

MEETING: Safe City Partnership

Date: 27 January 2011

Subject: **New ways of working: Reshaping the Partnership**

Report by: Linda Haitana, Safer Communities Manager in consultation with SCP Chairs.

Recommendations:

- To consider and approve the proposals for reducing the Partnership infrastructure subject to any agreed areas of further work or discussion.
- Consider the discussion points identified in Para 6 and agree what needs to happen next to progress this issue.

Background

1. The SCP Executive and Performance Management Group recently agreed to restructure the partnership with a view to achieving a leaner and more efficient way of working. This included agreement to reduce meetings and attendance commitments through a reduction in the number of sub-groups and operational groups and by changing the attachment to routine meetings in favour of more efficient ways of working together. It was further agreed that the structure changes would be delivered in phases, with some immediate changes but other issues such as cross-boundary changes taking much longer to achieve.
2. As part of the phased approach, steps taken by the SCP so far are:
 - Merged Executive and Performance Management Group – effective from 27 January 2011 – and for now called the Leadership Group.
 - Broad ‘in principle’ favour of ‘Champions’ to lead on key issues. A Champion would be nominated to represent a key priority area. He/she will be a point of contact on the issue, empowered to hold workshops, task and finish groups or other meetings to agree actions to address an issue or problem (if required) and receive trend and performance data. The Champion would have a seat on the Leadership Group and ultimately seek to make positive progress on the issue to achieve agreed actions/targets. ‘Champions’ effectively enable a reduction in Standing groups that meet routinely.

- The SCP agreed to invite views of Chairs and members regarding the purpose, outcomes and value of groups within the Partnership. Only a few (6) replies were received. From these and the informal discussions with lead officers there appears to be a consensus that the current structure does not consistently deliver outcomes from meetings and that attendance demands from the Partnership on key officers is too high and thus unsustainable in the current climate. However, there is less consensus from this feedback on which groups specifically could be reshaped or reduced. However these views are reflected in the proposals in this report.

SCP obligations

3. It is important to consider what the Partnership must do and then to determine how we should do it.
4. The SCP has a statutory duty in some areas, therefore we must:
 - Hold meetings and evidence partnership working as a minimum between the 6 Responsible Authorities (Police, Council, Health, Probation, Police Authority and Fire Service).
 - Undertake Strategic Assessment and produce a Plan. In doing so, identify and deliver on priorities.
 - Under Section 17 of the Crime and Disorder Act we must ensure partners take account of crime and disorder and (most recently) reducing offending in the approach and delivery of services.
 - Some partners have statutory duties relating to safeguarding or public protection roles that may come under the umbrella of the SCP or link to it. This includes the Local Safeguarding Children Board (LSCB), Multi Agency Public Protection Arrangement (MAPPA), Multi Agency Risk Assessment Conferences (MARAC)¹ (for Domestic Violence and Anti-Social Behaviour).
 - Additionally, there is a link between the SCP and the LRF (Local Resilience Forum), the latter being a statutory duty.
 - The SCP is accountable for allocation of some funding such as the new Community Safety Fund (although the funding is actually received by the local authority).
 - The SCP must also have an up-to-date information sharing protocol and a public face-the-people event annually.

¹ MARAC is not a statutory duty yet (although possibly may be). However it is a public protection group and links to impending legal duties under the Domestic Homicide Review requirements.

5. In addition to Para 4 above, the SCP should drive outcomes through collaborative partnership working that achieves the objectives and priorities set. In so doing, it should take a clear strategic lead, provide a clear structure and line of accountability to escalate and address problems or issues, and monitor progress.

