

	AGENDA ITEM NO.	
<h3 style="text-align: center;">Report Cover Sheet</h3>		
Name of Meeting:	Executive	
Date of Meeting:	23 rd July 2007	
Report Title:	South Warwickshire Crime & Disorder Reduction Partnerships - Merger	
Summary of report:	To confirm approval for the formal merger application to be submitted to the Home Office	
For Further Information Please Contact (report author):	Craig Anderson x 6014	
Would the recommended decision be contrary to the Policy Framework:	No	
Would the recommended decision be contrary to the Budgetary framework:	No	
Wards of the District directly affected by this decision:	All	
Key Decision?	Yes	
Included within the Forward Plan?	Yes	
Is the report Private & Confidential	No	
Background Papers:	Executive – 11 th September 2006 Executive – 12 th February 2007	
Consultation Undertaken		
Below is a table of the Council's regular consultees. However not all have to be consulted on every matter and if there was no obligation to consult with a specific consultee they will be marked as n/a.		
Consultees	Yes/ No	Who
Other Committees	Yes	Referral from SW CDRP Shadow Board
Ward Councillors	No	
Portfolio Holders	Yes	Cllr Felicity Bunker
Other Councillors	Yes	Cllrs. Harris & Kirton – as appointees on Shadow Board participating in recommendation to proceed with Merger
Warwick District Council recognised Trades Unions	n/a	
Other Warwick District Council Service Areas	n/a	
Project partners	Yes	
Parish/Town Council	n/a	
Highways Authority	n/a	
Residents	n/a	
Citizens Panel	n/a	

Other consultees	n/a	
Officer Approval		
With regard to officer approval all reports must be approved by the report authors relevant director, Finance Services and Legal Services.		
Officer Approval	Date	Name
Relevant Director(s)	28 June 07	Craig Anderson - author
Chief Executive	28 June 07	Chris Elliott
CMT	28 June 2007	
Section 151 Officer	28 June 07	Mary Hawkins
Legal	28 June 07	Simon Best
Finance	n/a	Mike Snow
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		
n/a		

1. RECOMMENDATION(S)

- 1.1 That approval is given to the recommendation from the Shadow Board of the South Warwickshire Crime & Disorder Reduction Partnership that the proposal to merge the existing Warwick & Stratford CDRPs be submitted to the Home Office.
- 1.2 That delegated power be given to the Strategic Director (Environment) as the current Chair of the Warwick District CDRP, in consultation with the Community Portfolio Holder, to sign the merger submission documents, including agreeing any non- material alterations.

2. REASONS FOR RECOMMENDATION(S)

- 2.1 All responsible authorities are required to be satisfied with the merger proposal, as set out in Appendix A as supplemented by Appendix B.
- 2.2 Approval was given by Executive in September 2006 to proceed with a case for merger of the Warwick & Stratford CDRPs, including the formation of a Shadow Board.
- 2.3 Councillors Bernard Kirton and Cliff Harris have been appointed as this Council's representatives on the Shadow Board
- 2.4 The Shadow Board and relevant officer groups have now been working together successfully for the last 9 months and have been able to demonstrate improved partnership working, evidence of which is required to be submitted to the Home Office as part of the application to merge. The Shadow Board has in effect assumed overall responsibility for both CDRPs since that time and will continue to do so until the Home Office approve the merger.
- 2.5 The recommendation arising from the Shadow Board meeting of 27th June 2007 is that the partnership is working well and that the merger application be supported. This now requires each responsible authority, including this Council, to formally approve the submission of the merger application. The covering report describing the proposal is attached here as appendix A, as supplemented by Appendix B.
- 2.6 Members are reminded that once approved by the Home Office, the merged partnership is a permanent arrangement – hence the requirement that the partnership work together on a shadow-basis. It is expected that the timescales of Home Office approval may allow the new South Warwickshire CDRP to come into existence between the end of 2007 and April 2008.

