted jointly by the Partnership Support Team (Safer Neighbourhoods Service) at the Isle of Wight Council and the Police Community Safety Team.
5. The role of the Partnership Tasking and Coordinating Group is to:
  - assume responsibility for implementing strategies approved by the IW CDRP Strategy Group;
  - allocate delegated resources to address priority areas within the Partnership's strategic framework;
  - provide tactical response to the Strategic Assessment;
  - appoint, retain control and (where such a requirement is time limited), dissolve such sub-groups as determined by the IW CDRP Strategy Group or the Partnership Performance Group as necessary for the operational delivery of the projects and services required;
  - allocate mainstream resources to target identified hotspots;
  - commission services to tackle priorities identified in the Strategic Assessment;
  - manage the performance of the Delivery/Action Groups and neighbourhood problem solving groups;
  - review Partnership Tasking and Coordinating Group actions;
  - provide performance information and local intelligence to the Partnership Performance Group;
  - identify/highlight persistent barriers and report them to the quarterly PPG meeting or, in urgent cases, to the Chair of the PPG;
  - approve partnership bids to PTCG;
  - monitor and evaluate the impact of successful bids.

- 6.** The PTCG will meet every other month. The PTCG meetings are not open to the public. Agendas, papers and minutes will be sent to the Partnership Support Team for posting on the website.
- 7.** The PTCG will elect a Chair and a Vice-Chair for a period of 12 months.
- 8.** The PTCG Chair will make sure that:
  - an action plan is agreed and implemented;
  - the PTCG is represented in the Partnership Performance Team and that relevant issues are timely raised with the Partnership Performance Group or its Chair
  - tactical and operational developments are reported to the Partnership Performance Group;
  - the PTCG considers its contribution to cross – cutting issues within the Sustainable Community Strategy and LAA;
  - the PTCG develop priorities and interventions from a sound evidence base and employ an analytical approach to the identification of causes of relative performance which informs the action plan;
  - the PTCG provide progress, performance and improvement reports to the Partnership Performance Group on a quarterly basis, and provides an annual review and update to the IW CDRP Strategy Group.
  - there is an effective liaison with the Council's executive member(s) with appropriate portfolio.
  - all information on the IW CDRP developments is cascaded to the members of the PTCG and to the Chairs of the Delivery/Action Groups.
  - that minutes of meetings are agreed, circulated to members and sent to the Partnership Support Team (Safer Neighbourhoods Service) at the IW Council for posting on the website within ten working days of meetings.
- 9.** Members of the PTCG can request that their Chair directly approached the IW CDRP Chair(s) if required
- 10.** The Partnership Support Team at the Isle of Wight Council and the Police Community Safety Team will provide day to day support for the Partnership Tasking and Co-ordinating Group.
- 11.** The Partnership Tasking and Coordinating Group will review its work and Terms of Reference annually.

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## Councillor Call for Action

The Local Government and Public Involvement in Health Act gained Royal Assent on 30th October 2007. The third reading of this bill in the House of Lords resulted in the decision to 'align' the two different versions of the Community Call for Action – as described within the Police and Justice Act 2006<sup>2</sup>, and the Local Government and Public Involvement in Health Bill<sup>3</sup>. Adoption of the 'CLG version' (as outlined in Part 5 of the new Local Government and Public Involvement in Health Act) has resulted in a need to amend section 19 of the Police and Justice Act 2006.

This leaves us with the more simple "Councillor Call for Action" which means that:

- Members of the public will not be able to raise Calls for Action themselves;
- Ward Councillors will no longer be under a duty to respond to these 'community calls';
- There will be no right of appeal via the council's executive or policy committees;
- Ward councillors will be empowered to refer a whole range of local issues to overview and scrutiny committees for investigation;
- County Councillors will be able to raise Calls for Action in relation to crime and disorder matters; and
- Unitary and District Council scrutiny committees will maintain their new role in relation to CDRPs.

Whilst councillors should already be effective advocates for their communities, this new power adds to what they can do - by allowing them to raise issues on behalf of constituents through the council's overview and scrutiny committees. It should strengthen the scope for councillors to act as community leaders and democratic champions – making them a more crucial link between residents, neighbourhood groups and the council – thereby empowering local communities and members alike.

If an issue is of significant and genuine concern for members of the community, and is also about the quality of public service provision at a local level, it could very well appear as a Councillor Call for Action. The Councillor Call for Action gives members the opportunity to stand up for their area, and it requires other agencies to take the findings of such investigations into account.

