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| <b>Title:</b>                               | Joint Community Safety Delivery Unit  |
| <b>Author(s):</b>                           | David Murray, Strategic Director - Communities,<br>Brighton & Hove City Council   |
| <b>Purpose/Key Messages:</b>                | To inform the BHSP about proposals to bring together neighbourhood policing and relevant council services under one delivery unit             |
| <b>Significance to BHSP</b>                 | Community safety is a key priority for the partnership. Further integration is a key development in the delivery of community safety services |
| <b>What is BHSP being asked to do?</b>      | BHSP is asked to comment on the proposals   |
| <b>Next steps and report back mechanism</b> | The Community Safety Partnership will provide updates to BHSP regarding progress  |

## **1. Summary & Policy Context**

- 1.1 The purpose of this report is to advise of proposals to bring together neighbourhood policing and relevant council services under one delivery unit building on the existing established partnership arrangements embedded in the Partnership Community Safety Team. The proposal will involve joint management of staff between the police and the council working to deliver city wide community safety outcomes as determined within Partnership commissioning arrangements, led by the Strategic Director of Communities and Divisional Police Commander
- 1.2 The Partnership Community Safety Team ensures delivery of the statutory requirements regarding community safety placed on the council under the Crime and Disorder Act 1998. The new integrated delivery unit will increase the effectiveness of police and community safety services to the public and outcomes achieved. The first phase of the new unit, with a new delivery manager, will be in place by April 2012.

- 1.3 Processes are also under way, to reshape the strategic and commissioning functions which currently support the full range of statutory and related functions that are required of the Community Safety Partnership, including those which relate to substance misuse, and all other priority crime areas. Discussions about those future arrangements are taking place with partners, in particular with police, probation and the Director of Public Health.
- 1.4 Discussions are also underway to understand the impact of central government initiatives such as work around "Troubled families" and how this work will impact on, for example, the current operation of the Family Intervention project.
- 1.5 The new arrangements will provide a robust framework for community safety services and the Partnership on which to base future arrangements for the establishment of Police & Crime Panels (July 2012) and a Police & Crime Commissioner for Sussex (appointed November 2012)

## **2. Recommendations**

- 2.1 That BHSP notes and comments on the proposals set out in this report for the joint integrated delivery of neighbourhood policing and those community safety services currently delivered by the Council, including those listed under paragraph 3.3.

## **3. Relevant Background Information/Chronology of Key Events**

### **Background**

- 3.1 Brighton and Hove has benefited from a Partnership Community Safety Team (PCST) since 2002 when it was established as a development from the Anti Victimisation Initiative. The Team has developed since then and as well as fulfilling the statutory and related duties on behalf of the Community Safety Partnership, also delivers front line services from premises at 162 North Street, Bartholomew House and Ovest House.
- 3.2 The PCST and Community Safety Partnership working arrangements are set out in the city wide, Community Safety, Crime Reduction and Drugs Strategy 2011 – 2014. The Strategy and the crime reduction priorities that are identified within it are based on strategic assessments and community consultation which are refreshed annually. The process enables the Community Safety Commissioner to co-ordinate prioritised community safety services by partner agencies across the city in accordance with the following aims:

- Reducing crime and anti-social behaviour, especially around issues that matter most to local people
  - Improving feelings of safety and meeting the needs of victims of crime
  - Tackling the underlying causes of offending
  - Reducing the harm caused by drugs and alcohol
  - Taking early action to prevent and design out crime
  - Reducing re-offending and achieving visible justice, (including by the use of restorative justice and community payback)
- 3.3 Besides delivering the statutory and related duties on behalf of the Community Safety Partnership, the Team provides the following community safety services directly to the public:
- Anti-social Behaviour and Hate Crime casework including enforcement and legal remedies where appropriate
  - A Family Intervention Project which works with high risk families with complex needs and offending behaviours
  - Domestic violence services for both victims and perpetrators
  - Engagement and capacity building with communities in neighbourhoods and with communities of interest: the work includes delivery of the 'Building Resilience to Violent Extremism ('Prevent') programme, contributing to monitoring of tensions and risk assessments and supporting migrant and refugee communities
  - Increasing physical safety through improvements to the physical environment and working with local people to develop solutions to their concerns
  - Reducing drug related harm within families and communities through a Communities Against Drugs programme

### **Opportunity for Change**

- 3.4 In many instances, there are shared responsibilities between police and council services in achieving community safety. The most effective solutions for the individual and communities come when those solutions are delivered in an integrated way. The Police and Council already have well established shared management arrangements for the PCST. The proposed new Delivery Unit will build on those strengths and relationships extending them into all areas of community safety and neighbourhood policing.
- 3.5 Neighbourhood Policing has been subjected to considerable development and enhancement over the past five years and has recently been the subject of the Sussex Police Neighbourhood Policing Review. The review contains recommendations that aim

to increase the effectiveness and efficiency of neighbourhood policing.

