

BARNSELEY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan

Report of the Executive Director - Communities

The Safer Neighbourhood Services Project

1. Purpose of report

- 1.1 To provide an update on the progress of The Safer Neighbourhood Services Project (formerly referred to as The Public Services Hub) and planned delivery for Phase 2

2. Recommendations

- 2.1 Cabinet members are asked to note and endorse the project scope and approach to the initiation of Phase 2 for The Safer Neighbourhood Services Project.

3. Introduction

- 3.1 Following on from the outcomes of the Community Safety Review, Housing Options and Welfare Review and the re-introduction of neighbourhood policing across The South Yorkshire Police Force in 2016, the implementation of a Public Services Hub was agreed to develop a whole system approach to community safety, transform service delivery through stronger collaboration with South Yorkshire Police and support the Safer Barnsley Priorities.
- 3.2 Throughout 2016, Barnsley Metropolitan Borough Council and South Yorkshire Police have worked on a joint engagement strategy across each organisation to develop the concept and design of a new multi-agency service, called The Safer Neighbourhood Services, to support people and our communities by tackling anti-social behaviour and crime, offering support to victims of crime and addressing other community safety matters such as private sector housing standards and environmental issues.
- 3.3 The Safer Neighbourhood Services has four locality teams who are tackling the issues that affect our communities the most. The teams have been in place from April 2017, in the bases below, but will be visible and responsible for all communities within Barnsley:
- Royston Police Station
 - Goldthorpe Police Station
 - Kendray Police Station (Rae House)
 - Barnsley Town Centre (Commerce House)

- 3.4 As well as offering reassurance to our communities through street patrolling, our locality teams are responsible for preventing antisocial behaviour, reducing the level of violent crime such as alcohol-related violence, preventing people from engaging in criminal activity and defusing community tensions. Private sector housing standards and environmental issues of concern to local communities will also be dealt with.
- 3.5 The primary focus is to prevent the escalation of problems on behalf of the community or victim and aim to address the underlying causes of the problems for the victim and perpetrator. For example, alcohol or substances misuse, poor mental health, domestic abuse or tensions between neighbours. Working with partners and agencies, the teams would work to link them into universal services, Early Help or relevant agencies that could holistically address the root causes.
In instances, where issues cannot be addressed and the needs of the individual, family or community cannot be met, they will then be referred into The Safer Neighbourhood Services specialist service.
- 3.6 Our specialist team (The Case Management Hub) will intervene where problems posed by an individual, family or location to others has escalated and is presenting a concerning level of risk. This can relate to behaviour and impact on individuals and victims, communities and (emergency) services. The team offers a multi-agency case management function with coordinated and tailored interventions to ensure the individual, family or community needs are effectively addressed.
- 3.7 Typically, interventions offered by The Safer Neighbourhood Services will be none negotiable as the service is driven by a response to the concerns raised by others (victims and communities) and will involve strategies to reduce the impact of negative behaviour. This includes enforcement approaches as well as containment of disruption.
- 3.8 The Safer Neighbourhood Services is not responsible for safeguarding cases. These will be managed by Children's and Adult Social Care. However, like all agencies, the service will be responsible for referring cases, following the children's and adults safeguarding board procedures. We recognise that in many cases we will need to work with our partners and agencies to support complex cases and by working together; with our partners, our communities, individuals and families, we will be able to offer the right support, led and managed by the right agency.
- 3.9 In September 2016, The Safer Neighbourhood Services Project was formerly initiated with the appointment of a Project Manager with the application of a project framework and governance. Workstreams identified include operations, workforce culture and development, performance management, quality assurance and Finance, Information Management and Technology and Communications.
- 3.10 A Safer Neighbourhood Service Project Board has been established with the support of a Steering Group which includes stakeholders across Barnsley Metropolitan Borough Council, South Yorkshire Police, Berneslai Homes,

- 3.11 With the soft Launch date of 1st April 2017, Barnsley Metropolitan Borough Council and South Yorkshire Police have primarily focused on the development of operations (including the implementation of the staffing structure across all teams, business processes, standard operating procedures and calendars for the MAAG's and PACT's), information management and technology (including the application of changes to current IT systems to meet data requirements and the implementation of a short term case management tracking system) and workforce development (including a workforce skills gap analysis and the development and implementation of training plans for staff across both organisations)

4. Proposal and justification

- 4.1 From 1st April 2017, a testing and review period of three months is taking place to validate the effectiveness of the processes that have been implemented. This will include case tracking, auditing and due diligence of service users and communities to ensure that their needs are met. Reviews and short implementation phases will take place throughout this period to apply any changes required to improve service level and provide evidence of success.
- 4.2 During this period, the project will work to define a Safer Neighbourhood Service Maturity Model to help the service achieve transformation and track progress towards service goals and objectives and desired outcomes and experience for the citizens of Barnsley. Aligned to the national Troubled Families model, strands will include leadership, workforce development, culture, delivery structures and processes and strategy
- 4.3 Phase 2 of The Safer Neighbourhood Services Project will continue to focus on its defined workstreams with the establishment of a working group for each workstream to address and govern the work and resources assigned to the delivery of project products.
- 4.4 The Multi-Agency Operations Workstream will focus on the incorporation of partners. This will include a strategic engagement piece to cement the vision, purpose and direction of Safer Neighbourhood Services and partnerships. There will analysis of current pathways and with the application of the maturity model, requirements will be identified and implemented for improved services across the partnership.

To support delivery, this will include the expansion of membership for steering group to ensure there is appropriate strategic representation of partners.

- 4.5 The Workforce Culture and Development Workstream will be driven by the maturity model to address leadership, workforce and culture across the service and partnership. A multi-agency workforce culture and development strategy for Safer Neighbourhood Services and partners will be developed and implemented. This will not only will this include the specifications of skills and knowledge sets required for staff to effectively perform their role but also involve the devising and implementation of a change management plan to assess and

enable change readiness (at an organisation, service and individual level) and support the establishment of a positive “one team” culture with the identification of critical success factors.

Sheffield Hallam University have also been commissioned to undertake a study of the impact of change through the implementation of collaborative working and how effectively change is managed by the project.

- 4.6 Using the Safer Neighbourhood Services Maturity Model as a baseline position and evaluative approach for measurement and assessment, The Performance Management, Quality Assurance and Finance Workstream will aim to develop a robust performance management framework including targets & objectives for service improvement, management and monitoring of performance against standards and the identification of key performance indicators.

The workstream will also work to define quality procedures, standards and specifications whilst assessing service user requirements and ensuring that these are met with analysis of cost benefits.

- 4.7 The Information Management and Technology Workstream will focus on the identification of data requirements (including information sharing agreements in line with the CSP data sharing protocol) and the implementation of technology to enable data needs. The working group will work to develop a joint strategy aligned with each partner’s corporate Information and technology strategies and governance. With an established baseline of the current IT estates and delivery models, this strategy will outline the IMT principles and guidelines that will underpin the delivery of the PSH. Elements will include data sharing, IT infrastructure, knowledge management, record keeping, mobile & agile working and people & skills (including the residents of Barnsley).

The workstream will include period of business analysis activity to baseline business and data requirements for all partners including engaging IT vendors via soft market testing and other multi-agency organisations to learn from their own integrated data and IT systems. Following further development and refinement of business and data requirements, a tender process will be initiated. Once a vendor is appointed, the working group will govern the implementation of the new information management and technology systems by applying a project management framework and methodology to measure progress against The Safer Neighbourhood Services project plan including timelines, cost & quality expectations.

- 4.8 The partners that have been identified as a priority to work with are:

- Community Rehabilitation Company
- Youth Offending
- Early Help
- South West Yorkshire Foundation Trust
- Adult Social Care
- DISC
- IDAS
- CenterPoint

- Stronger Communities

5. Consideration of alternative approaches

- 5.1 Should the project cease to continue, there is a danger that The Safer Neighbourhood Services will become out of synergy with the Public-Sector Reform Agenda and our partner organisations as well as failure to deliver on its corporate objectives.

The identified benefits of early intervention and prevention and the opportunity to address gaps in service across Tiers 2 and 3 be lost with financial and resource implications. Failure to engage and develop multi-agency and partnership working as a part of the Public-Sector Reform Agenda will lead ineffective management of demand and resource with a high risk of duplication across services.

- 5.2 The scope of partners has been considered in the context of The Public-Sector Reform Agenda and the changes it has compelled other organisations and services to make at this time. To only engage with some will present missed opportunities to address gaps in service across Tiers 2 and 3 and contribute to a whole system approach for the residents of Barnsley.

6. Implications for local people / service users

- 6.1 The Safer Neighbourhood Services delivery model will provide holistic, risk-based, person-centred outcomes for individuals, families and communities. This will clearly support the Future Councils ambitions and places a renewed focus on co-production with local people and communities further embedding resilience and self-reliance.

- 6.2 Local people and communities will receive an integrated, timely and responsive service where professionals will adopt a multi-disciplinary approach to coordinate and target interventions for vulnerable people or people at risk of vulnerability to deliver the best possible outcomes.

7. Financial implications

- 7.1 Taking the project forward into Phase 2 there are currently no identified finance implications, as the project and services are within budget allocation.
- 7.2 A cost benefit analysis exercise will take place throughout Phase 2 of to identify the financial value of The Safer Neighbourhood Services and the financial benefits to Barnsley Metropolitan Borough Council, South Yorkshire Police and partners.

8. Employee implications

- 8.1 Funding has been acquired from the Troubled Families Programme to provide additional time limited posts including a Senior Case Manager, an Assessment and Allocation Officer, a Data Analyst and Project Officer.

