

DUNDEE CITY COUNCIL

REPORT TO: POLICY & RESOURCES COMMITTEE – POLICE, FIRE AND COMMUNITY SAFETY COMMITTEE 12 AUGUST 2013

REPORT ON: THE COMMUNITY SAFETY HUB

REPORT BY: DIRECTOR, LEISURE AND COMMUNITIES, DIRECTOR OF HOUSING AND THE POLICE SCOTLAND AREA COMMANDERS

REPORT NO: 304-2013

1.0 PURPOSE OF REPORT

1.1 To provide an interim update on the first six months of the Community Safety Hub.

2.0 RECOMMENDATIONS

It is recommended that the Committee

2.1 Note the contents of the report.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no financial implications relating to this report.

4.0 MAIN TEXT

4.1 Report No 274-2012 on the Review of Community Safety and Enforcement Services within the Council, approved by Dundee City Council's Changing For The Future Board and by the Policy and Resources Committee on 20 August 2012, sets the background for the creation of the Community Safety Hub. The report identified that the three teams to be co-located were the Antisocial Behaviour Team, Housing Department; the Community Safety Team, Chief Executive's Department and Tayside Police, Community Intelligence Unit.

The report outlined that the outputs and benefits of a more co-ordinated approach should be:

- Co-ordinated delivery of the overall service
- Removal of budgetary restraints in the delivery of service
- Training opportunities for staff in new skills and an "ownership and pride in delivering a wider service
- Delivery of a more cost effective and valuable service
- Joint services policy and strategy will be aligned to the Single Outcome Agreement

To achieve the above an action plan and monitoring framework were developed. The action plan is included as appendix 1 of this report.

4.2 Key Achievements

These have been set against the outputs and benefits identified within Report No 274-2012.

4.2.1 Co-ordinated delivery of the overall service

A meeting schedule has been established to ensure co-ordination is achieved.

The **Strategic Group** comprises the Heads of Service for Housing and Communities, the Local Area Commander for Police Scotland and the Performance and Strategy Manager for the Environment Department. The Community Safety Hub Co-ordinator is in attendance. This group maintains the strategic overview and direction of the CS Hub. It also signs off the action plan and monitoring framework, receiving regular progress reports from the Co-ordinator. The group meets bi monthly.

The **Implementation Group** comprises the operational managers and includes, the Housing Manager, Antisocial Behaviour Team Co-ordinator; Community Safety Team Manager (also CS Hub Co-ordinator), Community Safety Warden Co-ordinator and Police Scotland's Safer Communities Inspector and Sergeant. This group ensures the action plan is progressed and that all CS Hub staff are regularly involved in the development of work streams and are aware of developments through the implementation of monthly staff meetings. The group meets monthly.

The **Tasking Meetings** are currently held twice weekly on Mondays and Fridays and bring together the key partners for tasking purposes. In addition to the co-located partners, these meetings are also attended by the Fire and Rescue Service and Victim Support. It was initially proposed to hold these meetings daily but after doing so for just under three months, partners agreed that this was too frequent. The tasking meetings are now being reviewed using the STEP process. See section 4.2.5 for more detail.

4.2.2 **Effecting Targeting of Resources**

The first few months of the co-location have been about bedding in and allowing staff to become accustomed to a new way of working and of becoming more familiar with each others working practices. Links are currently also being made to the corporate review and implementation of the new general services admin support section. Any opportunities to examine staffing levels as vacancies arise are also being explored. This work is beginning to identify potential areas for prioritising of budgetary constraints and efficiencies over the coming months and these will be reported on in the final year one report to committee.

4.2.3 **Training opportunities for staff in new skills and an "ownership" and pride in delivering a wider service**

An initial awareness raising programme has been implemented which has made staff aware of the roles and responsibilities of each of the co-located partners. This has allowed staff to have an overview of the range of work undertaken by partners. This will form the background to further developments in how we work more closely together and can look at how best we develop and deliver a broader community safety service drawing on the skills, knowledge and experience of the services which are co-located. Staff members have been positive in their approach to the new way of working and are keen to be part of delivering an enhanced service of which they can be justly proud. The monthly staff meetings are one of the key means by which staff will have the opportunity to contribute their thoughts and ideas to the overall development of the service and its on-going improvements.

