

Report to Sheffield Safer & Sustainable Communities Partnership Board

Title	Partnership Review	
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Date of Meeting	11 September 2018	
Purpose of Paper	To describe the rationale behind and areas to be reviewed	
Key Messages (Maximum 5)		
<ul style="list-style-type: none"> • The current Partnership Framework describes the terms of reference and membership for the Safer and Sustainable Communities Partnership Board, Performance Planning and Resources Group. This has not been formally reviewed since 2009 and a number of changes to organisational structures and resources as well as a lack of clarity on a number of areas would suggest that now is a good time to review this. • The review will include looking at: <ul style="list-style-type: none"> • Terms of reference • Membership • Agenda setting and forward planning • Communications, website, branding and engagement 		
Summary of Decisions for Safer & Sustainable Communities Partnership Board		
Related Safer & Sustainable Communities Priorities		
(Please place an X in the box next to each relevant objective)		
1. Gang and youth violence	<input type="checkbox"/>	4. Domestic abuse and VAWG
2. Hate Crime against the most vulnerable	<input type="checkbox"/>	5. Partnership Improvement
3. Modern Slavery	<input type="checkbox"/>	6. Other (please state)
		<input checked="" type="checkbox"/>
Background documents (please list)		
Is the report to be included in a closed section of the meeting?		no

SHEFFIELD SAFER AND SUSTAINABLE COMMUNITIES PARTNERSHIP

Partnership Review 2018

1. Introduction

1.1 The Sheffield Safer and Sustainable Communities Partnership is the city's community safety partnership (CSP). It is responsible, under the Crime and Disorder Act 1998, for bringing together the Police, Council and other partners to tackle crime, disorder and anti-social behaviour in the area.

1.2 The current arrangements for the Sheffield Safer and Sustainable Communities Partnership have been in place since 2009. At this time various outcomes under the Local Area Agreement fell under the partnership's remit and it was held accountable for those areas of work and the delivery of some of the services to drive the outcomes. The current Partnership Framework has not been reviewed since this time.

1.3 The Partnership structure includes a senior-level Partnership Board to provide strategic direction, a Performance, Planning and Resources Group (PPRG) to direct resources and manage performance, and specific lead officers to co-ordinate operational delivery and report back. At each of these levels, continually reducing resources over the years since 2010 and changes to organisational structures and responsibilities mean that many organisations are under increasing and competing pressures.

1.4 However, there remains a need for key organisations to find a way to engage effectively with partners, both formally and informally, and to play an active role in the direction of the partnership's response to the annual priorities.

1.5 Taking into account the changes to the local governance structures (for example, the dissolving of the Sheffield First Local Strategic Partnership), changes to organisational structures and a need to ensure its role, remit and governance are fit for purpose, now is a good time to review all aspects of the partnership to ensure it can fulfil its statutory obligations whilst being managed effectively in the face of reducing resources and increasing pressures placed on partners.

2. Review areas

2.1 The overall aim is to review and redraft the Partnership Framework, and should cover the following areas, with the following points to note:

2.2 Terms of reference

The terms of reference need to reflect the purpose of the CSP, including the remit of the Board (strategic direction), PPRG (tactical, resource allocation, performance management), and how these govern the operational work of officers.

2.3 Membership and chairing

Alongside terms of reference, it would be sensible to look at membership, especially ensuring that the right officers from each organisation are invited, and reviewing the membership as a whole

2.4 Administration and support

Currently provided by the Safer Neighbourhoods Services team.

2.5 Communications, website and public engagement

Consideration of the partnership's name, considering the formation of the multi-agency Safer Neighbourhood Services team based at Moorfoot, logo and branding and whether it can/should have a website (as the DACT) or continue to use the Council's. For many years the only survey information available to the partnership has been SYP's Your Voice Counts; the partnership could consider using a web-based survey to gather views on safety and further engage with the public. In addition, the issue of public attendance at Board meetings should be reviewed due to concerns about the level of effective discussion that is possible regarding sensitive or confidential topics. If the decision is taken that meetings will not continue to be open to attendance by the public, it should be made clear how communities can otherwise engage with partner organisations.

2.6 Forward planning and agenda setting

Review of the process for agenda setting, engaging partners and ensuring the right issues are discussed at the right time. Forward plan to include a balance of items for information with scope for flexibility in addressing emerging issues as they arise.

Forward plan to be agreed at a meeting in April/May annually, with reference to priorities and with engagement from key partners.

2.7 Performance management

With a partnership analyst now established and in a position to produce meaningful performance reports, PPRG can now start to monitor performance and put measures in place where poor performance or other issues are identified. The process for updating or raising issues to the Board could be clarified and formalised.