9. Communications implications

- 9.1 A communications plan has been developed throughout the project with two stands focused on Barnsley residents (activity focused on changes to residents and how the new service model will work) and partners (ensuring that we are all sharing key messages with health, social care, Berneslai Homes colleagues, Safeguarding Children's Board, Early Help, Stronger Communities Board) Communications have also been aligned with the community engagement strategy.
- 9.2 Methods of communication that are to be utilised are organisational websites with published FAQ's and an open news article. There will also be dissemination of communications via the area councils
- 9.3 There will be further development of communications to utilise social media and partners communication channels.

10. Consultations

- 10.1 The Safer Neighbourhood Project reports to and is governed by The Community Safety Partnership Board. The project also reports into The Safer Barnsley Partnership and Stronger Communities Partnership, Early Help (Adults) Delivery Group.
- 10.2 The Safer Neighbourhoods Services Steering group has senior representation from services across Barnsley Metropolitan Borough Council, South Yorkshire Police, Barnsley Clinical Commissioning Group, South Yorkshire Partnership Foundation Trust and Berneslai Homes. Membership will be expanded as we continue to engage partners.
- 10.3 The project has also engaged the relevant corporate functions including Corporate Performance, HR/OD and IT to ensure that any deliverables of the project are aligned to corporate strategies and governance.
- 10.4 The South Yorkshire Police have initiated a force wide programme to develop their neighbourhood policing offer. The Safer Neighbourhood Services Project will link in with the programme to align what is delivered within identified timelines with a joint approach to the mitigation of shared risks.

11. The Corporate Plan and the Council's Performance Management Framework

- 11.1 The future operating model will support the delivery of the following strategic priorities:

Thriving and Vibrant Economy

- Develop a Vibrant Town Centre

People achieving their potential

- Children and adults are safe from harm

- Early targeted support for those that need it

Strong and resilient communities

- Protecting the Borough for future generations

- 11.2 Performance will be actively monitored to ensure continuous improvement through a stratified risk and performance framework with a detailed action plan and number of supporting performance indicators.

12. Promoting equality, diversity, and social inclusion

- 12.1 An equality impact assessment was complete as part of the Community Safety Review and Housing Option and Welfare Review in 2016

- 12.2 The Safer Neighbourhood Services delivery model promotes equality, diversity and social inclusion providing a risk-based tailored response to individual needs and circumstances throughout the borough. This ensures the best possible outcomes for all sections of our community.

13. Tackling the Impact of Poverty

- 13.1 The integration of Housing Options and Welfare service into The Safer Neighbourhood Services will enable stronger case management of individuals and families with support to manage issues that cause poverty such as debt management.

- 13.2 The Safer Neighbourhood Services delivery model adopts a risk-based stratified approach which looks holistically at the individual, family and locality to provide a targeted response to assist some of our most vulnerable individuals and sections of the community. This should have a positive impact on those living in poverty and at threat of poverty in the future

14. Tackling health inequalities

- 14.1 The triage and assessment process will take into account individual health dependencies of vulnerable people referred to Safer Neighbourhood Services and will factor this into the prioritisation of response.

- 14.2 Improved case management will mean that people in vulnerable situations will receive a more cohesive range of services and support that will address their specific individual needs.

15. Reduction of crime and disorder

- 15.1 As part of the Safer Neighbourhood Services, the integrated triage and deployment function will ensure a risk-based approach is in place to deploy joint resources of both the council and South Yorkshire Police. This will ensure cases are managed at the lowest tier of escalation delivering the most efficient and effective service for both the customer and service provider.

- 15.2 The place based teams will provide a richness of local intelligence which will proactively inform the deployment of resources helping to minimise the escalation of crime and disorder across the borough.

16. Risk management issues

- 16.1 A project management framework and governance structure has been applied to periodically review progress and control scope, cost, quality, risk, benefits and timelines.
- 16.2 A risk register and issue log have been initiated to monitor and mitigate any identified project risks or issues with the escalation route to the steering group and project board.

17. Health, safety, and emergency resilience issues

- 17.1 The Health and Safety operational procedures will be reviewed as part of the implementation phase of The Safer Neighbourhood Services. This will include a review of Occupational Risk Assessments and lone working procedures to take account of out of hours working arrangements.

18. Compatibility with the European Convention on Human Rights

- 18.1 The Safer Neighbourhood Services delivery model will be compliant with the European Convention on Human Rights.

19. Conservation of biodiversity

There are no apparent implications resulting from this project

20. Glossary

N/A

21. List of appendices

N/A

22. Background papers

The Community Safety Review (6th Sept 2016)
Paul Brannan , tel. 01226 774 950

Housing Options and Welfare Review (19th Oct 2016)
Jayne Hellowell, tel. 07718 972 536

Date:24 May 2017

Financial Implications /

A handwritten signature in black ink, appearing to be 'MR' followed by a long horizontal stroke.

Consultation
(To be signed by senior Financial Services officer
where no financial implications)