



# SAFER CORNWALL

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# CONSTITUTION AND TERMS OF REFERENCE

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# Partnership structure and governance

The Crime and Disorder Act 1998<sup>1</sup> made it a **statutory requirement** for every local authority area to have a Community Safety Partnership (CSP). **Safer Cornwall** is Cornwall's CSP. There are **five responsible authorities** that make up the Partnership, working alongside a wide range of other agencies to ensure that we are doing all we can to keep the people of Cornwall safe.

Safer Cornwall is ultimately **accountable to the Home Office** but is held to account locally by Cornwall Council's Overview and Scrutiny Committee<sup>2</sup> if it is not fulfilling its duties. These arrangements ensure that Safer Cornwall is delivering **measurable benefits** for residents, and helping to provide **safe, healthy and resilient communities**.

Isles of Scilly, as a unitary authority, has a separate duty to deliver its community safety responsibilities through the **Isles of Scilly CSP**.

In Cornwall, Safer Cornwall works closely with the **Safeguarding Adults Board and Our Safeguarding Children Partnership**, recognising the cross-cutting nature of our priorities. We also work alongside the other statutory partnerships, including the Health and Wellbeing Board and the Local Enterprise Partnership.

Safer Cornwall works with **neighbouring CSPs** in Devon (Plymouth, Torbay and Devon and the district CSPs) to identify and respond to issues where co-ordinating our resources would be most effective. This work supports the **Office of the Police and Crime Commissioner** and other partners that cover Devon as well as Cornwall (and beyond), such as probation services and the police.

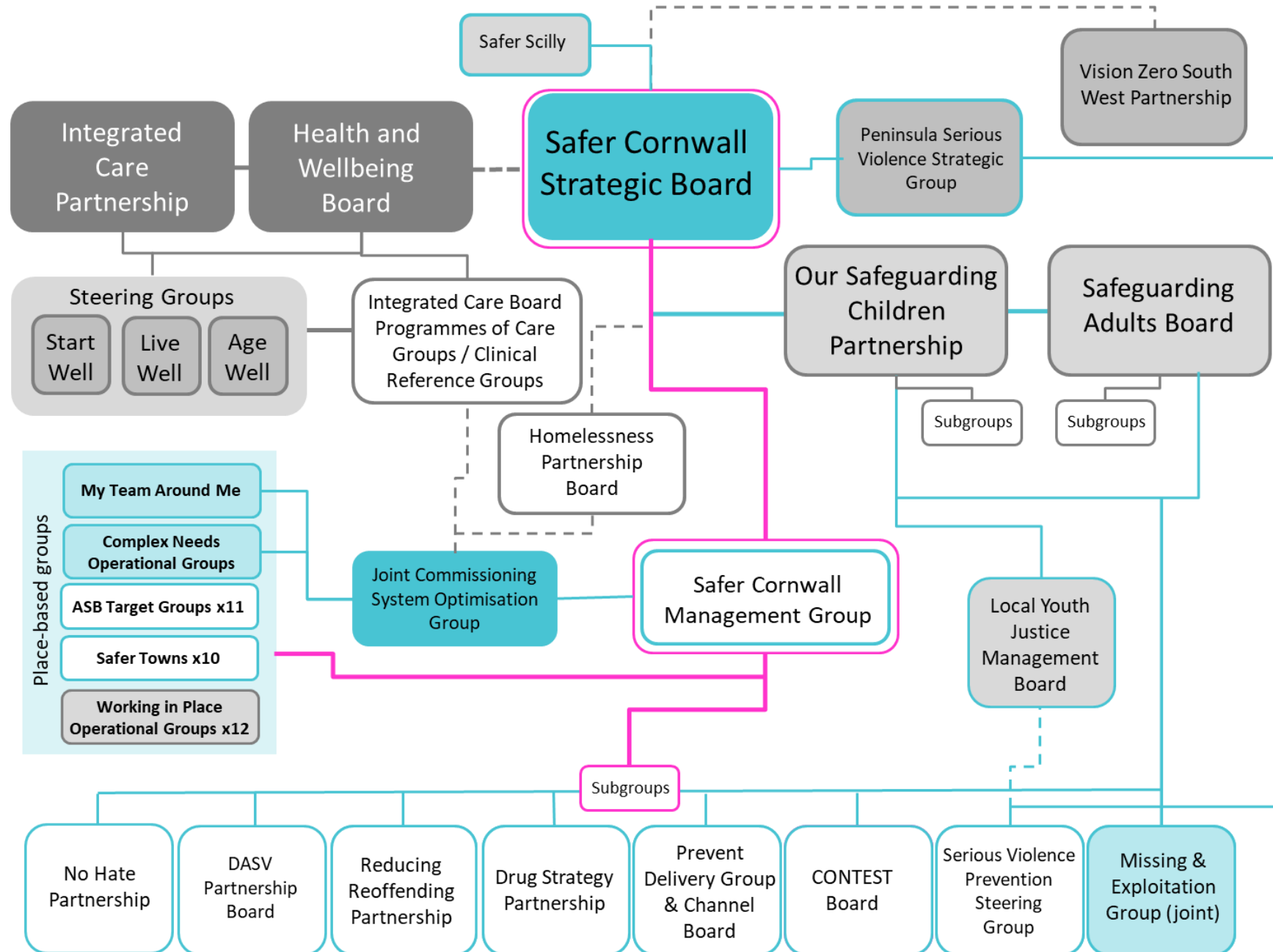
Safer Cornwall's structure has 3 tiers:

- The **Strategic Board** sets the priorities and is ultimately responsible for the Partnership delivering against its duties and the promises set out in the Plan
- The **Management Group** provides overall co-ordination and problem-solving, manages performance and makes recommendations to the Board for action
- The **Sub-groups** co-ordinate and deliver action plans under the key themes, reporting to Management Group

This Constitution provides the **operating framework for the top two tiers** and clarifies responsibilities and accountability for decision making. The Partnership **reviews the constitution on a three yearly basis** (at minimum) to coincide with other cyclical strategic responsibilities, or more often if circumstances change.

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<sup>1</sup> Crime and Disorder Act 1998, amended by Police Reform Act 2002, Clean Neighbourhoods and Environment Act 2005, Police and Justice Act 2006 and Police, Crime, Sentencing and Courts Act 2022  
<sup>2</sup> Police and Justice Act 2006. [Community Wellbeing Overview and Scrutiny Committee](#) is the designated crime and disorder committee



# Our Vision and mission

Our vision is that our **communities feel safe and are safe for everyone** who lives, works and visits Cornwall.

## Mission statements

- We will **put people at the centre** of what we do – we will respect differences and actively listen to all of the voices in our communities to understand their community safety needs
- **We will work as one.** We will enable, support and seek to remove barriers to empower services, organisations and the community to achieve our vision.
- We will provide both **response and preventative** solutions
- We will be **transparent, celebrate success** and **keep learning**
- **We will say “Yes”** unless there is a very good reason not to

## Culture

- When we come together, we look at issues through **the lens of the people we are looking to help.**
- As independent organisations and/or services we may have different priorities within our own areas of business, but when we come together to work as Safer Cornwall, we **focus on our shared vision** and the Partnership Plan.
- We operate within an **inclusive and trusting environment** and seek to **remove barriers** across the system where they exist. The partnership is bigger than a meeting every six weeks – we must see it as a way of consistently working across the whole system, the whole time.
- **Decisions are evidence-based** but we also seek to be agile and flexible with our approach - a “just do it” attitude but with proportionate controls.
- We **promote and uphold the principles of equality and diversity**, ensuring people are treated fairly and equally. This also means being **open and honest** with people, recognising their **individual circumstances** and ensuring that our work respectfully **accommodates people’s preferences and requirements.**

Collectively we have made a commitment to the [United Nations Convention on the Rights of the Child](#) and promote the integration of children’s rights into our decision-making, policy and practice.

The partnership **actively contributes to safeguarding** children, young people and adults at risk. We aim to influence and lead a culture of **accountability and compliance for good safeguarding** practices that ensure the wellbeing of the most vulnerable people in our communities. Our [Safeguarding Principles](#) are described in more detail in Appendix A, along with our [Appropriate Language Statement](#) which is read out at the start of every meeting.

## Statutory responsibilities

The **Crime and Disorder Act** (1998)<sup>3</sup> placed responsibilities upon Local Authorities and the Police to work together develop and implement a strategy to reduce crime and disorder in the local authority area.

Subsequent amendments updated and extended the statutory responsibilities of CSPs<sup>4</sup> and saw **the named responsible authorities increase** to include Fire Authorities, Probation, and Primary Care Trusts<sup>5</sup> (later replaced by Clinical Commissioning Groups, then Integrated Care Boards).<sup>6</sup>

The **five responsible authorities** that now make up the Partnership are Cornwall Council, Cornwall Fire and Rescue Service, Devon and Cornwall Police, Cornwall and Isles of Scilly Integrated Care Board and the Probation Service.

These responsible authorities are required to work in partnership with a range of other local public, private, and voluntary groups, and with the community itself, as well as regional and national organisations where appropriate.

The **6 core responsibilities** for CSPs are:

1. Undertake an **annual Strategic Assessment** - to identify community safety priorities for Cornwall based on evidence of risk and need, and set objectives to address them
2. Develop and deliver a **three year Partnership Plan**, refreshed annually - to co-ordinate activities to address the community safety priorities
3. **Monitor delivery** against our objectives and drive good performance
4. Develop and deliver a strategy to **reduce reoffending**
5. Commission **Domestic Homicide Reviews** and hold agencies to account for implementing recommendations
6. **Consult and engage with communities** and use this to inform our strategies and plans

A raft of **new legislation and national guidance** came to local areas in 2021 and 2022, each requiring robust governance and multi-agency arrangements to deliver. In Cornwall, it was agreed that we will meet these duties through Safer Cornwall and the Partnership's **responsibilities have been extended** to include the following:

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3 Crime and Disorder Act 1998

4 Police and Justice Act 2006

5 Police Reform Act 2002, Clean Neighbourhoods and Environment Act 2005

6 Police Reform and Social responsibility Act 2011, Health and Social Care Act 2012

- Ensure the provision of statutory **domestic abuse support within safe accommodation services** through the Domestic Abuse and Sexual Violence Partnership Board<sup>7</sup> - assessing need, developing an appropriate strategy and monitoring effective delivery.
- Provide robust governance for the **new Serious Violence Duty**<sup>8</sup> and ensure that tackling **serious violence is an explicit priority**<sup>9</sup> for Safer Cornwall partners; undertake a strategic needs assessment and agree and be accountable for a strategy to address local priorities.
- Ensure effective **local delivery of the government's new 10-year drugs strategy**<sup>10</sup> with the Safer Cornwall Chair formally taking the role of **Senior Responsible Officer** and the new Drugs Strategy Partnership Group responsible for discharging the priority tasks and partnership functions.

Note that this Constitution provides the **operating framework for the top two tiers** only. Subgroups have their own constitution arrangements and Terms of Reference; these can be requested via the Chair of the Management Group.

## Safer Cornwall Strategic Board

### Membership

**Each of the responsible authorities must be represented** on the group and these representatives must hold a **senior position** within their home organisation.<sup>11</sup> These representative will be the **nominated voting members**.

Responsible authorities	
Local Authority	<ul style="list-style-type: none"> <li>• Elected Member, Portfolio Holder for Community Safety and Public Health</li> </ul>
Fire Authority	<ul style="list-style-type: none"> <li>• Chief Fire Officer</li> </ul>
Police	<ul style="list-style-type: none"> <li>• Chief Superintendent</li> </ul>
Probation Service	<ul style="list-style-type: none"> <li>• Head of Area Probation Delivery Unit</li> </ul>
Integrated Care Board	<ul style="list-style-type: none"> <li>• Deputy Director of Nursing</li> </ul>

All member organisations are expected to have a **representative at every meeting**. Each organisation should also have a **named substitute** to attend meetings, should their nominated representative be unable to do so.

7 Supporting Cornwall Council to meet new statutory duties under the Domestic Abuse Act 2021.

8 Introduced in 2023 under the Police, Crime, Sentencing and Courts Act 2022

9 Amendment to the CDA 1998 by the Police, Crime, Sentencing and Courts Act 2022

10 From Harm to Hope - A 10-year drugs plan to cut crime and save lives (HM Government 2021).

11 Home Office (2007) Delivering Safer Communities – A guide to effective partnership working.

<b>Other members</b>	
Local Authority	<p>Representation from all directorates, including Service Directors/Heads of Service from:</p> <ul style="list-style-type: none"> <li>• Community Services</li> <li>• Together for Families, including the Children &amp; Families Service and Education &amp; Community Health</li> <li>• Adult Social Care</li> <li>• Housing Options</li> <li>• Wellbeing &amp; Public Health</li> </ul> <p>Elected Members:</p> <ul style="list-style-type: none"> <li>• Portfolio Holder for Adult Social Care and Health Partnerships (invitee)</li> </ul>
Police	<ul style="list-style-type: none"> <li>• Partnerships Inspector</li> </ul>
NHS Cornwall and Isles of Scilly Integrated Care Board	<ul style="list-style-type: none"> <li>• Associate Director of Strategic Commissioning: Mental Health, Learning Disability and Autism</li> </ul>
Office of the Police and Crime Commissioner	<ul style="list-style-type: none"> <li>• Criminal Justice, Partnerships and Commissioning</li> </ul>
Our Safeguarding Children Partnership	<ul style="list-style-type: none"> <li>• Independent Chair</li> </ul>
Safeguarding Adults Board	<ul style="list-style-type: none"> <li>• Independent Chair</li> </ul>
Voluntary and Community Sector	<ul style="list-style-type: none"> <li>• Representative, Voluntary Sector Forum</li> </ul>
Department for Work and Pensions	<ul style="list-style-type: none"> <li>• Senior Employer and Partnership Manager</li> </ul>
Cornwall Association of Local Councils	<ul style="list-style-type: none"> <li>• Executive Officer</li> </ul>
Office for Health Improvement & Disparities	<ul style="list-style-type: none"> <li>• Population Health and Wellbeing Programme Manager (South West), Invitee</li> </ul>
SW Ambulance Service NHS Foundation Trust	<ul style="list-style-type: none"> <li>• Crime and Violence Reduction Team</li> </ul>
Isles of Scilly	<ul style="list-style-type: none"> <li>• Invitee</li> </ul>

In addition, the Chair may invite the Chair of the Management Group and other key strategy leads as specialist advisors.

Representatives of member organisations must be of sufficient standing in their organisation or body so as to be able to:

- Demonstrate an **awareness of the strategic issues** facing their named body or organisation at a national, regional and local level.
- Demonstrate an **awareness of the local and community needs** affecting their named body or organisation and represent these interests.
- **Influence and effect change** and collaboration within and across their named body or organisation in the drive to improve public services.
- **Make decisions** on behalf of their named organisation where appropriate.
- **Commit time** to the Partnership as required.
- **Report back** to their named organisation on the outcomes from the Strategic Board meetings using briefings and other reports.
- **Promote equality of opportunity** in the work of the Partnership and constructively challenge discriminatory practice, which may prevent participation in its work.

## Role and appointment of Chair and Vice Chair

The Chair and Vice Chair will be **appointed by election** within the Strategic Board for a term of three years running in sequence with the three year Partnership Plan. The appointment will entail invitations for nominations, including proposer, seconder and by agreement of those proposed, to be distributed prior to the meeting. Agreement will be reached at the meeting by majority vote. In the event of equal nominations, a secret ballot will take place.

The role of the Chair is an **independent post**.

The main purpose of the role of the Chair will be to provide strategic leadership, chair meetings and to represent the Partnership.

Key tasks of the Chair will include:

- Ensuring meetings are effectively managed, assisting in **agenda setting**, **inviting appropriate advisors** or special interest groups to attend, effective **leadership** at meetings, ensuring all have an **equal opportunity** to speak and **approving the minutes** drawn up by the secretariat.
- **Promoting and demonstrating the benefits of the work** of the Partnership amongst member organisations and wider partners.
- Being an **active leader** in the development of the Partnership between meetings by helping to carry out its work.
- **Representing the Partnership on other committees** and reporting back where relevant.

- Acting as **public spokesperson for the Partnership** to the press, general public, to professional bodies and local/regional/national agencies.

## Meetings

Meetings will take place on a **six-weekly basis**, with the performance meetings taking place in the first meeting following the end of the quarter. **Secretarial support** will be provided by Cornwall Council.

The Strategic Board may be convened on an **extraordinary basis to discuss urgent items** following the written request of not less than half of the statutory members. Up to two additional meetings can be convened annually to discuss specific topics and complex issues as required.

Such a requisition, made to the Secretariat, must set out the nature of the matter requiring consideration and the notices summoning such meetings shall contain details of the matter to be discussed. The meeting must take place within 14 days of its notification.

The Strategic Board may convene **working groups** to take forward and make recommendations on specific issues.

Member organisations **may bring supporting advisers** to the meeting at the discretion of the Chair and they may attend only as observers.

**Declarations of interest must be declared** where appropriate and this will be a standing agenda item at the beginning of every meeting. Those declaring an interest may be asked to leave the room and shall take no part in the discussion or the voting thereon. Although the interested party can be called upon if appropriate to provide factual information before the discussion begins.

**A full record** of those present at the meeting and of the member organisations sending in apologies of absence shall be recorded in the minutes. The minutes of every meeting shall be drawn up by the Secretariat and shall be approved by the Strategic Board at the next meeting.

Each representative of the Strategic Board shall be permitted to:

- **Submit items for the agenda** to the Secretariat, not less than 14 days prior to the date of the meeting.
- Receive copies of the **agenda and accompanying papers 7 days prior** to the date of the meeting, unless there is some particular urgency when a lesser period may be given, which in any event shall not be less than 3 days.
- **Items may be tabled** for information purposes only.
- **Verbal reports** other than those for information will only be accepted with the consent of the Chair.

## Voting

**Formal decisions will be taken by vote**, with each member organisation having one vote and required to reach a majority decision. The Chair shall not have second or casting vote.

The quorum for voting purposes shall be **one quarter of the voting membership** and a **minimum of 3 responsible authorities** to be present; if a quorum is not established voting shall not take place.

**Non-voting members may be excluded** from the meeting by majority vote if confidential items are discussed.

## Remit and responsibilities

The remit of the Strategic Board covers the following core areas of responsibility, as originally set out in the Home Office guidance. Items 1-6 are statutory duties.

1. Ensure that the **annual Strategic Assessment** is undertaken to identify community safety priorities for Cornwall based on evidence of risk and need, and set objectives to address them
2. Agree and be accountable for the delivery of a **three year Partnership Plan**, refreshed annually that co-ordinates activities to address the community safety priorities; publish and promote it in ways that will reach everyone in the community
3. **Monitor delivery** against our objectives and drive good performance
4. Agree and be accountable for the delivery of a strategy to **reduce reoffending**
5. Commission **Domestic Homicide Reviews** and hold agencies to account for implementing recommendations
6. **Consult and engage with communities** and use this to inform our strategies and plans
7. Prepare, agree and implement appropriate **Information Sharing Protocols** and ensure that each responsible authority has a **designated named person to facilitate information sharing** with other agencies.
8. Conduct a **review annually of the Partnership's skills and knowledge** so as to meet the statutory requirements.
9. **Represent the interests of community safety** within the wider landscape of partnership working and individual partner organisations.
10. Assess the **value for money** of partnership activities.
11. Actively **support cross-boundary working** across the Devon and Cornwall Peninsula.

**Additional responsibilities** were agreed and added in 2022 in response to new legislation and national guidance. These are:

12. Ensure the provision of statutory **domestic abuse support within safe accommodation services** through the Domestic Abuse and Sexual Violence Partnership Board - assessing need, developing an appropriate strategy and monitoring effective delivery.
13. Provide robust governance for the **new Serious Violence Duty** and ensure that tackling **serious violence is an explicit priority** for Safer Cornwall partners; undertake a strategic needs assessment and agree and be accountable for a strategy to address local priorities.
14. Ensure effective **local delivery of the government's new 10-year drugs strategy** through the Drugs Strategy Partnership Group, with the Safer Cornwall Chair formally taking the role of **Senior Responsible Officer**.

Additional areas of responsibility determined by local working arrangements which are not included within the guidance:

- **Attend other statutory partnerships** as appropriate and represent the interests of the Partnership.
- **Inform and influence** local, national and international policy and champion community safety at all levels.
- Agree Partnership **performance targets** both national and local.
- **Allocate any funding** made available to the Partnership.
- **Commission projects and activities** determined through the strategic priorities, including procurement, contract management and Service Level Agreements for funded projects and activities and service improvement.
- **Ratify the Partnership Constitution** when required.
- Ensure that **sustainability** is incorporated into every aspect of strategic planning and the delivery of the Partnership Plan.
- Ensure that **diversity, equality and best practice** is embedded in the delivery of community safety activities.
- Oversee and direct the work of the **Safer Cornwall Management Group**.

## Financial organisation

Safer Cornwall operational resources are drawn from the responsible authorities with other public, private and VCSE sector support as required.

The Partnership will seek to secure **additional investment** for specific areas of work from **external grants**, as well as from amongst its own member organisations where appropriate.

When the Partnership is awarded funding, the allocation will be agreed and monitored by the Strategic Board.

In exercising control of the budget, the following will apply:

- Adhere to the **financial, monitoring and audit requirements** of the Funding Body and ensure financial propriety at all times.
- **Any changes to spend must be agreed by the Strategic Board** except in urgent cases where the Chair may (in consultation with fund contributors) agree changes, subject to the overall budget not changing by more than 10% and only if sufficient funds are available. The changes must be ratified at the next Strategic Board meeting.
- **Cornwall Council will act as accountable body** for the Partnership's finances (other member organisations of the Partnership may act as accountable body for specific projects agreed by the Strategic Board and shall ensure appropriate agreements are in place).
- Where **cash flow** is required to fund a project prior to funding being released by the Funding Body, the Strategic Board will **identify and agree the organisation** that can provide this service.
- A **nominated person or persons** shall be responsible for supervising the financial arrangements and be accountable to the Strategic Board for budgetary control.
- Each member organisation of the Strategic Board will, on an equally shared basis, **indemnify and keep Cornwall Council indemnified against all liabilities** costs, expenses incurred in relation to any contract, activities or commitments undertaken by Cornwall Council relating to joint funds, where Cornwall Council has been authorised to act on behalf of the Partnership.
- Individual **member organisations remain financially accountable for any arrangements** entered into as part of their Partnership role – this includes the agreement by Devon and Cornwall Police, Cornwall Council and Cornwall and Isles of Scilly Integrated Care Board to share the full cost of **Domestic Homicide Reviews** (determined and invoiced as appropriate at the end of each financial year).

## Performance and risk management

Strategic performance management will entail having **strategic oversight of key trends in performance**, as presented at quarterly performance meetings and taking **appropriate action to manage risks** to performance that are escalated to the Board by the Management Group.

The Risk Log is also presented quarterly alongside the performance report. Members of the Strategic Board are asked to consider the **mitigating actions** already in place and to **agree the recommendations**, as set out against each risk, with a clear timeframe for completion.

## Scrutiny arrangements

**Safer Cornwall is accountable** to Cornwall Council's Overview and Scrutiny Committee<sup>12</sup> if it is not fulfilling its duties. The Community Wellbeing Overview and Scrutiny Committee (CWOSC) is the **Council's designated crime and disorder scrutiny committee**.

The Safer Cornwall's Partnership Plan and Annual End of Year Performance Report are presented to CWOSC and recommendations are brought back to the Safer Cornwall Strategic Board. Note that formal **CWOSC meetings** are livestreamed to the public.

## Safer Cornwall Management Group

### Membership

All member organisations are expected to have a **representative at every meeting**. Each organisation should also have a **named substitute** to attend meetings, should their nominated representative be unable to do so.

Membership	
Local Authority	<p>Community Services:</p> <ul style="list-style-type: none"> <li>• Community Safety Manager</li> <li>• Community Safety Officers</li> <li>• Amethyst Community Safety Intelligence Team</li> <li>• Anti-Social Behaviour Manager</li> <li>• Joint Commissioning Manager (Complex Needs)</li> <li>• Domestic Abuse and Sexual Violence Strategy Manager</li> <li>• Alcohol Strategy Lead</li> <li>• Area Manager, Trading Standards</li> <li>• Community Link Officer (Localism and Devolution)</li> <li>• Resilience Officer, Resilience and Emergency Management</li> </ul> <p>Housing:</p> <ul style="list-style-type: none"> <li>• Housing Strategy &amp; Partnerships Engagement Officer, Strategic Housing</li> </ul> <p>Cornwall Fire and Rescue Service:</p> <ul style="list-style-type: none"> <li>• Group Manager, Fire and Rescue Service</li> </ul>

<sup>12</sup> Police and Justice Act 2006.

<b>Membership</b>	
	<p>Together for Families:</p> <ul style="list-style-type: none"> <li>• Head of Commissioning</li> <li>• Team Manager, Gweres Tus Yowynk Adolescent Service incorporating Youth Justice Service</li> <li>• Education Safeguarding Lead</li> <li>• Business Manager, Our Safeguarding Children Partnership</li> </ul> <p>Adult Social Care:</p> <ul style="list-style-type: none"> <li>• Commissioning Manager, Adult Transformation and Commissioning</li> <li>• Business Manager, Safeguarding Adults Board</li> </ul> <p>Public Health</p> <ul style="list-style-type: none"> <li>• Public Health Consultant</li> </ul> <p>Transport and Infrastructure</p> <ul style="list-style-type: none"> <li>• Principal Transport Officer (Road Safety)</li> </ul> <p>Strategy and Engagement:</p> <ul style="list-style-type: none"> <li>• Strategy and Partnerships Specialist</li> </ul>
Police	<ul style="list-style-type: none"> <li>• Partnership Inspector</li> <li>• Community Safety Manager</li> <li>• Diverse Communities Team Sergeant</li> <li>• Specialist Problem Solvers (<i>invitees</i>)</li> </ul>
NHS Cornwall and Isles of Scilly Integrated Care Board	<ul style="list-style-type: none"> <li>• Commissioning Manager - Mental Health (Adults)</li> <li>• Project Commissioning Manager (Children and Adolescent Mental Health Services)</li> </ul>
Probation Service	<ul style="list-style-type: none"> <li>• Senior Probation Officer</li> </ul>
Voluntary and Community Sector	<ul style="list-style-type: none"> <li>• Safer Stronger Consortium</li> </ul>
Department for Work and Pensions	<ul style="list-style-type: none"> <li>• Partnership Manager</li> </ul>
Maritime and Coastguard Agency	<ul style="list-style-type: none"> <li>• Coastal Operations Area Commander, HM Coastguard (<i>invitee</i>)</li> </ul>
Isles of Scilly CSP	<ul style="list-style-type: none"> <li>• Invitee</li> </ul>

