

Appendix 2: Countywide Community Safety Partnership (CCSP) Terms of Reference

Background

1. In April 2010 the County Strategic Group (Crime Reduction) decided that in the interests of efficiency and economy the merging of the 7 district based community safety partnerships (CSPs) into a single CSP for Norfolk. This approach would fulfil the statutory requirements placed on the Responsible authority Partners under the provisions of the 1998 Crime and Disorder Act (1998).

The Responsible Authorities Partnerships (RAP)

2. The statutory responsibility is discharged by the Responsible Authority Partnership (hereafter called the CCSP) which is a strategic group composed of the responsible authority partners identified under the legislation (Crime and Disorder Act 1998, Police Reform Act 2002, Police and Justice Act 2006 and Policing and Crime Act 2009). The responsible authorities are:
 - District Councils
 - Norfolk County Council
 - Norfolk Constabulary
 - Norfolk Police Authority
 - Norfolk Fire Authority
 - Norfolk Primary Care Trust
 - Norfolk Probation Area

Role and functions

3. The Norfolk CCSP will:
 - comprise the responsible authority partners at CEO level or by named substitute;
 - ensure compliance with all relevant legislation and guidance including the CSP Hallmarks of successful partnership working (see 9);
 - agree strategic priorities for community safety encompassing crime, disorder, anti-social behaviour, behaviour adversely affecting the environment, substance misuse and actions required will be based on a sound evidence base;
 - commission and consider regular strategic intelligence assessments informed by consultation and engagement and develop a rolling partnership plan to deliver the strategic priorities both collectively and locally;
 - inform and be informed by the priorities and targets contained within the Norfolk wide crime and disorder strategic assessment, and Norfolk Local Area Agreement (LAA);
 - commission action to tackle priorities using funds allocated from the Safer and Stronger LAA block together with any resources made available by partner organisations;
 - Provide statistical data at both County and District level as required to ensure an evidence based approach is taken;

- use an agreed performance management framework, to oversee performance, the implementation of the rolling partnership plan and remove barriers to performance improvement;
- ensure there is liaison with other partnerships and organisations with shared areas of responsibility. The CCSP will work in co-operation with the Drug and Alcohol Action Team, the Norfolk Criminal Justice Board, and the Norfolk Youth Offending Team, and Victim Support;
- champion the implementation of partners responsibilities under section 17 of the Crime and Disorder Act 1998 to carry out their various functions with due regard to the need to do all they reasonably can to prevent crime and disorder;
- monitor and evaluate the implementation of projects and activities and their impact on crime and anti-social behaviour.

Membership

4. Member organisations will determine the most appropriate representative but attendees should be chief officer level or attend with delegated authority from chief officers to ensure effective strategic leadership and compliance to legislation.
5. The Norfolk County Council portfolio holder responsible for community safety will have a seat on the CCSP.
6. The membership of the CCSP should be limited to ensure that it is able to act as an effective leadership group. This will not, however, preclude other organisations attending when specific issues relevant to them are being addressed.

Partnership Operations Group (POG)

7. To support the CCSP various Partnership Operations Groups (POG) will be established to ensure that local/district based issues are managed and resolved. The POG will:
 - plan and implement events and activities from the annual diary based on predictive analysis
 - act as the connection between Safer Neighbourhood Teams and the CCSP and refer issues both strategically and tactically as appropriate
8. POGs will have a standing membership and will meet when required but at least quarterly.

Hallmarks

9. New national standards have been developed for CSPs, which set out to deliver consistently high performing partnership work. These are referred to as the hallmarks for effective partnership working. The CCSP will be responsible for ensuring that the national standards are adhered to. These require the CSP to:
 - provide strategic leadership for Norfolk
 - prepare and implement a strategic assessment and a partnership plan

- have a clear meeting structure
- involve other bodies and agencies
- have clear governance arrangements defining roles and responsibilities
- at least annually test whether the CSP has the necessary skills and knowledge to meet the statutory duties and where necessary take corrective action e.g. training and development
- be signed-up to and comply with an information sharing protocol
- identify other parties who could/should sign up to, and comply with the protocol
- share personal information when necessary and appropriate
- hold one or more public meetings attended by senior officers to listen to issues from the public and report back on actions that have or will be taken to tackle crime and disorder priorities
- ensure all sections of the community, including minority and hard to reach groups are engaged
- incorporate information collected from community engagement in the partnership action plan
- provide regular feedback to communities
- have access to analytical support to develop the strategic assessment
- embed a problem solving approach and evaluate its work
- work to identify those most vulnerable and at risk
- ensure that work is undertaken and performance managed at the appropriate level

Decision Making

10. The CCSP will as far as possible be run on consensual lines, should there be a requirement when unanimity is not available, only those members recognised in Appendix A will be entitled to vote.

Funding

11. The CCSP will agree the priorities, targets and desired outcomes and the programmes and activities to be put in place to deliver these in the rolling partnership plan, using available funding. These will be based on the priorities identified in the strategic assessment.
12. Where funding is provided from the area based grant, the CCSP will commission projects in accordance with guidance which is consistent with Norfolk County Council's responsibilities as the accountable body.
13. Where other sources of funding are made available, the appropriate agencies guidance will be used. Progress on projects will be plotted through SPARK Data, the Norfolk wide project management system.

Governance

14. The CCSP will be chaired by a chief officer from one of the responsible authorities and will be elected on an annual basis. A vice-chair will also be appointed from amongst the partners on an annual basis.

15. The CCSP will meet at least four times a year and the meetings will be coordinated with the availability of quarterly performance monitoring data. Additional meetings may be held as the need arises and these will be agreed by the Chair.