All local councillors - irrespective of whether they are in the ruling political group, or hold any relevant responsibility - will be able to seek a strategic review of local problems by calling for a full-blown scrutiny enquiry. This will be of greatest help to those who are less able to get involved in sorting out the problems through the council themselves; and in relation to issues that local councillors feel they have been unable to get resolved through the usual channels.

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<sup>2</sup> The community call for action would have enabled individuals to refer issues to crime and disorder committees

<sup>3</sup> The details of which are pending the recommendations from the final report of the Flanagan Review.

## **Expanded role for Overview and Scrutiny Committees**

The Councillor Call for Action essentially requests a local inquiry (smaller in scale, but similar in nature to a parliamentary select committee) by an overview and scrutiny committee. This committee would investigate how the council, the local police and other agencies could better tackle the problem together.

Scrutiny committees will have to discuss every issue referred to them, and explain the reasons behind any decision not take an issue up. If they do pursue it, they will have the power to request information from LAA partners, and make recommendations. This will open up the town hall to stronger scrutiny and make other agencies more accountable to local people, through their elected councillors.

Overview and scrutiny committees, comprising locally elected councillors, will now in practice be able to call in information from other public service providers (for example: the local health service, the Environment Agency, the Learning and Skills Councils), and the committee's recommendations will have to be taken into account. This will make the town hall the place for local people to turn to deal with public service problems in their local area and it is hoped this will make other agencies more accountable to local people. Overview and scrutiny is also expected to have a new locality focus with the increased potential for area based scrutiny reviews.

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### **‘Face the People’ sessions**

The interaction between crime and disorder reduction partnerships and their communities is an important theme running through all the new statutory requirements and the Hallmarks of Effective Partnerships.

This is a significant change from the previous legislation, where partnerships were required only to consult their communities as part of their work to produce a strategy. Now, partnerships are required specifically to consult and seek the participation of their communities in their work. This matches the new role under the new Best Value duty to ‘consult and involve’, set out in the Local Government White Paper, ‘Strong and Prosperous Communities’.

Partnerships are now required to hold ‘Face the People’ sessions at least once a year. These meetings should be attended by individuals who hold a senior position within each responsible authority – member of the crime and disorder reduction partnership.

‘Face the People’ sessions provide an opportunity to listen to community concerns, inform communities about action taken in response to local priorities and engage the community in action to tackle local problems. These meetings provide only a minimum level of community engagement and must be positioned within a wider culture of effective public-facing services.

New statutory requirements on community engagement:

- The partnership will consult its communities about crime and disorder issues in their area and also about what priorities the partnership should tackle.
- The partnership also has to consult communities who may be affected by the priorities that will be included in the strategy and plan.

- In doing so, the partnership will take into account any existing consultation undertaken by partnership members.
- The partnership will hold one or more public meetings throughout the year.
- The partnership will also have to consider the way in which its communities can help in supporting the delivery of the priorities in the partnership plan.
- The strategic assessment will contain the priorities that the community have identified that the partnership should tackle.
- The partnership have to publish a summary of the partnership plan in a way that reaches all the community, as far as is reasonable.

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## **Delivery/ Action Groups (Thematic and Neighbourhood based)**

### **Memorandum of Understanding (Draft)**

1. Delivery/Action Groups are various fora and small groups of partners and stakeholders that co-ordinate, add value to and take responsibility for managing delivery of improved performance against targets set in the crime reduction strategies and community safety elements of the Isle of Wight Sustainable Community Strategy and Local Area Agreement.
2. Delivery/Action Groups can be thematic (for example, DAF - Domestic Abuse Forum, DIP – Drug Intervention Programme, IPF – Injury Prevention Forum) or neighbourhood based (for example, SWAG or Pan project group) to ensure effective performance delivery at the community/neighbourhood level .
3. Delivery/Action Groups are expected to bring together relevant partners to deliver strategic Partnership actions to achieve the agreed outcomes.
4. Each Delivery/Action Group is responsible for ensuring appropriate working arrangements to achieve this purpose. This may involve having small working groups, with an identified lead officer, focussed on delivering specific targets, and reporting to the Delivery/Action Group and to the Partnership Tasking and Coordinating Group.
5. The Delivery/Action Groups will:
  - agree an approach, plan of action and set of partnership targets and indicators that contribute towards meeting the long term aims of the crime reduction strategies and the IW Sustainable Community Strategy, for inclusion in the Local Area Agreement;
  - establish the working arrangements that will manage performance against these indicators;
  - oversee the work of its sub or ‘mini-delivery’ groups, addressing issues as they arise;
  - report in the format and at the times required by the IW CDRP on performance and impact;
  - consult with wider network of stakeholders on delivery and future priorities and consider the contribution the Delivery/Action Group can make to other areas of work of the IW CDRP and Island Strategic Partnership (ie cross cutting stuff);

