

Safer Neighbourhood Services (SNS)

1.0 Introduction and Summary

- 1.1 This report provides an update to the OSC on the Safer Neighbourhood Services (SNS) Project (formerly known as The Public Services Hub) and the work undertaken as part of Phase 2 of this work.
- 1.2 During Phase 1, neighbourhood policing was reintroduced and aligned to the council's community safety resources into local teams; a more robust approach to intelligence led deployment and out of hours service was introduced. The focus of Phase 2 is to now ensure progress and embedding of the core operational functions and work towards broader integration and collaboration with other service providers both in localities and within the case management hub.

2.0 Introduction/Background

- 2.1 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 Safer Neighbourhood Services model was agreed to develop a whole system approach to community safety. The new model would transform service delivery through stronger collaboration with South Yorkshire Police and support the Safer Barnsley Plan Priorities. The vision for the new approach is to **“work together to prevent community problems from escalating and addressing complex needs by tackling underlying problems”**. Key objectives include developing a risk defined intervention approach from the first point of contact, preventing the escalation of demand and vulnerability, protecting the vulnerable, preventing crime and antisocial behaviour and engaging effectively with our communities.
- 2.2 Throughout 2016, Barnsley Metropolitan Borough Council and South Yorkshire Police 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 Service. The service would 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.

Locality Teams

- 2.3 The Safer Neighbourhood Service has four locality teams who are tackling the issues that affect our communities the most. The teams have been in place since April 2017 in the bases below, but are visible and responsible for all communities within Barnsley:
- Royston Police Station
 - Goldthorpe Police Station
 - Kendray Police Station (Rae House)
 - Barnsley Town Centre (Commerce House)
- 2.4 Each locality team contains one Police Sergeant, four Police Constables and up to 16 Police Community Support Officers. In the structure, Community Safety Subgroups

remain, as do Police and Communities Together (PACT) and Multi-Agency Action Groups (MAAG), with the latter being reinvigorated. Added to this in the three none town centre localities, the Council have a Community Safety Team Leader, up to two Community Safety Officers, a Private Sector Housing & Enforcement Officer, a Victim and Witness Support Officer and a Case Management Officer.

- 2.5 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 are also dealt with. 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 work to link them into universal services, Early Help or relevant agencies that can holistically address the root causes.
- 2.6 In instances where issues cannot be addressed and the needs of the individual, family or community cannot be met, they are referred into The Safer Neighbourhood Services specialist service referred to as the Case Management Hub.

Specialist Team (The Case Management Hub)

- 2.7 Our specialist team (The Case Management Hub) intervenes 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.
- 2.8 Typically, interventions offered by The Safer Neighbourhood Service are non-negotiable as the service is driven by a response to the concerns raised by others (victims and communities) and involves strategies to reduce the impact of negative behaviour. This includes enforcement approaches as well as containment and disruption.
- 2.9 The Safer Neighbourhood Service is not responsible for safeguarding cases as these are managed by Children's and Adults' Social Care. However, like all agencies, the service is responsible for referring cases, following the children's and adults' safeguarding board procedures. The service recognises that in many cases we need to work with our partners and agencies to support complex cases. By working together with our partners, our communities, individuals and families, we are able to offer the right support, led and managed by the right agency.

3.0 Progress Since SNS Launch (April 2017)

- 3.1 During early implementation, a testing and review period was undertaken to validate the effectiveness of the processes that were implemented. This included case tracking, auditing and due diligence of service users and communities to ensure their needs were met.
- 3.2 The findings identified that a period of consolidation was required to demonstrate both the impact achieved and gaps identified. However, based upon external evaluation and

some internal considerations, the following was felt to be important in ensuring future progress:

- A more robust performance framework to be in place to ensure that objectives are being delivered and accounted for.
- Adjustments required to ensure that intelligence is being used by both organisations to effectively inform priorities.
- Development of a clear offer around engagement, participation and influence for residents.
- Better communication with other service providers and partners to understand the approach and potential for stronger collaboration and further integration.
- Improvements to the case management mechanisms within the locality teams and specifically refreshing the MAAG forum.
- The adoption of an external maturity model assessment to measure progress of the working model against a nationally recognised benchmark.
- Joint learning and development opportunities for staff across the SNS.

However it is also important to acknowledge progress achieved which in part can be accredited to the Safer Neighbourhood Services model. This includes reductions in recorded antisocial behaviour in high demand locations; significant reduction in demand generated by vulnerable individuals and those presenting greatest risk; and significant high profile interventions to address abiding local problems in our communities.

4.0 Current Position (Phase 2)

4.1 The service is now in the process of implementing Phase 2. This includes the following key areas of activity to try and develop and enhance the service provided and ensure vulnerability and demand are being addressed at the right level by the right resources and in line with the needs of our communities:

- Ensuring that all workforce improvement requirements are considered to guarantee the right leadership, culture, skills and structures are in place to enhance the collaborative working model developed.
- Clearly articulate the activity, issues, individuals and community problems being addressed by the SNS in order to develop a broader understanding of the service with partners, other providers and the public.
- Consider how other key services might better collaborate and/or integrate with the Safer Neighbourhood Services and demonstrate how strengthened partnerships may be beneficial for addressing demand and need across the system.
- Specifically within the central hub, to explore opportunities to work more closely with partners providing mental health services, domestic abuse and sexual violence services, offender management services, supported housing for clients with complex needs, substance misuse services and local authority licensing.
- Specifically within the locality teams (non-town centre), to explore opportunities to work more closely with partners providing housing management services, environmental enforcement, housing support, troubled families, family support, targeted youth support and locality physical and mental health based services. Also the potential opportunity to align to the locality teams driving forward the participation and locality devolution agenda through the Area Councils and Ward Alliances.
- Specifically within the town centre, to explore opportunities to work more closely with the markets team, street ambassadors, licensing, civil (parking) enforcement and environmental enforcement.

- Review and develop a more robust engagement plan to ensure active community involvement and access into the planning and prioritisation of services and provide feedback and accountability to the community.

5.0 Next Steps/Future Challenges

5.1 The Phase 2 plan summarised above identifies the key steps being taken by the SNS to be implemented or developed incrementally over the next twelve to eighteen months. However, the service faces other key challenges not least the pressures of existing demand on the core service functions of South Yorkshire Police and Barnsley Council which could potentially dilute the impact of the new working model. In context, whilst the SNS presents a joint service model to address community safety based on vulnerability and demand, the resources attached to the service continue to have demand pressures arising from issues which constitute core business and would still require action. To mitigate this risk, both the Police and Council are working towards a much fuller intelligence picture which will more clearly demonstrate the overlap between what on face value may appear to be core activity of a “single service” but in reality has a broader impact across the system. An example of this may include environmental blighting which is core business to the Council but can often signify decline of a residential area and would also be more likely to have disproportionate problems with crime and antisocial behaviour.

5.2 In addition, managing expectations is a key challenge for both the Council and Police, as whilst the approach reintroduces neighbourhood policing and integrated case management, resources are nowhere near the level enjoyed in the past. In reality this requires smarter working and more demand focussed assessment, prioritisation and allocation of service responses. This has already led to problems in servicing: such as local Crime and Safety Groups due to shift clashes; the reduction of area based Team Leaders (formerly Tasking Officers) from six to three who historically had an extremely proactive interface with Elected Members; and the rechanneling of access to service for the Council away from direct contact with individual officers and into an assessment hub. These service changes, whilst essential in terms of ensuring the working model is intelligence led and based upon robust risk assessment, have not been universally popular as they essentially take away the personal contact previously offered. For this reason a significant challenge to be addressed by the SNS is one of relationship management with key stakeholders including Elected Members and other local representatives.

6.0 Invited Witnesses

6.1 At today’s meeting, the following representatives have been invited to answer questions regarding this area of work:

- Wendy Lowder, Executive Director – Communities, BMBC
- Paul Brannan, Head of Service – Safer Communities, BMBC
- Mark Giles, Service Manager – Safer Communities, BMBC
- Councillor Jenny Platts Cabinet Spokesperson – Communities Directorate, BMBC
- Chief Inspector Jakki Hardy - South Yorkshire Police

7.0 Possible Areas for Investigation

7.1 Members may wish to ask questions around the following areas:

- How do you know if the measures put in place to address gaps and areas for improvement are effective?
- What changes have been made to case management mechanisms and what impact has this had on the service and the community?
- Are there similar models operating in other parts of the country and if so, what have we learnt from them?
- Which specific aspects of community safety do you think the new model will impact upon the most and why?
- Has the number of anti-social behaviour (ASB) incidents actually reduced overall due to actions by the service, or have the 'high demand locations' just changed?
- How is data and intelligence going to be used to ensure the service is fit for purpose, remains agile and is achieving the desired outcomes for the community?
- Which partnerships need to be strengthened in order to support the model and how will this be done?
- How do you plan to engage with the public and promote the service to ensure that communities are fully informed and involved in shaping the service?
- What has been done to improve the 'customer journey' and how do you know if it has had the desired impact?
- What are the main challenges in terms of resources, how does this impact upon the service and how are they mitigated?
- How do you propose to manage the expectations of stakeholders and ensure that relationships are not damaged?
- What actions could be taken by Members to support community safety in Barnsley?

8.0 Background Papers and Useful Links

- The Safer Neighbourhood Service Project Cab.14.6.2017/14:
<https://barnsleymbcintranet.moderngov.co.uk/documents/s21311/The%20Safer%20Neighbourhood%20Services%20Project.pdf>

9.0 Glossary

ASB - Anti-Social Behaviour
 BMBC - Barnsley Metropolitan Borough Council
 MAAG - Multi-Agency Action Group
 PACT - Police and Communities Together
 SNS - Safer Neighbourhood Services

10.0 Officer Contact

Anna Marshall, Scrutiny Officer: scrutiny@barnsley.gov.uk
 22nd January 2018