- 3.6 The local delivery of public services is currently undergoing change in a number of areas and these offer opportunities to achieve improved outcomes particularly for Community Safety Partnerships. They are:
- Easily accessible services and clear service standards for communities and victims
  - The further development of a 'localism' approach
  - The developing Intelligent Commissioning approach
  - Integrated Offender Management
  - A risk assessed harm based approach in dealing with incidents.
  - Wider statutory and regulatory and licensing powers across the workforce thereby increasing community protection
  - Increased community engagement and empowerment
  - Restorative approaches to increase victim satisfaction and deal more effectively with perpetrators
  - Work around "Troubled families" and families at risk of multiple disadvantage, work that reflects considerable change within the spheres of adult and children's social care

### **Overview of proposed new Joint Delivery Unit**

- 3.7 As a first step towards responding to the opportunities afforded above, the proposed Joint Delivery Unit is likely to include (subject to consultation and future commissioning decisions) the following areas of community safety services:
- A unified Community Action Team which incorporates the current Environmental Improvement, Communities Against Drugs Teams and Community Engagement Officers. The Teams work in neighbourhoods day to day, responding to residents' safety concerns and building family and community capacity to help develop and implement creative solutions to safety problems. The Team also facilitates and supports community led Forums which meet the particular needs of Black and minority ethnic, faith and LGBT communities and will provide the strategic leadership on this and 'Prevent' work, linking closely with the councils equalities and community engagement team.
  - A Casework Team which deals with hate crime, anti-social behaviour and incidents including those experienced by people with disabilities; the Team also leads the development of good practice across the city to effectively risk assess and manage high risk cases and links with Adult Safeguarding procedures.

- A Neighbourhood Policing Team, 62 police officers and 74 PCSOs working in teams in neighbourhoods with one nominated officer responsible for community safety services and policing in each ward.

With very significant change at a local and national level, work that currently sits in the Community Safety Team, such as the Families Team which incorporates the Family Intervention Project targeted at those most at risk families with complex needs, is being actively reviewed with colleagues from across the Council and partners, including the Police service. For the moment, and until this review is complete, the work will continue to sit within the planned joint delivery unit, though this may be subject to change. Whatever the outcome of the review is, the Team will work closely with Children's Services supporting the Family Common Assessment Framework and Child Safeguarding processes.

### **Accountability and Tasking**

3.8 The sources for determining day to day operations for the JCSDU will be:

- Information and intelligence from residents and the public drawn from reports made to both or either, the police or council services
- Emerging operational priorities based on intelligence (as above) and risk assessments
- Identified opportunities to build the resilience of communities and develop sustainable community safety solutions (follow on from successful enforcement)
- Commissioning priorities agreed by the Community Safety Partnership
- Priorities within the Sussex and Brighton & Hove Policing and Crime Plans
- Priorities within the Community Safety, Crime Reduction and Drugs Strategy 2011 – 2014
- Priorities recommended from the Brighton and Hove Joint Strategic Needs Assessment

3.9 Team managers including NPT Inspectors for the three areas will be accountable to the Delivery Unit manager. Operations will have a designated lead officer and to increase effectiveness, police and council staff will be briefed together. Immediate response and medium term tasks are most likely to be time and resource limited. Longer term strategic priorities will be identified and progress monitored.

3.10 The JCSDU will work from existing locations. Opportunities for co-location will be taken, if those arise from planned investment

within existing estate reviews. New investment will not be recommended unless there is a clear 'invest to save' case.