The introduction of the **Information and Education Team** has proved to be both an exciting and challenging development as it has embraced a broader concept than initially envisaged. The number of partners involved has been widened to those who deliver information and education inputs to young people, adults and the vulnerable, who may fall into either category. This has been warmly welcomed and embraced by all and an initial scoping exercise has been undertaken of the work targeted at children and young people. Future required actions are currently being discussed and a similar scoping exercise will be undertaken in respect of work with adults and vulnerable groups over the coming months. Links to other strategic policy areas such as e-safety and the protecting people agenda have been made and will be pursued to ensure consistency across policy areas.

4.2.4 **Delivery of a more cost effective and valuable service**

Staff working within the Community Safety Hub have embraced the Council's STEP (Systems Thinking Empowers People) process. This is a way of working that promotes a culture of continuous improvement within services. Working with one of the STEP mentors, two pilot programmes have been introduced. One is looking at tackling youth disorder and will examine the processes used to identify those young people causing antisocial behaviour issues on our streets and how the Antisocial Behaviour Team, Community Safety Wardens and Police can more effectively target and deal with them.

The aim is primarily to look at how we can reduce the antisocial behaviour by the most prolific

offenders but also to provide support to the young people involved that will enable them to make more positive choices in future.

The other pilot will be looking at the tasking process and how this can be more effectively managed, linking in with the wider Community Safety Partnership and Local Community Planning Partnership processes strategically to ensure consistency and effective use of available resources across both the Council and partners.

4.2.5 Joint services policy and strategy will be aligned to the Single Outcome Agreement

The three co-located services together with the Fire and Rescue Service and Victim Support are key partners within the Community Safety Partnership providing support to deliver on Outcome 6 of the new Single Outcome Agreement, "Our communities will be safe and feel safe." The co-location and regular input to this by the Fire and Rescue Service and Victim Support will ensure that our operation to support the Single Outcome Agreement will be enhanced and that this will remain the driver for future development and improvement of community safety services. The ethos of continuous improvement developing within the Community Safety Hub and embracing the STEP process will continue to ensure that this remains the case in future. We will also be working to develop our own STEP mentors within the Hub.

- 4.3 The report establishing the Community Safety Hub indicated that a single point of contact be established. The possibility of having a single phone number was explored and it was decided not to proceed. The main reason for this is because there was no memorable number available and it was determined that the current Antisocial Behaviour Team and Community Safety Team numbers were very well known and that it would be detrimental to change these at this time. This will be reviewed as the Hub continues to evolve.

5.0 POLICY IMPLICATIONS

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. No major issues have been identified.
- 5.2 An Equality Impact Assessment is attached to this Report.

6.0 CONSULTATION

- 6.1 The Chief Executive, Director of Corporate Services, Head of Democratic and Legal Services, Chief Superintendent (Police Scotland, Tayside) and the Leading Senior Officer (North Hub, Scottish Fire & Rescue Service) have been consulted on this report and are in agreement with its contents.

7.0 BACKGROUND PAPERS

- 7.1 Report No 274-2012
Community Safety Partnership Strategic Assessment
Draft Single Outcome Agreement
Draft Community Safety Partnership Strategy and Action Plan

STEWART MURDOCH
DIRECTOR, LEISURE AND COMMUNITIES

ELAINE ZWIRLEIN
DIRECTOR, HOUSING

BRIAN WEIR
SUPERINTENDENT TRANSITION, POLICE SCOTLAND

Appendix 1

COMMUNITY SAFETY HUB

YEAR 1 ACTION PLAN

Link to S.O.A. 7	Our communities will be safe and feel safe.
Link to P & R Report 274 - 2012	Co-ordinated delivery of the overall service.
Expected Outcomes	One line of accountability to the Council. Joined up access to services through single point of contact. The retention of departmental lines of management.

Ref No	Priorities	What we will do	What we will achieve	By When	Lead
1	Create a single point of contact for all C.S. related matters.	Consider benefits of single C.S. Hub contact number. Develop an appropriate PR campaign to advertise the C.S. Hub and improved access to services.	An easily accessible service. More targeted PR	1 March 13	L.K.

Link to S.O.A. 7	Our communities will be safe and feel safe.
Link to P & R Report 274 - 2012	Removal of budgetary restraints in delivery of service. Delivery of a more cost effective and valuable service.
Expected Outcomes	A new governance arrangement. Best value through shared accommodation and overhead costs.

Ref No	Priorities	What we will do	What we will achieve	By When	Lead
2	Budget rationalisation	Identify areas for rationalisation of budgets between co-located teams into a CS Hub budget and seek agreement for this.	Removal of budgetary restraints in delivery of service.	31 March 2013	L.K.