- provide local intelligence to the Partnership Tasking and Coordinating Group.
- 6.** The Delivery/Action Groups will arrange their own meeting dates and may do so in whatever way that best enables it to effectively discharge its purpose, duties and responsibilities. However, where the Group is responsible for delivering Local Area Agreement targets, there will be, as a minimum, a quarterly meeting to finalise their contribution to the progress report to the Government Office of the South East (GOSE).
- 7.** Planning cycle of the Delivery/Action Groups will be aligned with such for community safety strategic assessments and partnership action planning, and performance management framework for the Sustainable Community Strategy and LAA.
- 8.** Attendance at Delivery/Action Group meetings and at working group meetings organised on behalf of the Delivery/Action Group is by invitation of the Chair of the Delivery/Action Group. They are not public meetings. Requests to attend meetings as an observer or participant should be referred to the chair.
- 9.** The Delivery/Action Group is free to select its own membership, however, it must invite:
- The partner organisations/groups who can contribute to achievement of the agreed targets;
  - Representatives of all agencies with a statutory responsibility for delivery of relevant services;
  - A community and voluntary sector representative (where appropriate).
- 10.** The Delivery/Action Group will nominate a Chair. The Delivery/Action Group Chair will be a member of the Partnership Tasking and Co-ordinating Group, and held to account by the Chair of the IW CDRP.
- 11.** The Chair will make sure :
- that management arrangements and responsibilities for indicators that are the responsibility of the Delivery/Action Group are in place and working effectively;
  - an action plan is agreed and implemented;
  - relevant issues are raised with the Partnership Tasking and Co-ordinating Group and/or Partnership Performance Group;
  - IW CDRP developments are reported to the Delivery/Action Group;
  - that the Delivery/Action Group considers its contribution to cross – cutting issues within the Sustainable Community Strategy and LAA;
  - that the Delivery/Action's Group's working groups develop priorities and interventions from a sound evidence base and employ an analytical approach to the identification of causes of relative performance which informs the action plan;
  - that the Delivery/Action Group provides progress, performance and improvement reports to the Partnership Performance Group on a quarterly basis, and provides an annual review and update to the IW CDRP.
  - there is effective liaison with the Council's executive member(s) with appropriate portfolio.
  - that minutes of meetings are agreed, circulated to members and sent to the Partnership Support Team (Safer Neighbourhoods Service) at the IW Council for posting on the website within ten working days of meetings.
- 12.** Members of the Delivery/Action Group are responsible for reporting and communicating with their own communities, constituencies, committees, and boards (and other decision making

and reporting arrangements of their host organisation or network) regarding their involvement in the Delivery/Action Group and the decisions and action being taken. This includes Council officers, who, where they are asked to represent a service or the Council, are responsible for keeping elected members and relevant officers informed of progress and representing Council policy.

- 13.** The Partnership Support Team (Safer Neighbourhoods Service) at the IW Council will work with the Chair of each Delivery/Action Group to plan delivery of the agreed remit.
- 14.** It is the responsibility for the each Delivery/Action Group to arrange its own support arrangements using available resources as appropriate. Support for Delivery/Action Groups may come from a variety of sources, including contributions (financial or in kind) from partner organisations. Such resources will change year on year. The Chair of the Delivery/Action Group will be required to consider support necessary for administering the delivery group, and advise the Partnership Support Team of any difficulties.
- 15.** Agendas will be circulated to all members of the Delivery/Action Group at least 5 working days in advance of meetings, and will be copied to the Partnership Support Team (Safer Neighbourhoods Service) at the IW Council.
- 16.** Delivery/Action Group meetings are not open to the public. Agendas, papers and minutes will be sent to the Partnership Support Team for posting on the website.
- 17.** The Delivery/Action Group Groups will review their work and this Memorandum of Understanding annually.

Current list of Delivery/Action Groups includes:

<b>DIP</b>	Drug Intervention Programme
<b>DAF</b>	Domestic Abuse Forum
<b>IPF</b>	Injury Prevention Forum
<b>LRF</b>	Local Resilience Forum
<b>YIF</b>	Youth Inclusion Forum

**Pan project** and other neighbourhood based groups

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## IW CDRP Communications Group

### Membership and Terms of Reference **(Draft)**

1. The Partnership Communications Group is set up to include designated officers (PR/Communications Officers or other staff members responsible for relations with the media) from the statutory members of the Partnership in order to deliver the Community Safety Communications Strategy.

