

# Public Document Pack



## Safer Halton Policy and Performance Board

Tuesday, 22 January 2008 6.30 p.m.  
Council Chamber, Runcorn Town Hall

A handwritten signature in black ink, appearing to read 'David W R', positioned above a faint rectangular stamp.

Chief Executive

### COMMITTEE MEMBERSHIP

Councillor Shaun Osborne (Chairman)	Labour
Councillor John Stockton (Vice-Chairman)	Labour
Councillor Susan Edge	Labour
Councillor Martha Lloyd Jones	Labour
Councillor Keith Morley	Labour
Councillor Peter Murray	Conservative
Councillor Ernest Ratcliffe	Liberal Democrat
Councillor Margaret Ratcliffe	Liberal Democrat
Councillor Linda Redhead	Liberal Democrat
Councillor Geoffrey Swift	Conservative
Councillor Dave Thompson	Labour

*Please contact Michelle Simpson on 0151 424 2061 Ext. 1126 or e-mail [michelle.simpson@halton.gov.uk](mailto:michelle.simpson@halton.gov.uk) for further information.  
The next meeting of the Committee is on Tuesday, 18 March 2008*

**ITEMS TO BE DEALT WITH  
IN THE PRESENCE OF THE PRESS AND PUBLIC**

**Part I**

<b>Item No.</b>	<b>Page No.</b>
<b>1. MINUTES</b>	
<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda, no later than when that item is reached and (subject to certain exceptions in the Code of Conduct for Members) to leave the meeting prior to discussion and voting on the item.	
<b>3. PUBLIC QUESTION TIME</b>	<b>1 - 2</b>
<b>DEVELOPMENT OF POLICY ISSUES</b>	
<b>4. PRESENTATION - NIGHT STOP</b>	<b>3</b>
A presentation will be provided by Terry Pybis - Halton YMCA Nightstop Co-ordinator – outlining the Nightstop provision including details of how Nightstop works, what the service provides and the vision.	
<b>5. STRATEGIC PROGRESS ON COUNCIL'S CORPORATE PLAN</b>	<b>4 - 6</b>
<b>6. COMMUNITY SAFETY - MULTI AGENCY PROBLEM SOLVING (MAPS)</b>	<b>7 - 69</b>
<b>7. HEALTH AND PARTNERSHIPS DRAFT SERVICE PLAN 2008 - 2011 (NB RELEVANT SECTIONS - CONSUMER PROTECTION)</b>	<b>70 - 107</b>
<b>8. S.H.P. STRATEGIC IMPACT ASSESSMENT</b>	<b>108 - 110</b>
<b>PERFORMANCE MONITORING</b>	
<b>9. 3RD QUARTER FINANCIAL STATEMENT</b>	<b>111 - 115</b>

*In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.*

**REPORT TO:** Safer Halton Policy and Performance Board

**DATE:** 18<sup>th</sup> September 2007

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Public Question Time

**WARD(s):** Borough-wide

### **1.0 PURPOSE OF REPORT**

1.1 To consider any questions submitted by the Public in accordance with Standing Order 33 (5).

1.2 Details of any questions received will be circulated at the meeting.

**2.0 RECOMMENDED: That any questions received be dealt with.**

### **3.0 SUPPORTING INFORMATION**

3.1 Standing Order 34(11) states that Public Questions shall be dealt with as follows: -

- (i) A total of 30 minutes will be allocated for members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
- (ii) Members of the public can ask questions on any matter relating to the agenda.
- (iii) Members of the public can ask questions. Written notice of questions must be submitted by 4.00 pm on the day prior to the meeting. At any meeting no person/organisation may submit more than one question.
- (iv) One supplementary question (relating to the original question) may be asked by the questioner which may or may not be answered at the meeting.
- (v) The Chair or proper officer may reject a question if it:-
  - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
  - Is defamatory, frivolous, offensive, abusive or racist;
  - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
  - Requires the disclosure of confidential or exempt information.

- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter, which is not dealt with in the public part of a meeting.
- (vii) The Chairperson will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

Please bear in mind that public question time lasts for a maximum of 30 minutes. To help in making the most of this opportunity to speak: -

- Please keep questions as concise as possible.
- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.
- Please note that public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

#### **4.0 POLICY IMPLICATIONS**

None.

#### **5.0 OTHER IMPLICATIONS**

None.

#### **6.0 RISK ANALYSIS**

None.

#### **7.0 EQUALITY AND DIVERSITY ISSUES**

None.

#### **6.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

There are no background papers under the meaning of the Act.

**REPORT:** Safer Halton Policy and Performance Board

**DATE:** 22<sup>nd</sup> January 2008

**REPORTING OFFICER:** Strategic Director Children and young People

**SUBJECT:** Halton YMCA Nighstop Provision

**WARDS:** Borough-wide

## **1. PURPOSE OF REPORT**

1.1 To receive a presentation from Halton YMCA Co-ordinator informing the Board of the Nightstop Provision which is an initiative provided in conjunction with Halton Council's Homeless Team that offers emergency accommodation for single homeless 16 – 25 year olds exclusively using the homes of approved volunteers within the Halton Borough community.