Link to S.O.A. 7	Our communities will be safe and feel safe.
Link to P & R Report 274 - 2012	Training opportunities for staff in new skills and an "ownership" and pride in delivering a wider service.
Expected Outcomes	Improved access to expert advice to the public. Better communication and information exchange.

Ref No	Priorities	What we will do	What we will achieve	By When	Lead
3	Establish Information and Education "Team"	<p>Identify relevant partners delivering input to schools, sheltered housing, youth and other community based settings.</p> <p>Scope the breadth and content of current input.</p> <p>Prioritise key messages, potential for combining these and identify who is best placed to deliver.</p> <p>Ensure links to other policy areas e.g. Curriculum for Excellence and e-safety.</p> <p>Prepare issue assessments as appropriate to inform the work.</p> <p>Establish a review of programme to ensure content remains current.</p>	<p>Co-ordinated and consistent messages on community safety related issues.</p> <p>Improved communication and better working between partners.</p>	<p>Key tasks completed by 30 June 2013.</p> <p>On-going thereafter to 30 November 2013.</p>	L.K.
4	CS Hub staff development	<p>Hold monthly staff Hub meetings.</p> <p>CS Hub CPD plan to be developed.</p>	<p>Increased staff awareness of each others roles and greater ability to identify areas for improvement.</p>	<p>Initial CPD plan by 14/2/13</p>	L.K./M.D/J.F. C.M./S.S./C.G.

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Link to S.O.A. 7	Our communities will be safe and feel safe.
Link to P & R Report 274 - 2012	Joint services policy and strategy will be aligned to the Single Outcome Agreement.
Expected Outcomes	Early identification of emerging problems, allowing faster intervention. More effective, intelligence based targeting of resources. Prompt support for victims. More effective case referral and management.

Ref No	Priorities	What we will do	What we will achieve	By When	Lead
5	CS Hub Year 1 Action Plan	Finalise plan ensuring links as appropriate to Departmental and partner plans. Agree monitoring framework. Meet agreed reporting schedule.	Clearly identified actions and outcomes agreed. Accountability to DCC and partners.	Plan, monitoring framework and reporting schedule agreed by 23 December 2013. On-going throughout year 1 with final reporting by 30 November 2013.	L.K.
6	Meeting schedule	Establish tasking meeting schedule and link to monthly CSP Operational Group and other meetings as appropriate. Identify appropriate partners and level of staff to attend meetings. Establish clear remit and accountability for meetings.	Effective and intelligence led targeting of resources. Early identification of issues and effective support for victims.	Schedule introduced by 3 December 2013. On-going refinement throughout life of plan.	L.K./M.D./J.F.
6 cont.	Meeting schedule	Establish tasking meeting schedule and link to monthly CSP Operational	Effective and intelligence led targeting of resources.	Schedule introduced by 3	L.K./M.D./J.F.

		<p>Group and other meetings as appropriate.</p> <p>Identify appropriate partners and level of staff to attend meetings.</p> <p>Establish clear remit and accountability for meetings.</p> <p>Ensure tasking is intelligence led and owner assigned.</p> <p>Prepare analytical documents as appropriate to support the meetings.</p> <p>Establish co-ordinating meetings for young people involved in ASB / repeat callers and case conferencing as required.</p>	<p>Early identification of issues and effective support for victims.</p>	<p>December 2013.</p> <p>On-going refinement throughout life of plan.</p>	
7	STEP (S ystems T hinking E mpowers P eople)	<p>Introduce STEP as a key process for operation of the CS Hub.</p> <p>Identify up to 100 members of the public, some of whom may be clients; to advise, inform and feedback on outcomes for those who receive a service from the CS Hub.</p> <p>Implement before and after surveys for both staff and members of the public.</p>	<p>CS Hub will be operating on a continuous improvement basis.</p> <p>Services will be appropriate and effective for clients.</p> <p>Clients will inform practice.</p>	<p>STEP should be embedded within CS Hub working practices by 28 February 2013.</p>	L.K.

Community Safety Hub Monitoring Framework – Update May 2013

The following table gives an indication of progress on those measures scheduled for completion by the end of March 2013. Out of the 16 measures only one hasn't been achieved and that is the one relating to before and after STEP surveys with staff. This has been delayed due to the Police not being physically co-located. Of those partially achieved, the following is a status report on these.

Ref No 1 Number of targeted PR events was set at 4 and we have undertaken 2. The Council Tax leaflet and the recent PR release which was delayed repeatedly due to the Police not being physically co-located.