A representative from the Partnership Support Team (Safer Neighbourhood Service) at the IW Council will also be a member of this Group.

2. The objectives of the Partnership Communications Group are:

- raising profile of the IW CDRP and public awareness of the partnership work, progress and achievements;
- gaining community support for the partnership's work, and helping the partnership meet its community involvement goals;
- communicating crime reduction messages;
- reducing fear of crime, and changing attitudes to crime and crime reduction.

3. The Partnership Communications Group is responsible for:

- all press and media work for the partnership based on agreed multi-agency communications protocol;
- external communications (two-way communications with the general public, key audiences, key stakeholders, other crime reduction practitioners and other agencies from the private and public sectors);
- internal communications (effective two-way communications within, and between, partners will take place at strategic, tactical and operational levels);
- ensuring that all Partnership communications materials comply with agreed branding;
- training (organisation of joint training programmes on community safety and related issues for key staff members of the partner agencies and key stakeholders. This will ensure capacity-building and development of knowledge and skills within the Partnership).
- co-ordinating Partnership consultations with stakeholders and customers and reporting findings of these consultations to the Strategy Group, in advance of requesting that the Group make recommendations on major issues.
- analysis of data on community engagement and communication and developing recommendations on improvements.
- ensuring that the Partnership communications, information and consultations to meet best practice in terms of accessibility.
- organising an annual 'Face the People' sessions which will be attended by individuals who hold a senior position within each responsible authority.

4. The Partnership Communications Group will meet quarterly.

5. The members of the Partnership Communications Group will elect a Chair for a period of 12 months.

6. The Chair will:

- lead on development and implementation of a communications strategy and action plans;

- report to the Partnership Performance Group Community about progress in delivering of the Community Safety Communications Strategy, communications and training plans;
  - ensure that the Partnership Communications Group comply with the agreed multi-agency communications protocol;
7. The Partnership Support Team (Safer Neighbourhood Service) at the Isle of Wight Council will provide day to day support for the Partnership Communications Group.
8. The Partnership Communications Group will review its work, its Terms of Reference and the multi-agency communications protocol annually.

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## **HALLMARKS OF EFFECTIVE PARTNERSHIPS (National Standard for CDRP)**

Through a review of the partnership provisions in the Crime and Disorder Act and extensive stakeholder consultation, the Home Office has identified what works well and have developed the Hallmarks of Effective Partnerships.

The suggested improvements were reflected in the Police and Justice Act 2006 and in subsequent regulations, which came into force on 1 August 2007 in England and in November 2007 in Wales.

In changing the legislation to more closely reflect these Hallmarks, the Government aimed to consolidate effective practice and ensure that all partnerships deliver to a common standard.

The Hallmarks, published in the 'Delivering Safer Communities: A Guide to Effective Partnership Working' represent the key aspects of partnership working that underpin effective delivery through partnerships. Partnerships can use them to check their own effectiveness and to identify areas for improvement.

The six Hallmarks of Effective Partnerships are:

- Empowered and Effective Leadership;
- Visible and Constructive Accountability;
- Intelligence-led Business Processes;
- Effective and Responsive Delivery Structures;
- Engaged Communities; and
- Appropriate Skills and Knowledge.

The guidance provides information on two key elements of each Hallmark:

- New statutory requirements for partnership working; and
- Suggested practice to achieve increased effective partnership, using the statutory requirements as a foundation.

The Government expects partnerships to follow the advice set out in the guidance. However, beyond these minimum statutory requirements, partnerships have the flexibility to deliver in their own way.

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**IW CDRP Strategy Group**

**DECISION RECORDING FORM**

Decision determined on (Date)

DECISION WILL COME INTO EFFECT ON (Date)

- a) Subject :
- b) Ward (s) affected:
- c) IW CDRP Strategy Group members responsible for making the decision:
- d) Declarations of Interest (if any):
- e) Decision and explanation for decision
- f) Other options considered and rejected if appropriate
- g) Information exempt/not exempt
- h) Was the decision made outside of the IW CDRP Strategy Group meeting?
- i) If yes, date of the Strategy Group meeting at which decision will be reported.

Signed : ..... Date :

Name:

Position in the IW CDRP: