

**REPORT TO:** POLICY & RESOURCES COMMITTEE - 20 AUGUST 2012

**REPORT ON:** REVIEW OF COMMUNITY SAFETY AND ENFORCEMENT SERVICES

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 274-2012

## **1.0 PURPOSE OF REPORT**

To report the findings and recommendations of a review of the community safety and enforcement services within the Council.

## **2.0 RECOMMENDATIONS**

That the Committee approves the following:-

- 2.1 Giving the remit for overall direction and to monitoring of performance for overall community safety to the Special P&R Committee at which the Tayside Police pathfinder reports.
- 2.2 Charging the Community Safety Partnership with responsibility for developing and delivering the Dundee Community Safety Partnership Strategy and Action Plan and for reporting to the special Policy & Resources Committee
- 2.3 Creating a single point of contact (Community Safety Hub) for all matters relating to community safety. This Hub will be the point of co-ordination of the main community safety and enforcement services. The Community Safety Hub will include the appropriate managers and officers from the Anti-Social Behaviour, Community Safety, Tayside Police Community Intelligence Unit teams and any other associated services. The Hub will be co-located within a dedicated office in the West District Housing Office, Lochee.
- 2.4 The management of the Community Safety Hub and Lead Officer responsibility for the co-location would be by one of the existing eligible senior managers in addition to their existing departmental responsibilities. An additional responsibility payment will be paid for these duties and this position of Community Safety Hub Co-ordinator will be filled by internal advert.
- 2.5 Line management responsibility for service delivery will remain with Housing, Environment and Communities & Policy and no establishment changes are proposed as a result of this review. Staff will, in effect, be matrix managed recognising the complex and corporate nature of the activity they are engaged in.
- 2.6 Creating a single Education and Information team to include Community Workers (1.5 FTE) Community Intelligence Unit Analysts (2) DUN.C.A.N Link officer (1) Anti Social Behaviour. They will also be operational officers when required.
- 2.7 Basing the Tayside Police Crime Reduction Unit (subject to the agreement of Tayside Police) and the Community Safety team in the West District Housing Office.
- 2.8 Ensuring the teams' field work operates on a hot desking / mobile and flexible working basis using the operating principles already established in the Council and the offices of Community Centres, Libraries and other Council premises whenever possible.

2.9 Within the Community Safety Hub based at the West District Housing Office, daily briefings will take place that will ensure the complete co-ordination of all community safety and enforcement services.

2.10 Implement the new arrangement from 1st December 2012 and to carry out a review of the effectiveness of the new arrangements within 12 months and then report back to the Changing For The Future Board.

### 3.0 **FINANCIAL IMPLICATIONS**

3.1 Subject to the negotiations with Tayside Police for the transfer of the Crime Reduction Unit to the West District Housing Office, Lochee there may be a requirement for some property and IT expenditure, which will be met by the City Council.

3.2 The cost of any responsibility payment would be met from within existing budgets.

3.3 Savings may be made as efficiencies due to implementing the new operating model are established.

### 4.0 **MAIN TEXT**

#### 4.1 **Background**

Within the report 170-2011 (City Council Organisational Structure) the Chief Executive outlined that a review of the various community based services such as Anti Social Behaviour Team, Enforcement Teams and Community Safety Wardens would be included as a Changing for the Future project, and the outcome of this project would propose how these services would be integrated into the new structure.

The then Depute Chief Executive (Support Services) was remitted to undertake this review. A project team was established to review the current provision of services and to consider moving from the current departmental (silo) service arrangements to providing a more integrated approach.

Also due to diminishing resources any new model proposed must be designed to respond based on an intelligence led approach, targeting resources to identified need and maximising use of resources to best effect.

With this in mind, Tayside Police (a key partner) was also included in the project team as it was established that the Tayside Crime Reduction Unit should also be accommodated in any integrated approach.

The project team agreed at an early stage that the outputs and benefits of an more co-ordinated approach should be -

- Co-ordinated delivery of the overall service
- Removal of budgetary restraints 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

## 4.2 Current Working Arrangements

### ***a) Anti Social Behaviour Team (ASB)***

Staffing: -	1 ASB Co-ordinator
	1 Senior Investigating Officer
	1 Investigating Officer (Youths)
	1 Investigation Officer (Projects)
	1 Community Intelligence Link Officer
	1 Surveillance Officer
	7 Investigating Officers
	1 Clerical Assistant
Total	<b><u>15</u></b> (15 FTE)

An ASB Co-ordinator oversees the functions of the ASB team and supervises the staff, together with forming a liaison with partner agencies, attending meetings such as the Community Safety Partnership and ensuring the team delivers the Dundee Anti Social Behaviour Strategy.