Review theme	Action	Timescale (draft)
Terms of reference	Aim: Review and re-write of terms of reference describing in full the Board's purpose, scope, accountability and governance, membership, practical and administrative arrangements and timescales for regular review.	
	<ul style="list-style-type: none"> Identify best practice for CSPs from other areas, discuss draft with statutory partners, Chairs and VCF reps 	September/October
	<ul style="list-style-type: none"> Draft new terms of reference and circulate to Board members for comments 	Early November
	<ul style="list-style-type: none"> Circulate final draft of terms of reference for agreement at Board meeting 27 November 2018 	Mid November
Terms of reference/framework to include the following:		
Membership	Aim: Review of current membership to ensure all statutory organisations, relevant co-operating bodies, including third sector, are represented. Ensure all those sending apologies send a delegate to meetings to report back.	
	<ul style="list-style-type: none"> Identify any existing guidance as to membership, or agree locally what this should be – including <i>responsible authorities</i> and <i>cooperating bodies</i>. 	September
	<ul style="list-style-type: none"> Contact organisations to ensure the correct officer is nominated to be on membership list, identify additional organisations who should be represented 	September
	<ul style="list-style-type: none"> Review role description and circulate to all members 	October

	<ul style="list-style-type: none"> Statement of quorum for decision-making (annually for budget, priorities) and procedure for cancellation or rearrangement of meetings. 	October
	<ul style="list-style-type: none"> Membership to be reviewed/ recruitment to non-statutory membership every 3 years? 	
Chairing	Review Chairpersons, chairing arrangements (Co-chair, vice chair and what the responsibilities are) and formalise dates for agenda setting and pre-meets/briefings	September/October
Scrutiny (two-way)	<p>Currently Scrutiny committee receive an annual presentation (by PPRG chairs) on priorities and headline activity of CSP, plus in 2017 received reports on the work of the PCP. Attendance and support in task groups as requested.</p> <p>Some attempts made to improve the links between the two boards but needs to be strengthened and formalised?</p>	<p>As ToR</p> <p>September/October</p>
Police and Crime Panel (two-way)	Suggest 15 min standing item at Board meetings to report on what has been considered and any decisions taken and the implications for the CSP.	As ToR
Public/open meetings	Consideration of whether this is constructive to discussion, feasibility of administrative arrangements, best practice elsewhere (most CSPs are not public meetings)	October
Reporting groups (two-way)	<ul style="list-style-type: none"> Standing item report from Partnership Manager to include activity discussed/decisions made by PPRG meeting and other groups. Effective process for Board to provide strategic direction to 	As ToR

	<p>PPRG and other groups</p> <ul style="list-style-type: none"> • Diagram to show governance/reporting arrangements to include clarity on links and reporting/discussion of key issues relating to Prevent, Fortify and other gold/silver/bronze delivery structures 	
Administration and support	<ul style="list-style-type: none"> • Agree standard timescales for producing notes of meeting (records of Board meetings are considered <i>notes</i>, not <i>minutes</i>) – suggest circulated 1 month after meetings • Produce action schedule - circulated 1 week after meetings. • Review notes and report templates annually (reference to priorities etc) • Contact/distribution list to be reviewed annually and members to take responsibility for informing the CST of any changes • Clarify who partners/public should direct queries to 	As ToR September/October
Communications/website /branding	<ul style="list-style-type: none"> • Wording/ links of SCC website page to be reviewed annually to ensure fit for purpose • Agree standard for updating with dates of meetings, upcoming events, communications campaigns • Branding for Partnership – eg logo, name, standards for documents 	After Review – for discussion and agreement at a future meeting
Forward planning	<ul style="list-style-type: none"> • Standard forward agenda and mechanism for agenda setting that engages partners and hold to account under strategic plans 	As ToR
Reports	<ul style="list-style-type: none"> • Agreed template to be used for all agenda items at Board 	September/October

	meetings, using the front sheet with key messages as a minimum, and provided one week before the meeting	
Agenda setting	<ul style="list-style-type: none"> • Decision-making function to be clarified (suggest decision making is for budget and setting annual priorities?) • Process for agenda setting to include engagement from partners and agreed by the Chairs (6 weeks ahead, pre-meet 3 weeks ahead?) • Communication of agenda with other SY areas and Core Cities and OPCC in advance to allow for additional information. 	October
Funding	<p>Annual budget agreement in April/May</p> <ul style="list-style-type: none"> • Agree each year how the process of allocation will be run 	To be looked at after review, discussed and agreed at a future meeting
Domestic Homicide Reviews	<p>Terms of reference need to clarify role of the CSP and be consistent with the local DHR Guidance (Oct 2017).</p> <ul style="list-style-type: none"> • Sign-off of final report by CSP chairs, and learning briefs to be circulated to “wider Partnership” contact lists. 	As ToR – need to make clear reference
Performance reporting	<ul style="list-style-type: none"> • Report template setting out what will be reported and how often and the process for escalation and communication of strategic, tactical and operational response to performance issues where needed. 	To be agreed at a future meeting