- 3.11 There would be no intention to create a separate corporate body in the establishment of a joint unit. There will be clearly articulated crime reduction and safety outcomes set by the Strategic Director of Communities responsible for commissioning community safety services and managed through commissioning arrangements. The Director will work in close partnership with the Divisional Police Commander and other lead officers in the Community Safety Partnership including the Director of Surrey and Sussex Probation Services, the Director of Public Health, the Strategic Director for People and others. The JCSDU manager will have day to day responsibility for activity. Line management and welfare functions will remain within appropriate police and council arrangements.
- 3.12 The detailed governance and democratic accountability arrangements are yet to be confirmed, however in developing those new arrangements, full consideration will be given to the benefits of the current consultative arrangements of the Community Safety Forum, Local Action Teams and other community led Forums. Account will also need to be taken of the required new arrangements for the establishment of the Police & Crime Commissioner and Panel, those arising from the establishment of the new council committee arrangements and new developments for Neighbourhood Panels and future community engagement.
- 3.13 It is not clear at this stage if the detailed arrangements will require consequential amendments to the scheme of delegations to Officers. The exercise of delegated functions such as the decisions on whether to seek Anti-Social Behaviour Orders on behalf of the Council have to be taken by a Council Officer (not necessarily a Council employee) with delegated powers or authorisation under the general scheme of delegations. In other cases it may simply involve making joint operational arrangements focusing on a degree of co-location, co-ordination and enhanced co-operation. Officers will develop the detailed operational arrangements and if it becomes clear that there is a need for changes to the current scheme of delegations to Officers a report will be brought to the Governance Committee and Cabinet for approval. Minor consequential amendments can be done by the Monitoring Officer under Article 15 of the constitution.
- 3.14 The relationship with the appointed Policing and Crime Commissioner and Panel is in process of development. That process will include establishing a protocol between the office of

the PCC and the Chief Constable. The protocol will set out arrangements for a range of issues including significant challenges such as the delivery of the strategic policing requirement and the operational independence of the Chief Constable. Meetings are taking place with East and West Sussex authorities and Sussex Police Authority. Home Office guidance will be closely referenced.

## **Benefits to the Public**

3.15 Service delivery to the public will be improved through:

- A single 'Safe In the City' brand which provides clear accountability for shared responsibilities
- Improved reporting arrangements, intelligence gathering, analytical products, performance and outcome performance monitoring and feedback
- Improved targeting of police and council 'fast time' enforcement and operational responses which are integrated at the point of delivery together with planned, sustainable interventions which increase community safety and future resilience to crime and disorder
- Enhanced availability of specialist support teams interventions
- Increased capacity of neighbourhood police and community safety services: the increased capacity will come from pooled resources and a workforce that is better skilled across a broader range of interventions
- Integrated approach to delivery of casework against agreed standards
- Consistent delivery of neighbourhood policing and community safety responses which are integrated with principles and best practice arrangements of community engagement and neighbourhood management
- Increased value for money in neighbourhood police and community safety services

## **4. Community Engagement & Consultation**

4.1 The Community Safety Forum has been advised of the proposals within the context of discussions about the further integration of services at the point of delivery and increasing the effectiveness and sustainability of community safety and crime reduction solutions. The proposals have been welcomed by Forum members.

## **5. Financial & Other Implications**

Financial Implications:

The Community Safety budget supported by the Council is £2.1 million. The neighbourhood policing of Brighton & Hove has a staffing budget of £6 million. The changes proposed will be achieved within existing resources. It is anticipated that increased service capacity will be achieved as a result of the joint approach. Budget accountability will remain separate until the new governance arrangements are in place for the joint unit and the implications and risk associated with integrated arrangements are assessed.

*Finance Officer Consulted:* Anne Silley  
*Date:* 14/01/12

Legal Implications:

The proposals in this report are within the Council's wellbeing powers under the Local Government Act 2000 and other general powers. It is not clear at this stage what the exact decision making arrangements are within the proposed integrated service delivery unit. Under the Local Government Acts 1972 and 2000, the Council can only delegate its functions to Officers. Any role that involves making formal decisions, such as serving enforcement notices or commencing legal proceedings will have to be taken by an Officer with delegated powers under the council's constitution. As part of the development of the detailed working arrangements, consideration needs to be given as to whether any part of the Council's existing scheme of delegations to officers needs amending. Depending on the significance of the changes, they may be dealt with by way of the powers given to the Monitoring Officer to make consequential amendments or reported to the Cabinet for approval.

*Lawyer Consulted:* Abraham Ghebre-Ghiorghis  
*Date:* 18/01/12

Equalities Implications:

The integration of Neighbourhood policing with the Partnership Community Safety Team will provide specific opportunities for extending good practice in dealing with hate crimes and increasing trust and confidence with BME and LGBT communities and people with disabilities.