The ASB Team is based in West District Housing Office, Lochee and is managed through the Housing Department. They use a web based database for collating information and sharing with the housing sections such as lettings, to allow them to check prospective tenants for previous anti social behaviour infringements. The database also helps to ensure that officers keep up with case loads which have not been active for some time and also to track current problems in neighbourhoods. It is also used to communicate intelligence with Tayside Police's Community Intelligence Unit and the Compliance Team's Night Time Noise Team.

Officers from the ASB complete an electronic request form to confirm police attendance at an address where the officer has ongoing enquiries. An officer from the Community Intelligence Unit receives these requests, interrogates the police systems then furnishes the officer with information to assist the officer to progress their investigation. The Night Time Noise team also makes use of the database to log the call, administer their involvement with any disturbances, and note the action taken. The police notes in the database also warn the NTN team of any individuals who may pose a threat to them and decisions can then be made to only allow the Police to deal with these individuals.

The ASB officers also visit neighbours of drug addicts etc to ensure, where complaints have been received, that the safety and wellbeing of the public are protected.

Case notes are kept up to date and appropriate referrals are made to various partners and agencies in order to deal with the situations properly.

The ASB team also have a Youth Officer who, investigates Anti Social Behaviour amongst Youths and also works closely with police issuing advice and warnings. One of the functions is also to have formal talks with school children, youth organisations etc relaying the importance of Anti Social Behaviour in neighbourhoods and the effect it has on the community.

The ASB Team work a 37 hour week mainly office hours.

### ***b) The Community Safety Team***

Staffing;-	1 Community Safety Manager
	1 Community Safety Co-ordinator
	1 Day Senior Community Safety Warden
	4 Back Shift Senior Community Safety Warden
	2 Day Shift Community Safety Warden
	27 Back Shift Community Safety Warden
	2 Community Safety Workers (1.5 fte)
	1 Administrative Assistant
	1 Clerical Assistant (0.5 fte)
Total	<b><u>40</u></b> (39 fte)

The Community Safety Team are based in the Kirkton Community Centre and managed under the Chief Executives Department (Communities and Policy)

A Community Safety Manager has under her charge, a Community Safety Coordinator, Community Safety Wardens, (including seniors), and Community Safety Workers. She provides daily operational management of the Community Safety Partnership, Community Safety Single Outcome Agreement and prepares reports for Dundee Partnership and Dundee City Council Committees and represents Dundee City Council on various Community Safety organisations nationally.

A Community Safety Co-ordinator manages the day to day operational work of the wardens and has to liaise with key partners to ensure taskings are intelligence led and that resources are effectively deployed. He also attends monthly police tactical meetings chairs sub groups and is Secretary of the Scottish Community Warden Network. He also attends Community and Partner meetings as required.

The Community Safety Wardens work shifts between 14:40 and Midnight 7 days a week and patrol the city in pairs, speaking to members of the public, seeking out drug paraphernalia and generally looking out for situations alerted through the daily Tayside Police briefings held in Bell Street. They are also trusted by many, and in the case of prostitution, officers are trusted to have the mobile numbers of many women in the city by consent to allow them to be contacted when danger to them can be foreseen by Tayside Police etc.

They also gather intelligence from their contacts in the street and relay the information to the Crime Reduction Unit.

Wardens are often contacted by Police too in cases of missing persons when the wardens are drafted in from different areas of the city to assist in searches.

There are also 1.5 fte Community Safety Workers whose posts are designed to support communities through the Local Community Planning process. They help local communities tackle key community safety issues in their areas. They also respond to emerging community safety issues with local people and partners to develop appropriate strategies, provide personal safety, technology safety support and advice training, and resources.

The Community Safety service has grown in recognition with the intelligence it provides to the Crime Reduction Unit and the Anti-Social Behaviour team together with initiatives set up with the Housing Department. This has been reported recently in the press as Operation Siren which was designed to help tenants help themselves. It is a project which drives down nuisance behaviour and is in conjunction with the Bottom of the Hill Tenants Association. They take part with other services in attending schools and community groups to communicate messages of Anti Social Behaviour.