3. ALTERNATIVE OPTIONS CONSIDERED

- 3.1 The Council can decide not to proceed with the proposed merger in which case the partnership working would revert to the existing Warwick District CDRP structure.

4. BUDGETARY FRAMEWORK

- 4.1 There are no additional resource implications arising from this report.
- 4.2 The proposals involve a reduction in administration by the amalgamation of meetings and activities to more effectively utilize existing resources for project work. The proposed merger will require further consideration to staffing structures in due course and these will be subject to a further report.

5. POLICY FRAMEWORK

- 5.1 This accords with the Council's policy of promoting and contributing to a safer and healthier community and its commitment to partnership working as part of the Warwickshire Local Area Agreement.

Key Decision: YES

Included in Forward Plan: YES

If Yes, method of consultation: Via Shadow Board and as noted

For further information about this report please contact:

Contact Officer: Craig Anderson

Tel:(01926) 456014 (Direct Line)

E-Mail craig.anderson@warwickdc.gov.uk

Appendix A

FINAL AGREED DRAFT

Proposal to Merge Stratford-on-Avon and Warwick Crime, Disorder & Drugs Misuse Partnerships

Introduction

This proposal to merge Stratford-on-Avon and Warwick CDRPs has been prepared in partnership over a number of months.

It is broadly in four sections:

- The background to the proposal and the reasons behind it
- A completed Self-Assessment carried out by the shadow merged CDRP
- The CDRP Improvement Action Plan based on the Self-Assessment
- The benefits to be realised as a result of a merger

Geographical Context

South Warwickshire constitutes 63% of the total area of the county, and 47% of the population. Based on the 2001 census Warwick district has a population of 132,700 and Stratford-on-Avon 115,200. Warwick district is characterised by a rural and urban mix with the area 80% agricultural and 75% Green Belt. Stratford-on-Avon district is more rural with over 250 villages, with more concentrated populations in Stratford-upon-Avon Town, Alcester, Shipston-on-Stour and Southam.

Compared with the County of Warwickshire, both Warwick and Stratford-on-Avon districts have relatively low population proportions below the age of 16 (18%). Warwick has a high proportion between the ages of 20-29 (13.6% compared with 11.2% across the county), whilst 24.2% of residents in Stratford-on-Avon district are above the age of 60 (21.4% in Warwickshire).

Warwick District has the highest proportion of black and minority ethnic residents in the county (7.1%) whilst Stratford-on-Avon District has the lowest (1.3%).

Both Warwick and Stratford-upon-Avon are major tourist centres which benefit from well-developed transportation links which enhance its accessibility and underlines their central location.

Warwickshire is a two-tier local authority area comprising Warwickshire County Council, the districts of Warwick and Stratford-on-Avon, and the boroughs of North Warwickshire, Nuneaton & Bedworth and Rugby.

Our Vision for South Warwickshire

Both Warwick and Stratford Crime, Disorder and Drugs Misuse Partnerships have a shared vision – to make South Warwickshire an attractive, environmentally sustainable, desirable area to live in, work and visit, with a sense of safety equal to the low risk of becoming a victim of crime in the area.

History of Joint Working

The two CDRPs have a history over some seven years of close joint working. The partnerships have worked together in the following ways:

- A joint South Warwickshire audit twice; in 2001 and 2004
- A joint 2005-2008 South Warwickshire CDRP strategy, with shared priorities
- A history of working across the two partnerships in joint action planning and implementation groups
- Jointly developed and shared terms of reference and membership
- Joint self-assessment process and improvement action planning, firstly as separate CDRPs and latterly as the pilot merged CDRP
- Collaborative work on SSCF funding and a joint SSCF agreement for 2005-2008
- A history of jointly funded posts including, historically, a partnership support post, an Anti-Social Behaviour Officer and an SSCF Project Manager
- Joint assessment by Government Office West Midlands on the CDRP leadership audit