Representatives of member organisations must be of sufficient standing in their organisation or body so as to be able to:

- Demonstrate an **awareness of the local and community needs** affecting their named body or organisation and represent these interests.
- **Influence change and collaboration** within and across their named body or organisation in the drive to improve public services.
- **Make decisions** on behalf of their named body or organisation at the appropriate level.
- **Commit time to the Partnership** as required.
- **Report back to their named body** or organisation on the outcomes from the Management Group meetings using briefings and other reports.
- **Promote equality of opportunity** in the work of the Partnership and constructively challenge discriminatory practice, which may prevent participation in its work.

## Role and appointment of Chair

The Chair will be **appointed by election** within the Management Group membership for a term of three years running in sequence with the three year Partnership Plan.

The main purpose of the role of the Chair will be to chair meetings and to represent the Management Group at the Strategic Board.

Key tasks of the Chair will include:

- Setting the **agenda**, inviting **appropriate advisors** or special interest groups to attend, ensuring that the **meetings are effectively managed**, effective **leadership** at meetings, ensuring all have an **equal opportunity** to speak and **approving the minutes** drawn up by the secretariat.
- **Promoting and demonstrating the benefits of the work** of the Partnership amongst member organisations and wider partners.
- Being an **active leader** in the development of the Partnership between meetings by helping to carry out its work.
- **Representing the Partnership on other committees** and reporting back where relevant.

## Meetings

Meetings will take place on a **six-weekly basis**, with the performance meetings taking place in the first meeting following the end of the quarter. **Secretarial support** will be provided by Cornwall Council.

Member organisations **may bring supporting advisers** to the meeting at the discretion of the Chair and they may attend only as observers.

**A full record** of those present at the meeting and of the member organisations sending in apologies of absence shall be recorded in the minutes. The minutes of every meeting shall be drawn up by the Secretariat and shall be approved by the Management Group at the next meeting.

Each representative of the Management Group shall be permitted to:

- **Submit items for the agenda** to the Secretariat, not less than 14 days prior to the date of the meeting.
- Receive copies of the **agenda and accompanying papers 7 days prior** to the date of the meeting, unless there is some particular urgency when a lesser period may be given, which in any event shall not be less than 3 days.
- **Items may be tabled** for information purposes only.
- **Verbal reports** other than those for information will only be accepted with the consent of the Chair.

**Decisions shall usually be reached by a consensus** rather than a voting procedure. When a consensus cannot be reached or in exceptional circumstances to be determined by the Chair, a **voting procedure** based on a simple majority will be used. The Chair shall not have second or casting vote.

When voting takes place the quorum for voting purposes shall be **one third of the membership**, if a quorum is not established voting shall not take place.

The Management Group may convene **task and finish groups** to take forward and make recommendations on specific issues or undertake specific tasks.

## Remit and responsibilities

The remit of the Management Group covers the following areas of responsibility which support the role of the Strategic Board.

- **Consult with the community** to identify the issues that matter to them and understand their experiences to inform the identification of priorities - with varied engagement methods designed to reach everyone in the community.
- Participate as required in the production of the **annual Strategic Assessment** which includes:
  - **Analysis of the extent and patterns** of crime, disorder, drugs and alcohol, and changes since the last Strategic Assessment, supported by analysis of why these changes have occurred
  - The **priorities that the community have identified** that the partnership should tackle.
  - A review of the extent to which **last year's Partnership Plan** was implemented and the **outcomes**

- Updated **recommendations for strategic priorities** based on threat, risk and harm
- **Endorse the recommendations for priorities** for the Strategic Board.
- Write the **three yearly Partnership Plan** and undertake an annual review.
- Write the **Partnership Delivery Plan**, and task and co-ordinate the activities set out within it.
- **Seek funding** to support the delivery of the Partnership Plan.
- **Collaborate effectively** to ensure that community safety is appropriately represented and referenced in other strategies and plans.
- **Manage performance and risk** against the activities which support the Partnership Plan and escalate concerns appropriately to the Strategic Board.
- **Communicate both internally and externally** to promote the work of the Partnership, showcase its achievements and increase traffic to the Safer Cornwall website and social media accounts.
- **Identify and allocate resources** in response to demands placed upon the Partnership, including thematic leads and project lead officers.
- Scan for **new community safety opportunities** and areas of work.
- Provide relevant **training and development**.

The Management Group is responsible for reporting to **the Strategic Board**, including making recommendations, and for both **receiving and responding** to reports from all **subgroups**.