## **2. RECOMMENDATION**

2.1 That the presentation be received.

**REPORT TO:** Safer Halton Policy and Performance Board

**DATE:** 22 January 2008

**REPORTING OFFICER:** Strategic Director, Corporate and Policy

**SUBJECT:** Presentation on the Strategic Progress of the Council's Corporate Plan

**WARDS:** Borough wide

### **1.0 PURPOSE OF REPORT**

- 1.1 To receive a presentation on the strategic progress of implementing the Council's Corporate Plan (2006-11)

### **2.0 RECOMMENDATION: That**

- 1) The presentation be received;**
- 2) The Board questions/comments on performance to date towards achieving the strategic objectives of the Council and its key partners;**
- 3) The Board provide a view on how members would wish to be involved in developing the new Local Area Agreement; and**
- 4) In the light of proposed new duties in the Local Government Bill the Board consider its relationship to the Halton Strategic Partnership.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 The overall policy direction for the Borough is captured in the Corporate Plan and Community Strategy. These were adopted by Council in May 2006 and have a timeframe of five years. The Corporate Plan sets out the Council contribution towards achieving social, economic and environmental well being for the people of Halton. It sets out the Council's priorities, 40 key areas of focus and 70 indicators through which strategic progress can be monitored. Attached is a data annex showing progress to date. Key issues will be drawn out in the presentation.
- 3.2 Since the plan was adopted, the Council has also set in place a Local Area Agreement (LAA). This is an agreement with Central Government that spells out the priorities and targets for local well being, based on outcomes which reflect local and national priorities. It is an important part of the delivery chain for the Community Strategy and Corporate

Plan. Arising out of the new Local Government Act all local authorities are required to develop with their partners a new Local Area Agreement for next year. The new LAAs will be part of a whole performance system for local government. It includes LAAs, a new Comprehensive Area Assessment (CAA) to replace Comprehensive Performance Assessment (CPA) as well as sweeping away most existing performance indicators and reporting systems and replacing them with a new, single set of performance indicators. It is vital that members play a key part in developing the new Agreement which will need to be agreed with Government by June 2008.

- 3.3 A part of the changes that will be wrought by the new local Government Bill is the need for any Council to develop new relationships with partners and partnerships in its area. Local authorities are expected to take a leading role on LSPs with involvement of Members on both LSPs and thematic partnerships. In advance of this Halton has already taken steps to increase representation of members from the Executive and PPBs on the Halton Strategic Partnership Board and the Special sit Strategic Partnerships. Council's must prepare a LAA as the delivery plan for the community strategy and partners (named in the Bill) will have a duty to cooperate. The Council's overview and scrutiny role will be extended to cover the partners with a duty to cooperate in the delivery of the LAA. Hence the nature of relationships between members and the LSP in Halton becomes of ever increasing significance.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 The Corporate Plan is the key overarching framework document for planning how the Council will make its contribution to improving life in the borough. It sets the context within which all the Council's decisions should be made. From it flows the service plans and budget decisions, which shape how the Council commissions and delivers its services. Hence, the Corporate Plan is the primary enabling policy for all that the Council does

#### **5.0 OTHER IMPLICATIONS**

- 5.1 The Plan has four key components: a long-term vision for the area focusing on the outcomes that are to be achieved; contributions that identify shorter-term priorities and activities that will contribute to the achievement of long-term outcomes; a commitment to implement service plans; and, arrangements for monitoring the implementation of the Plan and its review. The Plan forms the key basis for the Councils performance management arrangements and for reporting progress to local communities.

#### **6.0 RISK ANALYSIS**



- 6.1 The Plan aims to focus attention and resources on critical areas, provide more robust action plans and better-informed decision-making. It should also foster a culture that ensures the commitment and resources of the Council to produce positive outcomes. Therefore, it is important to regularly assess progress and use the results of monitoring to inform risk analysis.

**7.0 EQUALITY AND DIVERSITY ISSUES**

- 7.1 The Corporate Plan is the key overarching framework document for planning the future of the borough. As such, it is important that it gives a lead on the values of the borough. Chief amongst these is a commitment to equality and diversity.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
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**REPORT TO:** Safer Halton PPB

**DATE:** 22<sup>nd</sup> January 2008

**REPORTING OFFICER:** Strategic Director – Health & Community

**SUBJECT:** Community Safety – Multi-Agency Problem Solving

**WARD(S)** Borough-wide

**1.0 Purpose of Report**

1.1 To receive the final report of the Multi-Agency Problem Solving Topic Group, and a response from the Chairs of the Safer Halton Partnership.

**2.0 Recommendation: That:**

- i) Members of the PPB comment on the contents of the Topic Groups final report.
- ii) Members of the PPB comment on the response from the Chairs of the Safer Halton Partnership.