Reasons for Merger

A merger of the two CDRPs is the natural progression of the history of joint working, not just at CDRP level, but also on issues such as tourism, health, and economic development where multi-agency working has proved beneficial. A formal merger will strengthen and harness current working arrangements as follows:

- releasing resource to be utilised within the community to the benefit of local people
 - fewer meetings for senior officers and elected members to attend
 - allowing the CDRPs to streamline support structures
 - financial efficiencies associated with joint posts (e.g. jointly funded Safer Neighbourhoods post)
 - efficiency savings in the development, implementation and monitoring of action plans to address areas of performance
 - simplification of funding arrangements through the Local Area Agreement
- operational benefits
 - joint implementation of action plans (e.g. the reduction in the numbers of vehicle crime incidents demonstrates the success of this approach)
 - efficiencies on purchase and procurement of services
 - recognition and sharing of good practice
 - many partners are organised so that they work across the two CDRP areas

Structure & Governance

The CDRP has been functioning in 'shadow' form since the autumn of 2006, and held its first Strategic Member Board, followed by the Operational Delivery Group in November 2006. These inaugural meetings followed a period of over eighteen months of preparation, planning and discussion between the two separate CDRPs. In addition, formal support to the principle of the proposed merger was sought, and confirmed from the key partner agencies, including Government Office, West Midlands who initially approached the CDRPs with the idea of merging.

The pilot merged CDRP has deliberately taken a careful and measured approach to its structure and governance arrangements. Mindful of the need to be able to adapt and respond to the findings of the Crime & Disorder Act review, and the newly developed National Standard for CDRPs, both of which are to be published after this submission is made, the CDRP looked to the initial findings of the CDA review for guidance on forming its structure and governance.

The structure of the shadow CDRP addresses the requirement to have a separation between strategic assessment and operational delivery. There is a clear differentiation in both

membership and business between the Strategic Board and the Operational Delivery levels of the CDRP.

The shadow phase has allowed the CDRP to work through issues such as membership, terms of reference, roles and responsibilities and reporting arrangements. However, the Partnership is aware of the need to be able to respond to changing requirements and environments. A robust, clear structure, with clear accountability puts the CDRP in a strong position to respond to such needs quickly.

Relationships with Partner Agencies

The shadow period has allowed the CDRP to examine its relationships with all the Responsible Authorities and other partner agencies. The Partnership Assessment Delivery System review carried out by the shadow CDRP highlighted that there was potential for better engagement.

Warwickshire Police is undergoing a restructure which will remove the established Basic Command Structure (BCU) that currently exists and move to the delivery of policing services at three levels, Safer Neighbourhood Teams (SNTs), District/Borough and at Force level. These changes are driven by a desire to improve the way policing services are provided and to help deliver the force vision of 'Protecting our Communities Together'. Removing elements of activity conducted on both BCUs to a level where they are done once only provides efficiencies that will assist the force to focus on protecting the public from harm.

These developments enhance the force commitment and engagement with CDRPs. Seeking principles of efficiency in the way business is done in respect of CDRP management will be important as the force moves forward. The removal of the established BCU management structure does not impact negatively on this application, indeed Warwickshire Police perceive that the benefits arising under new policing structures aligned to CDRPs will be improved. The maintenance of districts as a principal delivery arm for policing allows the good practice and joint working already underway to continue and indeed be enhanced by a merged CDRP.

Warwickshire Police and Warwickshire County Council have commissioned a consultant to undertake an options appraisal and prepare a business case for a proposed joint county level community safety unit. The business case will be prepared by 20 June 2007.

Initial work to scope what might be involved in this unit has been completed.

Running parallel to this work, WCC is also restructuring its community safety staff team and realigning support to CDRPs. In future, CDRPs will be supported by a Head of Service and the former area community safety manager posts will become a community safety project officer team able to work in any part of the county, according to need.

It is expected that if the joint unit proposal is implemented, the current police community safety officers, new WCC project officers, along with the current Safer Neighbourhood Analysts would be part of a central team. This team would be a resource for all CDRPs to draw upon with their work in effect being commissioned by them alongside planned work arising from strategic decisions and reactive work enabling responses to issues raised through the PACT process.

The proposed merger has been particularly welcomed by those agencies which are already organised on a South Warwickshire basis, such as Probation, the Primary Care Trust, and Victim Support, who are now able to commit fully to attendance at a single forum.

The Improvement Action Plan, which sets out how the merged CDRP will build on these relationships is attached as an Appendix to this document.

The CDRP Self-Assessment Process

Initially carried out in September 2006 using the PADS process and guidance documentation, the shadow CDRP jointly agreed the findings of the assessment process. It then prioritised those indicators requiring particular consideration. The period from September 2006 to the review in April 2007 saw a considerable amount of work being put into governance arrangements, particularly addressing the responsibilities of individual members and the roles of different levels of the governance structure.

SOUTH WARWICKSHIRE CDRP - PARTNERSHIP IMPROVEMENT ACTION PLAN - D R A F T – JUNE 2007

Related Standard Number	Improvement Objective/Goal	Action Needed	Key Milestones	Lead Officer	Resource Implications	Challenges, Issues & Solutions	Performance Measure
1.1, 1.2, 1.3, 1.5, 2.1, 2.4, 3.4	To develop closer working relationships with partners, particularly the PCT	Contact relevant agency representative and brief them	Agency representatives to attend meetings from September 2007	Currently Keith Newell (as part of Warwick CDRP's contribution)	Contained in current contract	Not all agencies see the relation to their core business – explain how involvement can help their core business	Agency representatives attend meetings, takes ownership of actions and commits resources
1.1, 2.2, 2.3, 5.4	To develop further clarity on performance reporting to inform strategic decisions and action planning delivery	Review and revise performance reporting procedures, including agreement on what information is required at what level to inform decisions	CDRP to agree proposals at Sept/Oct cycle of meetings	Currently Ruth Mounstephen (as part of Stratford CDRP's contribution)	Contained in current contract	Getting the right information in the right format at the right time to inform CDRP business	CDRP at all level agrees it has the information to progress business and target activities
1.2, 3.4, 5.3	To refine the governance proposals further to ensure they are fit for purpose	Re-draft, and agree final proposals Review annually	CDRP to agree final governance proposals at Sept/Oct 07 cycle of meetings Annual agenda item	Currently Ruth Mounstephen (as part of Stratford CDRP's contribution) CDRP Manager	Contained in current contract Contained within duties of post	There is a need to be flexible within the governance framework to respond to CDA review and National Standards for CDRPs	Governance arrangements agreed, and recorded as such in CDRP minutes Review achieved and minuted
1.3, 1.4, 3.1, 3.2	To clarify CDRP members' roles and responsibilities further	Re-draft and agree final governance proposals Develop CDRP members' induction programme (for both officers and Elected Members)	CDRP to agree final governance proposals at Sept/Oct 07 cycle of meetings Induction developed and implemented within 6 months of merger approval	Currently Ruth Mounstephen (as part of Stratford CDRP's contribution) CDRP Manager	Contained in current contract Contained within duties of post	There is a need to be flexible within the governance framework to respond to CDA review and National Standards for CDRPs Need to cater for differing induction needs of members at different CDRP level	Governance arrangements agreed, and recorded as such in CDRP minutes Induction in place and attended by all CDRP members

1.5, 3.1	To develop links with LSP and LAA groups appropriately	Establish what the LSP's expectations are of the CDRP Establish how the LAA operates at local level	Clarity over links and expectations by Sept 07	CDRP Manager	Contained within duties of post	CDRP is not clear about the relation of the LSP to its business LAA appears to be distant from the core business of the CDRP	Appropriate representation of the CDRP at LSP and LAA groups, with relevant information fed back and forth
1.5, 2.1, 3.4, 5.2	To engage better with the wider community, including the private sector, voluntary and community groups	Develop a community engagement strategy	December 2007	CDRP Manager	Contained within duties of post	Existing consultation strategies to be considered. Need to understand where the private sector currently engage. Needs to influence 08/09 target and priority setting process	Community engagement strategy agreed, owned and applied by the CDRP, and community priorities reflected in targets for 08/09
2.3,	To ensure targets are really SMART	2008/2009 targets to be developed with enough lead-in time to ensure they are SMART	April 2008	CDRP Manager	Contained within duties of post	Process is historically rushed. Need to ensure all partners are fully engaged and involved and that targets reflect community priorities	SMART targets in place, owned by all partners and the CDRP
3.1	To understand the benefits of partnership working by appropriate monitoring and review of CDRP action plans	Define a monitoring and review process to be built in to the action planning procedure	September 2007	Currently Keith Newell (as part of Warwick CDRP's contribution)	Contained in current contract	Current action planning process is underway – ensure that monitoring and review are included	Monitoring and review become a routine part of CDRP processes, resulting in awareness of 'what works'
3.3, 4.1, 4.2, 5.3	To identify resource requirements in action planning and target setting and all aspects of CDRP business	Build resource requirements into - action planning - and target setting procedures	September 2007 Jan – Mar 2008	CDRP Manager	Contained within duties of post	Current action planning process is underway – ensure that resource requirements are included Target setting process due to take place early 2008	Resource needs are identified early, and under-resourcing is no longer an issue

5.1	To ensure that agencies subject to Section 17 are compliant with its requirements	Ensure that all responsible agencies are applying Section 17 obligations by actively engaging with community concerns	September 2007	CDRP Manager	Contained within duties of post	The Safer Neighbourhoods/PACT process will require all CDRP partners to engage directly and address community concerns	All responsible authorities understand their obligations to consider community safety impacts and implications in their decision making processes
5.2, 6.1, 6.2	To ensure that all partners and stakeholders are informed in a timely and appropriate manner of the CDRP's activities	Develop a communications strategy	Within 12 months of merger approval	CDRP Manager	Contained within duties of post	Need to consider different audiences – do partners and stakeholders require different messages from residents? Review existing County Community Safety Communications Strategy (c.3 years old) and other communications e.g. from Safer N'hoods and N'hood Watch to see what worked	That partners, stakeholders and the wider are aware of the CDRP, its role and activities
4.1	To build CDRP capacity	Develop a CDRP support structure which includes dedicated staffing, but addresses partnership contribution both personnel and financial	To coincide with the merger launch	CDRP Manager	Contained within duties of post	Currently 2 separate CDRP support structures. Lack of apparent available resource. Timescale is tight. Other improvement actions are dependant on staffing resource being in place	Structure agreed and implemented

BENEFITS of MERGING

South Warwickshire has historically enjoyed low levels of crime when compared with the rest of Warwickshire, and with the regional and national context. However, over the last eighteen months there has been a steady and sustained increase. This increase in recorded crime has been evidenced across the same crime types in the two CDRP areas, although there has been a steeper increase in Warwick than in Stratford.

The shadow CDRP has taken a holistic approach to problem-solving, and targeted multi-agency action planning for the priority crime types. This has resulted in significant and sustained reductions in vehicle crime across the two CDRP areas, confirming that this approach is more effective because it is being done as a joint partnership initiative. This has given the shadow CDRP the confidence to continue with this approach across a further three crime types for 2007/08 based on the evidence from our analysts.

From this robust evidence base, the shadow CDRP has investigated other perceived benefits of merging as follows:

Resource efficiencies

- releasing resource to be utilised within the community to the benefit of local people
- fewer meetings for senior officers and elected members to attend
- allowing the CDRPs to streamline support structures
- financial efficiencies associated with joint posts (e.g. jointly funded Safer Neighbourhoods post)
- efficiency savings in the development, implementation and monitoring of action plans to address areas of performance
- simplification of funding arrangements through the Local Area Agreement

Operational benefits

- joint implementation of action plans (e.g. the reduction in the numbers of vehicle crime incidents demonstrates the success of this approach)
- efficiencies on purchase and procurement of services
- recognition and sharing of good practice
- many partners are organised so that they work across the two CDRP areas

Signatories:

Name of Partnership Chair:

Organisation: Chair, CDRP Strategic Member Board

Signature:

Name of District Council Representative: Paul Lankester, CE, Stratford-on-Avon DC

Signature:

Name of District Council Representative: Craig Anderson, SD(E) Warwick

Signature:

Name of County Council Representative: Kate Nash, Community Protection, WCC

Signature:

Name of Police Representative: Chief Supt Richard Sear

Signature:

Name of Police Authority Representative: Mrs Dorette McAuslan, Warwickshire PA

Signature:

Name of Fire & Rescue Service Representative: William Brown, Director, Community Protection,

WCC

Signature:

Name of Primary Care Trust Representative: Dr Tim Davies, Director of Public Health,
Warwickshire PCT

Signature:

Appendix B

Amendments and Additions to the Governance and Structure of the Merged CDRP

INTRODUCTORY NOTES

- The CDRP (designate) has piloted the governance and structural arrangements in shadow form for over six months now. Before the application to merge is submitted at the end of June, there is an opportunity to review how the groups at different levels are working, and to make some adjustments.
- In response to a letter from the Home Office updating CDRPs on the CDA review, and the impending introduction of CDRP National Standards, we considered the possibility of creating an Overview and Scrutiny role for the Strategic Member Board, with the previously designated Operational Delivery Group having the role of strategic oversight. This would give what was the Responsible Authorities Group the role of being the delivery vehicle for the CDRP. We are still waiting for publication of the review findings, and of the National Standards, both due later in the summer.
- We are now clearer on what is expected by Ministers in terms of the merger application as a whole, and governance issues in particular. The steer is that while a strategic and operational split in CDRP business is the right way to have gone, and we are commended for it, the advice is that **it is too early for an overview and scrutiny function within our structure as this is not being introduced until April 2008 (as part of the Police and Justice Act)**. We need to have a governance structure in place that is capable of adapting and encompassing new or changing roles and functions. With the strategic/operational split we have already, we are in a very strong position to do this.
- Members of both the existing Operational Delivery Group and the Responsible Authorities Group have expressed concern over lack of clarity over the difference between the groups, and their role and functions. The original governance proposals, while including the RAG in its structure, did not have a role and terms of reference included. They are proposed in draft in this document for comment. Further, we propose to change the name of the group directly 'below' the Strategic Member Board, to **Responsible Authorities Executive Group**, and the group below that to **Operational Delivery Group** to reflect more accurately the membership, role and functions of these two levels.
- Put simply then
 - the Strategic Member Board sets strategic direction at 6-monthly meetings
 - the Responsible Authorities Executive Group translate that at quarterly meetings into direction for the Operational Delivery Group, and maintains an overview of progress towards targets, again, directing corrective action as appropriate
 - the Operational Delivery Group, meeting monthly, keeps a much closer eye on trends and patterns, and involves all agency representatives involved in delivery (not just the responsible authorities)
- More detail on membership, role and function of the levels follows. (The numbering reflects the numbers in the relevant 'boxes' on the structure chart appended to this paper).

1. Strategic Member Board

- 1.1 This group retains the membership, role, responsibilities and terms of reference as agreed in March 2007, apart from those amendments highlighted, as follows:

Role and responsibilities

This is the Member Board giving high-level strategic direction and is responsible for:

- 1 Receiving the 6-month Partnership Strategic Assessment
- 2 Setting the strategic priorities for the following 6 months
- 3 Setting a control strategy
- 4 Directing the work of the CDRP Responsible Authorities Executive Group
- 5 Receiving exception reports on progress towards overall CDRP strategic targets
- 6 Continuous improvement of Partnership performance

In order to facilitate the achievement of the above, meetings will operate as follows:

- **Frequency & Timing** – meetings will be six-monthly, the timing dictated by the production of the Partnership Strategic Assessment. Agenda and papers will be sent out at least one week prior to the meetings. The venue will alternate between Stratford and Warwick.
- **Chair** – the Chair shall be nominated by the Member Group. It is suggested that the Chair could rotate between the portfolio holders from the county and the two districts.
- **Vice Chair** - the Vice Chairs shall be the other two portfolio holders.
- **Membership** – membership shall be as follows:
 - 2 elected members from Stratford-on-Avon D.C.
 - 2 elected members from Warwick D.C.
 - 2 elected members from Warwickshire C.C. (1 from each Area Committee)
 - 1 Warwickshire Fire Authority representative
 - 1 Police Authority representative
 - 1 Primary Care Trust representative
 - 1 Probation Board representative

Officer support which may include:

- 1 Chair or Vice-Chair of the Responsible Authorities Executive Group
- 2 officer representatives as needed from
 - a. Police
 - b. WCC
 - c. SDC
 - d. WDC
 - e. Fire & Rescue
 - f. Health
 - g. GOWM
 - Analyst(s) – to present strategic assessment

2. Responsible Authorities Executive Group

2.1 This is the re-named second tier group, which retains the same terms of reference and role as in the original governance paper for this second level, with a few amendments, as highlighted below:

2.1.1 Role and responsibilities

This is the officer **Responsible Authorities Executive Group** responsible for:

- **Supporting the Strategic Member Board in its role**
- **Directing and commissioning the Operational Delivery Group to carry out** intelligence-led action planning approaches based on the control strategy priorities agreed at the Member Board as a result of the findings of the Partnership Strategic Assessment
- Receiving a quarterly analysis of recorded crime and quarterly reports on progress towards strategy targets **to maintain an oversight of progress and directing corrective action as appropriate**
- Receiving detailed hot-spotting and trend analysis on the strategic priorities agreed at the Member Board

In order to facilitate the achievement of the above, meetings will operate as follows:

- **Frequency & Timing** – meetings will be quarterly, timing dictated by timescales for the production of the Partnership Strategic Assessment, to be considered by the Member Board. Agenda and papers will be sent out at least one week prior to the meetings. Venues will alternate between Stratford and Warwick.
- **Chair** - the Chair **shall be nominated by the officers present**
- **Vice Chair** – the Vice Chair **shall be nominated by the officers present**
- **Membership** – membership shall be **a senior** officer representative from **each of** the Responsible Authorities as follows:
 - Stratford-on-Avon District Council
 - Warwick District Council
 - Warwickshire County Council
 - Warwickshire Police
 - Primary Care Trust
 - Fire & Rescue

Additional officer support to include:

- Partnership support officer(s)
- Others co-opted as required e.g. Community Safety Analyst

Everything that follows is new.

3. Operational Delivery Group

3.1 This is the re-named RAG, reflecting the fact that attendance is much wider than RAG agencies and includes any agency involved in operationally delivering the CDRP's priorities and targets.

3.2 Draft terms and reference and role for this group follow:

3.2.1 *Role and responsibilities*

This is the group responsible for:

- Receiving direction from the Responsible Authorities Executive Group (RAEG) on what action planning is required
- Responsibility for carrying out the joint-agency action planning process, including harnessing agency ownership, and identifying resource requirements to ensure success of action plans
- Advising the RAEG on trends, emerging problems, and potential solutions, based on monthly analysis of crime data
- Monitoring progress with action plan delivery
- Reviewing and evaluating action plans

In order to facilitate the achievement of the above, meetings will operate as follows:

- ***Frequency & Timing*** – meetings will be monthly, or as decided by the chair, timing dictated by the availability of monthly crime analysis
- ***Chair*** – the chair shall be a senior Police Officer
- ***Vice-Chair*** – shall be nominated by officers present
- ***Membership shall be an appropriate representative of any agency involved in delivery of CDRP priorities and targets and may include:***
 - Stratford-on-Avon District Council
 - Warwick District Council
 - Warwickshire County Council
 - Warwickshire Police
 - Safer Neighbourhoods Analyst
 - Warwickshire Drugs Action Team
 - Warwickshire Fire and Rescue
 - Warwickshire Probation Service
 - Registered Social Landlords
 - South Warwickshire Victim Support
 - Prolific and Priority Offenders Scheme Co-ordinator
 - Warwickshire Beating Business Crime
 - Warwickshire Youth Offending Team
 - Coventry & Warwickshire Connexions

4. Safer Neighbourhood Process

- 4.1 The CDRP needs to integrate the work of the Safer Neighbourhood PACT Panels into its business to demonstrate the links between them, and harness the impact of community engagement on CDRP priorities and targets.
- 4.2 It is proposed that the Operational Delivery Group receives regular updates, at a frequency to be determined by the Chair, on priorities and concerns arising from the PACT meetings, and ensures that community safety issues are built into the action planning processes.
- 4.3 It is also suggested that the PACT process is integrated in CDRP actions, priorities and targets.

5. Community Groups

- 5.1 As well as the Safer Neighbourhoods process, there are other existing community forums which can contribute to the CDRP agenda, such as voluntary groups, religious groups, minority groups, business groups.
- 5.2 It is proposed that, via appropriate links at the Operational Delivery Group, the CDRP is kept briefed and is influenced by their concerns.

6. Theme Groups

- 6.1 Warwick has maintained a thematic element to its contribution to CDRP priorities. It is important that these themes and their targets are not lost in the geographical approach that Safer Neighbourhoods has brought, not least because the CDRP is accountable for reporting on progress towards their associated targets until the end of this strategic period. The themes will be included in the quarterly progress reports currently produced by the Safer Neighbourhoods Analysts for the life of the current strategy.
- 6.2 ***Consideration should be given as to whether these theme groups should become South Warwickshire groups, and involve representation and input from Stratford, or cease to meet, as the themes are built into action planning processes.***

7. Tackling Drugs and Alcohol Together

- 7.1 The South Warwickshire Tackling Drugs and Alcohol Together Group, chaired by a County Council officer (latterly from the Drugs Action Team, but previously from the Community Safety Team), is accountable both to the CDRP at local level, and to the Countywide DAAT.
- 7.2 It is proposed that regular reports, at a frequency determined by the Chair, are received by the Operational Delivery Group, and that any problems or issues referred to the Responsible Authorities Executive Group with appropriate remedial action recommended.

8. Prolific & Priority Offenders Group

- 8.1 This South Warwickshire Group is key to identifying those offenders responsible for the majority of crime, and developing targeted multi-agency action plans to address and change their offending behaviour.
- 8.2 The CDRP needs to be clearer about what effect the PPO scheme is having on achieving its targets. It is suggested that, as part of the review of performance reporting arrangements to be carried out as part of the CDRP Improvement Action Plan, consideration is given to what information on PPOs the CDRP requires.

9. Performance Management/Progress Reporting

9.1 The merged CDRP's Improvement Action Plan, based on the Self Assessment process, includes an action to *"review and revise performance reporting procedures, including agreement on what information is required at what level to inform decisions"*.

9.2 This will be a critical piece of work which will contribute to the success, or otherwise, of these structural proposals, and is proposed to be carried out over the next 3-4 months, with proposals coming to the autumn cycle of meetings.

10. Structure Flow-Chart

10.1 A simple diagrammatic representation of the merged CDRP structure follows:

South Warwickshire CDRP (designate) Structure Chart