Ref No 3 Number of additional relevant partner agencies involved in CS Hub re communication was set at 4 and we have achieved 2 – Fire and Rescue Service and Victim Support. This may have been an over ambitious target for the first few months given the need for a settling in period. Links to C for E agreed by Education Department is partial due to the further work to be developed via the Information and Education Group. This is not a straightforward target and may require to be extended to future years given the inherent complexities involved.

Ref No	Number of measures	Achieved	Partially achieved	Not achieved
1	3	1	1	1
2	1	1		
3	4	2	2	
4	2	2		
5	3	3		
6	2	2		
7	1	1		
Totals	16	12	4	1
Percentages	100	75	19	6

EQUALITY IMPACT ASSESSMENT TOOL

Part 1: Description/Consultation

Is this a Rapid Equality Impact Assessment (RIAT)?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Is this a Full Equality Impact Assessment (EQIA)?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Date of Assessment: 27 May 2013	Committee Report Number: xxx-2013	
Title of document being assessed: Click here to enter text.		
1. This is a new policy, procedure, strategy or practice being assessed (If yes please check box) <input checked="" type="checkbox"/>	This is an existing policy, procedure, strategy or practice being assessed? (If yes please check box) <input type="checkbox"/>	
2. Please give a brief description of the policy, procedure, strategy or practice being assessed.	The co-location of Community Safety and Enforcement Services	
3. What is the intended outcome of this policy, procedure, strategy or practice?	<ul style="list-style-type: none"> • The intended outcomes are as identified within Report No 274-2012 • Co-ordinated delivery of the overall service • Removal of budgetary constraints in delivery of service • Training opportunities for staff in new skills and an "ownership" and pride in delivering a wider service • Delivery of a more cost effective and valuable service • Joint services policy and strategy will be aligned to the Single Outcome Agreement 	
4. Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.	Report No 274-2012 Community Safety Partnership Strategic Assessment Draft Single Outcome Agreement Draft Community Safety Partnership Strategy and Action Plan	
5. Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.	N/A	
6. Please give details of council officer involvement in this assessment. (e.g. names of officers consulted, dates of meetings etc)	Community Safety Hub Strategic Group Council Officers involved – Neil Gunn, Head of Service, Communities; David Simpson, Head of Service, Housing; Frank Feechan, Quality Improvement, Environment Department.	

<p>7. Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy?</p> <p>(Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)</p>	<p>Not at this stage</p>
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Part 2: Protected Characteristics

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

	Positively	Negatively	No Impact	Not Known
Ethnic Minority Communities including Gypsies and Travellers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People with a disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, Gay and Bisexual	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Socio-economic	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (please state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 3: Impacts/Monitoring

<p>1. Have any positive impacts been identified?</p> <p>(We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	<p>Communities will receive a more effective and co-ordinated response to community safety issues.</p>
<p>2. Have any negative impacts been identified?</p> <p>(Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>	<p>No</p>
<p>3. What action is proposed to overcome any negative impacts?</p> <p>(e.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. See Good Practice on DCC equalities web page)</p>	<p>N/A</p>
<p>4. Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?</p> <p>(If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	<p>N/A</p>
<p>5. Has a 'Full' Equality Impact Assessment been recommended?</p> <p>(If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required. Seek advice from your departmental Equality lead.)</p>	<p>No</p>
<p>6. How will the policy be monitored?</p> <p>(How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)</p>	<p>By the Community Safety Hub Strategic Group and by the regular submission of reports to the Police, Fire and Community Safety Committee.</p>

Part 4: Contact Information

Name of Department or Partnership	Community Safety Partnership
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Type of Document	
Human Resource Policy	<input type="checkbox"/>
General Policy	<input type="checkbox"/>
Strategy/Service	<input checked="" type="checkbox"/>
Change Papers/Local Procedure	<input type="checkbox"/>
Guidelines and Protocols	<input type="checkbox"/>
Other	<input type="checkbox"/>

Manager Responsible	Author Responsible
Name: Neil Gunn	Name: Liz Kay
Designation: Head of Service Communities	Designation: Community Safety Manager
Base: Central Library	Base: Community Safety Hub
Telephone: 01382 307464	Telephone: 01382 436421
Email: neil.gunn@dundeecity.gov.uk	Email: liz.kay@dundeecity.gov.uk

Signature of author of the policy:	Click here to enter text.	Date:	Click here to enter text.
Signature of Director/Head of Service:	Click here to enter text.	Date:	Click here to enter text.
Name of Director/Head of Service:	Click here to enter text.		
Date of Next Policy Review:	Click here to enter text.		