This will be achieved through:

- The **Chair taking reports** to the Strategic Board
- The **Chair receiving decisions, instructions and other feedback** from the Strategic Board and reporting these back to the Management Group
- **Thematic Leads taking reports** from subgroups to the Management Group
- **Thematic Leads receiving decisions, instructions and other feedback** from the Management Group and reporting them back to the subgroups.

## Performance and risk management

Operational performance management will entail **monitoring the delivery of all projects and workstreams** in the Delivery Plan and monitoring the **Key Performance Indicators** as set out in the Partnership Plan.

The **Risk Log will be reviewed in full** each quarter, across all levels of risk.

At each quarterly performance meeting, the Management Group will identify **highlights, challenges and risks to be reported by exception** to the Strategic Board, alongside clear requests for support where required.

# Appendices

## A1: Safeguarding Principles

Safer Cornwall recognises our ability to influence and **lead a culture of accountability and compliance for good safeguarding practices**, which is confirmed through the safeguarding principles within these Terms of Reference.

All members and representatives of Safer Cornwall **recognise their contribution to safeguarding** children, young people and adults at risk. As an essential part of our commitment to safeguarding, all Safer Cornwall members of who come into contact with children, young people and adults at risk understand our policy and established practices for ensuring the wellbeing of vulnerable groups in our communities, as set out within these terms of reference, and recognise that safeguarding is everyone's responsibility.

These safeguarding principles include:

- Safer Cornwall is committed **to delivering the highest standards of safeguarding practice** throughout its work. We recognise our ability to influence and promote a healthy culture of wellbeing and strong safeguarding practices from all of the organisations that we work with.
- Safer Cornwall is committed to ensuring the **highest standards of safer recruitment are maintained** in any appointments. Safer recruitment practices include a **robust recruitment and selection process** which is expected to apply to all Partnership member organisations. Member organisations will ensure that their representative has been **appropriately vetted and undertaken safeguarding training** requisite with their role.
- Safer Cornwall ensure that **children, young people and adults are seen and listened to** and that their views are taken into account in our work. We recognise the **importance of good engagement** with communities with stakeholders and partner organisations.
- **Safer Cornwall takes appropriate action regarding any concerns** expressed about the welfare of children, young people and adults at risk, which includes **sharing information with the relevant agencies** as appropriate and with due consideration to individuals' consent, right to privacy and deprivation of liberty safeguards.
- Any and all **Elected members, staff and volunteers** working under the remit of Safer Cornwall have a **clear understanding of our safeguarding responsibilities** and recognise their individual responsibility for compliance. This can be demonstrated by ensuring that they have read the safeguarding statement and work openly and honestly within its principles.
- The Partnership will **publish and regularly review a Safeguarding Statement reflecting our responsibilities towards children, young**

**people and adults at risk**, which equally represents the safeguarding principles that can be expected of the Partnership in its work. The Statement will include an explanation of the procedure, signposting to safeguarding processes and ensuring complaints about non-compliance with safeguarding expectations can be raised and are resolved.

## A2: Appropriate Language Statement

The Partnership recognises the **importance of language** and its contribution to the **wider culture of safeguarding** children and vulnerable adults.

In 2022, Safer Cornwall developed and adopted an **appropriate language statement** which is read out by the Chair at the start of every meeting. This promotes the use of appropriate trauma-informed language and helps build confidence to give and receive constructive challenge when inappropriate language is used.

The full text of the statement is included below:

As members of this partnership, we deal with many challenging situations working with **people who are vulnerable**. Recognising our greater understanding of the impacts of trauma, we use a **trauma-informed approach** and reflect this in the **language** that we use.

We need to always consider the **impact and importance** of our language. **Inappropriate language** used amongst professionals can **reinforce negative messages** from those engaging in abusive behaviours. It risks **normalising and minimising** what is being experienced, which can result in a lack of an appropriate response - language that implies that a **person is responsible** for the situation that has happened, or may happen to them, **must be avoided**.

Our partnership meetings are intended to support a **safe learning space** to improve and embed reflective practice. Members are encouraged **to give and receive constructive challenge** when oppressive or inappropriate language may be inadvertently used.

All members are expected to be **ambassadors for appropriate language**, both within and outside of their own organisations.

For more information, Safer Cornwall has published a 'Lunch and Learn' session on trauma-informed language called "The Language of Compassion and its Power to Connect" [https://www.youtube.com/watch?v=N\\_S3o2Yra-8](https://www.youtube.com/watch?v=N_S3o2Yra-8)

Safer Cornwall 19 March 2025