Proposals for change

6. To achieve the factors identified above it is proposed that the SCP:
- A. Retain a Leadership Group (the merged Executive and PMG) to:
- Provide strategic leadership
 - Meet the statutory duties outlined in Para 4.
 - Monitor progress against agreed actions and priorities.
 - Membership is to include senior representatives of the Responsible Authorities, Chairs of the Delivery Groups and SCP Champions.
- B. Establish Champions linked to the strategic outcomes and priorities; respectively:
- Reducing Violent Crime
 - Reducing Serious Acquisitive Crime
 - Promoting Resident Involvement and improving public perception of safety.
 - Plus, Reducing offending
- C. Co-ordinate partnership actions and developments through a reduced number of sub-groups, with a new focus on a cohesive approach to multiple issues rather than themed or single-issue groups. To that end, the proposal would empower District Management Groups to deliver on a wider range of crime and safety issues. Therefore the proposed sub-groups (to be called Delivery Groups) are:
- TAP and DAT (Tackling Alcohol Partnership and Drug Action Team)
 - This recognises the city priority given to these issues and the wider scope of partnership interest in these areas. However, it is proposed that consideration is given to shifting these groups to sit under the emerging Health and Well-being Boards once they have been established in order to reflect the wider scope of these issues.
 - Previous Partnership discussion has covered possible merger of these two groups but the size of membership and breadth of agenda has, to date, led to retention of separate groups.
 - 2 x DMGs (District Management Groups).

It is proposed these District-level groups embrace issues currently addressed by other groups and also expand membership as required. The new scope would include:

- Anti-social behaviour, criminal damage, enviro-crime, arson, clean and green issues (as now).
- Hate crime and harassment.
- Serious Acquisitive crime.
- Safer Parks.
- Safer Students.
- Community Engagement and Communications.
- Community resilience and cohesion.
- Prevention of crime and offending behaviour.
- Business/private sector interest in crime prevention and reduction.

D. The groups for which closure is suggested if the above proposal is favoured, would include:

Sub-groups

- MAPC – Making a Positive Contribution
 - It has already been decided by the Children and Young Person's Partnership to cease this group. SCP needs to agree with partners how to retain the focus for partnership work on Children and Young People and crime and safety issues.
- Communications and Community Engagement.
 - integrate issues into DMGs and Leadership Group.
- Reducing Reoffending
 - Establish a Champion role to lead this area.
 - Establish a Task and Finish group to deliver the Reducing Reoffending Total Place project.
 - Integrate and continue PPO (Persistent and Priority Offenders and IOM (Integrated Offender Management) at an operational level.

Operational Groups

- Hate Crime and Harassment – addressed in DMGs.
- Serious Acquisitive Crime Group – this is an important area but the issue overlaps with other groups and actions/outcomes are achieved through partnership working outside of meetings. A Champion will be able to focus on specific concerns in this priority

area.

- Safer Parks – this can be addressed through DMGs.
- Safer Students – this is a large group and important issue but is an area that overlaps with other groups eg TAP. It could therefore be addressed more holistically through DMG (West).

E. The operational groups that require further work to explore potential merging or reshaping are as follows:

- Southampton Domestic Violence Forum x 4 related groups and Serious Sexual Offences Group.
 - explore the synergy of issues and membership of these groups and also potential gaps eg Honour Based Violence with the possibility of a merger or reduced meetings and also how to link this group to the Violent Crime Champion.
- SCLG - Safe City Liaison Group (Community Safety, Emergency Planning and Business Continuity). This is the group that previously combined the former SCP Safe City Operational Focus Group with the Emergency Planning Group as their agendas were often duplicated. It is a unique group because it includes emergency planning issues and involves business/private sector as well as universities and SCP partners. It has a tight focus and operational relevance. However, it does tend to have a city centre focus and an information exchange format that might be possible to integrate into DMG West.
 - Consider future options for this group including possible retention.
- DARG, Youth DARG, DIP Steering Group – propose that DAT consider the function and efficiency of operational groups linked to drugs action.
- 2 x NTE groups – already agreed to bring these together.
- Street Prostitution Group and Tackling Knife Crime Group
 - Consider the necessity to continue these operational groups and/or alternative ways of supporting these issues.

F. Operational groups with no changes proposed include:

- MARAC and MARAC Strategy Group – this is a core element of the Partnership response to highest risk victims of Domestic Violence.

- CTCGs – Community Tasking and Commissioning Groups co-ordinate partnership responses to Anti-social Behaviour, Criminal Damage, Enviro-crime and arson at operational level and report to DMGs. Reduced from 5 to 4 area-based CTCGs.
- IOM and PPOs – operational groups overseeing specific activities to reduce reoffending.

G. Retain links to public protection/statutory groups: MAPPA, LSCB, LRF.

7. If all these proposals are accepted, an emerging draft structure would look like that attached in Appendix 2. This would result in approximately 16 less groups and at least 58 less Partnership meetings per annum (subject to agreement on some of the details especially relating to possible mergers).
8. Acceptance of these proposals, subject to amendments, will mean the Safe City Partnership and partners within it will formally recognise and support the remaining groups only. However, this must remain a fluid position and some groups or issues may require attention from time to time and warrant Partnership support or specific meetings. In addition, all groups within the Partnership will have a route to monitor progress and report back to the Leadership Group, and also to escalate any issues.

Further Discussion Points

9. If this proposal is accepted, the Leadership Group should consider nominations and appointment of Chair and Vice Chair of the Partnership from April, plus Champions for 2011/12..
10. If the proposal to expand the scope of District Management Groups (DMGs) is accepted, this would raise a number of related issues to discuss, including:
 - How should DMGs work with other locality partnership groups and on wider (non-crime reduction) issues such as Children and Young People or Health? If the DMG remit is even wider than crime reduction and safety should the DMGs report directly to Southampton Partnership.
 - Is further work required to clarify community engagement at District level?

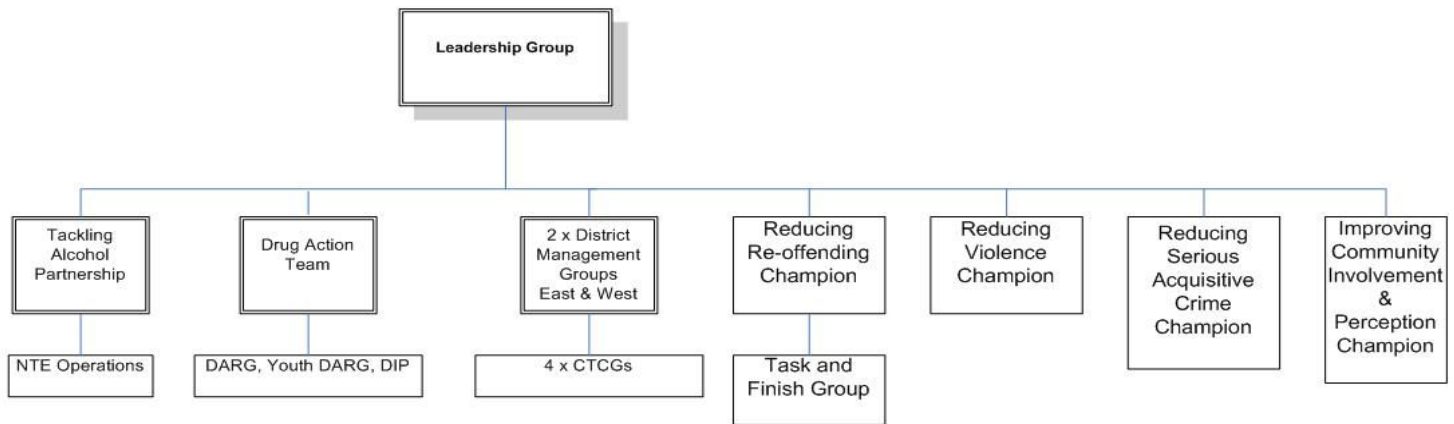
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Linked Statutory Groups:

LSCB

LRF

MAPPA



Operational or single issue groups

PPO & IOM

DV MARAC
MARAC Strategy Group

* SDVF

* Serious Sexual Offences

* Street Prostitution

* SCLG

Total Groups c 21

* Query on these