### **c) The Environmental Compliance Team**

Staffing:- 1 Environmental Compliance Team Manager  
1 Environmental Compliance Team Leader  
4 Enforcement Officers  
1 Enforcement Officers (0.82 fte)  
1 Enforcement Officer (0.18) vacant  
1 Enforcement Officer - Smoking Prohibition  
2 Licensing Standards Officers  
1 Team Leader - Night Time Noise Team (0.78 fte)  
4 Enforcement Officers (3.14 fte)  
1 Senior Clerical Officer (0.49 fte) job share  
Total **17** (14.41 fte)

The Environmental Compliance Team is based in the Environmental Health and Trading Standards building at Claverhouse and is part of the Environment Department. This section is headed by the Environmental Compliance Team Manager who is in charge of Enforcement Officers dealing with Incivilities relating to domestic and commercial waste storage and presentation fly tipping and littering. The enforcement officers also multi task in relation to smoking prohibition.

Enforcement Officers are also employed specifically for smoking prohibition and monitor compliance, taking action when appropriate. They also multi task with other officers in areas of waste presentation both commercial and domestic, fly tipping and littering.

Licensing Standards officers in the team supervise compliance with conditions of premises licenses, provide a mediation service between license holders and issue notices requiring any breaches of conditions to be remedied.

Enforcement officers working in the Night Time Noise Team (NTN) work night shift from Thursday to Sunday between the hours of 19:00 hrs to 04:00. Complaints telephoned in from the public are automatically answered by Tayside Police and put through to the NTN team on nights when the NTN team are available. The team log the complaints in a database and Police and the Anti Social Behaviour Teams who have access to the database, pick up those complaints. Tayside Police log noise complaints through the same database when the NTN are off shift to ensure all teams are aware of the current problems.

The Night Time Noise Team also multi task by picking up intelligence for the other teams within the Environmental Health and Trading Standards service such as smoking in taxis and licensed establishments, contravention of licensing hours in public houses, open or overflowing waste bins at commercial premises etc. They also look out for fly tipping and littering when out at night and do patrols in the centre of the city when their workload permits.

### **d) Crime Reduction Unit**

Staffing:- 1 Police Inspector  
1 Police Sergeant  
3 Community Safety Constables  
2 Police Mobile CCTV operators  
1 Community Intelligence Unit Co-ordinator  
2 Community Intelligence Unit analysts  
1 Police Community Intelligence Unit Administrator

Total **11**

The Crime Reduction Unit is a Tayside Police unit based in their headquarters at Bell Street and they work closely with Dundee City Council departments particularly with the community safety warden's service. They also work with the Environment Department's NTN team but because this team is on shifts outwith the normal working day, communication is mainly through the database.

A Dundee Co-ordinated Anti Crime Network (Dun.C.A.N) Link Officer is based in Bell Street and works with City Development staff in reducing crime particularly in the centre of the city although this arm of crime prevention is expanding to cover a wider area.

Briefing sessions are held at Police headquarters each morning and attended, amongst other divisions and police sections, by the Inspector in charge of the CRU. Information at these briefings sessions is in the form of reports from the various police sections and covers the four policing areas of the city. Information gathered from these briefing sessions is relayed to Kirkton Community Centre for the start of the Community Wardens shift at 14:40 and makes the wardens aware of potential trouble spots identified through intelligence gathering.

### ***Information Sharing and Operational Descriptions***

Information technology in the groups is shared in a number of ways and restrictions apply with some of the services. The Anti-Social Behaviour Database to which the CAG system is linked is shared with the Night Time Noise Team and Tayside Police, with Community Safety having read only access. A Client Tracking database is also used by the Anti-Social Behaviour Team and is also accessed by Tayside Police mainly for youth information.

All teams including the Environmental Compliance team deal with a range of approximately 70 other sub groups / organisations made up of staff:-

- Internal to the Councils structure e.g. Private Sector Services Unit, Domestic Waste Collection,
- External to the Council e.g. Dundee Landlords Association, Fire and Rescue Service,
- Mix of both e.g. Community Safety Partnerships, Licensing Forums etc

Descriptions of the teams' current working arrangements cover only the main points

## **4.3 Proposed Model**

The amended arrangements will achieve the following:

- one line of accountability to the Council;
- a new governance arrangement;
- one location;
- one Lead Officer;
- joined up access to services through a single point of contact;
- the retention of departmental lines of management.

The key benefits expected of these new operating arrangements are:

- early identification of emerging problems, allowing faster intervention;
- improved access to expert advice to the public;
- better communication and information exchange;
- more effective, intelligence based targeting of resources;
- prompt support for victims;
- more effective case referral and management;
- best value through shared accommodation and overhead costs;
- provides a one stop shop to the public, partners and elected members.

#### 4.4 Co-ordination of the Service

Three senior staff are employed within the Anti Social Behaviour, Community Safety and Crime Reduction Unit. Under the new operating arrangements there will be a free flow of information between services

There will be a Community Safety Hub Co-ordinator appointed through a process of ring-fenced internal recruitment and the successful applicant will have responsibility for co-ordinating the Community Safety Hub in addition to their existing line manager responsibilities.

#### 4.5 Management of the Community Safety Warden Service and the Anti Social Behaviour Team

All members of the working group have agreed that although communication is very good between teams and services, much more could be achieved by their co-location with the other associated services and by training officers in multi skilling.

The case for a more joined up delivery of services is very strong and there is recent evidence to suggest that where possible, Community Safety Partnerships across the country are taking the opportunity to at least co-locate key Community Safety Services. At a time of severe fiscal restraint, the case for this type of approach is strengthened as we strive to maximise resources and maintain the drive to improve service delivery, whilst making savings across all services.

Community Safety, Police and Anti-Social Behaviour teams provide a comprehensive team of Community Safety and Enforcement and would provide a closer liaison if working from the same location. This would maintain and enhance the good relationship already recognised by the partnership organisations.

#### 4.6 Management of the Environmental Compliance Team

The Environmental Compliance Team's multi tasking with the rest of the Environmental Health and Trading Standards Team is particularly important especially with the teams from the Waste Management offices at Marchbanks now being integrated into Claverhouse. This provides a further opportunity to expand the multi tasking between teams on the Environment side and continue the hot desking mobile working to a significant part of the Environment Department. Most of the Compliance Team deal with commercial incivilities and would not solve many of the neighbourhood problems existing in communities.

The Night Time Noise Team's additional work from the rest of the Claverhouse teams provides an important part of their workload and the information gathered is welcomed by the other teams. Accordingly it is not thought appropriate that the NTNT be co-located at the West District Housing Office, Lochee as this may destroy this relationship and no advantage will be gained since the Night Time Noise Team and ASB team communicate by database anyway because of the shift system.

#### 4.7 Tayside Police's Crime Reduction Unit

With the agreement of Tayside Police, situating the Crime Reduction Unit with the ASB Team and the Community Safety Team within the West District Housing Office would be beneficial to the smooth running of the whole community and enforcement operation. Information could be passed more readily between the ASB team, Community Safety Team and Tayside Police. With the co-location of the Crime Reduction Unit within the West Area Housing Office this will allow the daily briefings meeting to take place at the Community Safety Hub within the West Area Housing Office, rather than Tayside Police Headquarters at West Bell Street.

#### 4.8 Education and Information Unit

Create a team within the service to plan and implement visitations to Community groups, schools Youth groups etc to talk on issues of Anti Social Behaviour and public responsibility.

Through the Community Intelligence Unit Analysts and the Community Workers, log and share information with Community partnerships and other groups and organisations.

Training in multi-skilling can be arranged through this team where for example Community Safety Wardens can act as witnesses etc for their ASB colleagues and the team together with the Co-ordinators, can plan, co-ordinate and implement training of officers to work across the services within the scope of their abilities and salary grades. Training in multi skilling is not necessarily restricted to the services but can reach across departmental boundaries wherever possible.

#### 4.9 Hot Desking / Mobile and Flexible Working

Hot Desking / Mobile and Flexible Working is an important part of the Council's strategy and the new team should ensure this is carried out where it will benefit the services i.e. the use of Community Centres, libraries and other council offices whenever possible.

#### 4.10 Briefing Meetings

Briefing meetings should be on a regular basis to allow long term and short term deployment of staff on a needs basis.

Passing information from team to team is not only important for the teams themselves but also for cascading information to the many groups relying on important information.

Chair of the daily briefing meetings would be the Community Safety Hub Co-ordinator

Thereafter cascading the information to the teams in the field and continuing the briefings to the Community Safety Wardens at the start of their shift at 14:40.  
Monday meetings to brief teams with weekend information.

This is not an exhaustive list and meetings should ensure that those officers dealing with specific issues are included.

#### 4.11 Continuous Improvement and Savings

The Service should be monitored to make sure the arrangements are working to the satisfaction of all concerned and the Community in particular. Following the multi tasking and hot desking / mobile and flexible working, savings may be available but



they might not be identified until work practises settle down. Opportunities may be available to further integrate the services.

#### 4.12 Departmental Relationships

Maintaining the relationship of the Compliance team with the Environment Department should not restrict its operations with the services co-located at the West District Housing office but should be strengthened wherever possible through continued co-operation across the services.

### 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. There are no major issues.

### 6.0 **CONSULTATIONS**

- 6.1 The Chief Executive has consulted with all members of the Council's Strategic Management Team.

### 7.0 **BACKGROUND PAPERS**

- 7.1 None

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Chief Executive

16th June 2012