Quorum and decision making

16. The quorum for a meeting of the CCSP shall be that at least 10 of the statutory Responsible Authority Partners be present
17. The majority of decisions will be reached through consensus, rather than a voting procedure. A voting procedure based on a simple majority, will be used unless regulations or legislation stipulates otherwise, if it is required when:
 - a decision is required that will commit finance; or
 - a consensus cannot be reached; or
 - in exceptional circumstances to be decided by the chair.
18. When the CCSP meets, this voting procedure will be a show of hands. When voting takes place, there will be one vote per statutory partner present. In case of a tied vote on any question, the chair of the meeting will have a second casting vote.

The role of individual CCSP members

19. Members of the CCSP will be expected to:
 - ensure effective two-way communication between CCSP and their host organisations, at both a strategic and operational level
 - ensure relevant issues / developments from their area of work are added to the agendas of the relevant CCSP meetings, particularly where members can identify gaps, overlaps or conflicts in service provision locally
 - use their personal skills, experience and networks to ensure that the partnership is effective and is addressing strategic and local needs, and to promote Norfolk as a safe county wherever possible.

Nolan principles of public life and code of conduct

20. All members of the CCSP are required to act in accordance the following Nolan principles:
 - **Selflessness:** take decisions solely in terms of the public interest. CCSP members should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
 - **Integrity:** not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
 - **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits.
 - **Accountability:** be accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their role.

- **Openness:** be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty:** have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** promote and support these principles by leadership and example.

21. In addition and where applicable, CCSP members should have regard to their own internal codes of conduct, particular to the organisation they represent.

Declarations of interest

22. At the outset of any CCSP meeting, members will declare any conflict of interest they may have with any specific agenda item(s). If necessary and/or appropriate, the chair will ask that individual member to abstain from the discussion and/or leave the room for any decisions required.

Openness

23. Membership of the CCSP is published and contact details of partners are held and maintained by the Norfolk County Council Community Safety Team

24. All meetings will be open to the public as observers (i.e., no speaking or voting rights) and minutes of the meeting (subject to confidential items) are available on request from the Norfolk County Council Community Safety Team

Performance management and accountability

25. The CCSP is responsible for delivery of the targets contained in the partnership plan and as such must ensure appropriate mechanisms for performance management and accountability.

Risk and opportunity management

26. A robust and effective partnership governance structure and performance management arrangements are essential elements in managing risk. The CCSP will apply risk management principles to its work and will analyse and review risk on an ongoing basis.

27. Norfolk County Council's scrutiny committee has the primary scrutiny responsibility and undertakes to review performance on an annual basis.

Secretariat for the CCSP

28. Norfolk County Council will provide the secretariat for the CCSP through the Community Safety Team. Support will include (but is not limited to):

- organising events and meeting venues
- distributing agendas and taking minutes
- developing a range of documents, from drafting papers for consideration at board meetings to coordinating the development of the partnership plan.

29. Agenda and supporting papers will be circulated one week prior to meetings. Minutes will be distributed one week following meetings.

Information Sharing

30. Data, including personal data where it is necessary to achieving the required outcomes, will be shared by all partner organisations. Confidentiality statements will be used as appropriate to remind members at meetings of their responsibilities. All data sharing will be carried out in compliance with the Norfolk CSP information sharing protocol or such subsequent protocols as may be established. Section 115 of the Crime and Disorder Act will be complied with by all partners.

Section 115 of the Crime & Disorder Act

31. Section 115 of the crime and disorder strategy states that “any person who [apart from this section] would not have power to disclose information to a relevant authority or to a person acting on behalf of such an authority, shall have power to do so in any case where the disclosure is necessary or expedient for the purposes of any provision of this Act.” Public bodies can only disclose information if they have the power to do so.
32. Section 115 provides a power to exchange information where disclosure is necessary to support the local crime and disorder strategy or objectives outlined within it, which must be primarily aimed at reducing crime and disorder in accordance with the Act’s provisions.
33. The police have an important and general power at common law to disclose information for policing purposes, which includes the prevention, detection and reduction of crime.
34. However, some other public bodies, which collect information, may not previously have had power to disclose it to the police and others. This section puts beyond doubt the power of any organisation to disclose information to Chief Officers of Police, police authorities, local authorities, probation committees, health authorities, or to persons acting on their behalf. These bodies also have the power to use this information.
35. It should also be noted that Section 115 provides a power to share information - it does not contain an overriding requirement to disclose. Nor, does this power override other legal obligations such as the common law duty of confidence, the requirements of the Human Rights Act, compliance with the 1998 Data Protection Act or other relevant legislation governing disclosures.

Equal opportunities

36. The Norfolk CCSP has a duty and is committed to:
- eliminating unlawful discrimination on the grounds of race, disability, gender, age, sexual orientation or religious belief
 - promoting equality of opportunity
 - promoting cohesive communities.

37. The CCSP will ensure that the different needs of members are taken into account (eg, physical access, ensuring participation) and that all participants are regarded as equal.

38. The CCSP is committed to meeting the needs of individuals and their communities.

Norfolk CCSP – voting rights

Membership	
Voting rights – those with a statutory responsibility	Non-voting rights
District Councils	Norfolk Drug & Alcohol Action Team
Norfolk County Council	Norfolk Youth Offending Team
Norfolk Police Authority	Government Office Representative
Norfolk Fire Authority	Officers from partner agencies
Norfolk PCT	County Councils Elected Member with the portfolio for Community Safety
Norfolk Constabulary	
Norfolk Probation Area	