**3.0 Supporting Information**

3.1 Members of this Board visited West Lancs. Council in October 2006 to consider their multi-agency approach to community safety and anti-social behaviour. Whilst impressed with the West Lancs. 'model' it was recognised that what worked for them may not necessarily work in Halton.

3.2 It was, however, thought that the West Lancs. approach had merit, and the Anti-Social Behaviour Topic Group was asked to consider it and its possible application in Halton. To respond to this the Topic Group co-opted representatives from the Fire Service, Housing Associations, Youth Offending Team, the Youth Service, Probation, Neighbourhood Management and Community Safety Team.

3.3 The Topic Group considered the West Lancs. approach within the Halton context. It also examined research of other models, particularly those considered to be good practise, looking at the make-up of teams, their remit and approach, location, cost, benefits. As a result it produced its final report which is attached as Appendix 1. The summary of recommendations are listed on page 3 of that report.

3.4

This report was circulated to the Chairs of the Safer Halton Partnership for comment. It is the Partnership that has the statutory responsibility for Community Safety under Section 17 of the Crime

and Disorder Act. Their comments are attached as Appendix 2.

**4.0 Policy Implications**

4.1 The report suggests changes to the way matters relating to community safety are handled in Halton. If implemented the report would have ramifications on a number of partner organisations and how their services are delivered.

**5.0 Financial Implications**

5.1 If implemented in full, there would be set-up costs and ongoing revenue implications associated with office space and potentially increased staffing. A review of the accommodation would be necessary. Additional capital and revenue would therefore be required and an exercise carried out to quantify the costs.

**6.0 Council's Priorities**

6.1 Matters relating to community safety cut across all of the Councils priorities, but the primary focus is for A Safer Halton, reducing crime and the perception of crime and instances of anti-social behaviour.

**7.0 Risk Analysis**

7.1 There are no overt risks as the report concentrates on an overall strategic approach. If implemented, however, commitment from the identified partners, including a commitment of funds or in kind equivalent, would be required to ensure the approach is successful. If this is not present there is a risk that budgetary investment and structural change for some may happen for no overall great benefit.

**8.0 Equality and Diversity Issues**

8.1 The approach of the report is inclusive.

**9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

9.1 None under the meaning of the Act.

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>

# **SAFETY IN NUMBERS**

## **MULTI-AGENCY WORKING ARRANGEMENTS: THEIR POTENTIAL IN PROMOTING COMMUNITY SAFETY AND ADDRESSING ANTI-SOCIAL BEHAVIOUR IN HALTON**

**A report by the  
Safer Halton Policy and Performance Board's**

**Anti Social Behaviour Topic Team**

**9<sup>th</sup> July 2007**

## **SAFETY IN NUMBERS**

### **MULTI-AGENCY WORKING ARRANGEMENTS: THEIR POTENTIAL IN PROMOTING COMMUNITY SAFETY AND ADDRESSING ANTI-SOCIAL BEHAVIOUR IN HALTON**

#### **1 Purpose**

The main purposes of this report are:

- to explore what scope a Multi-Agency Problem-Solving (MAPS) approach and arrangements might provide for improving the way Community Safety, and Anti Social Behaviour (ASB) in particular, are addressed in Halton, and
- to present recommendations relating to the above arising from the work of the Safer Halton PPB's ASB Topic Team as a basis for discussion with partners.

#### **2 Report Outline**

The format of the report is as follows. It:

1. Provides a summary of recommendations, an indicative team organisation chart (Exhibit 1) and a synopsis – 'The 'MAPS' report in a nutshell'
2. Summarises the background to the Topic and signposts Annex 1 that outlines the approach used in carrying out the Topic work and lists key contributors
3. Explains the concept of a MAPS team and some of the reported benefits, and comments on the models and experience of other authorities
4. Sets out key elements and choices in terms of role, organisation etc. associated with designing a MAPS function
5. Makes recommendations, with supporting rationale, and describes a proposed model for multi-agency working (and how it might link with arrangements for handling non-emergency ASB incidents) as a basis for discussion with potential partners
6. Outlines next steps in taking the recommendations forward, with comments.
7. Includes supporting information in a number of further Annexes.

### **3 Summary of Recommendations**

- i) A MAPS-type team with a clear role and remit along the lines of the model proposed in the following recommendations and as outlined in this report (perhaps in the shape of a reformed Community Safety Team) is desirable for Halton.**
- ii) The core, co-located MAPS team should be made up of individuals who can provide a link and both knowledge of and access to the resources of their 'home' organisation and are best placed to add value through working in close proximity with colleagues from other agencies.**
- iii) The main focus of the MAPS team should be strategic, with the emphasis on strategy, commissioning, coordination, problem solving, ensuring key systems are fit for purpose and the adoption/dissemination of good practice. It should have a broad community safety remit, including ASB.**
- iv) The MAPS team should be complemented by a small, mainly operational ASB team coordinating the day to day response, principally to non-emergency ASB incidents, providing specialist support to frontline staff and taking forward selected casework.**
- v) The MAPS team would not be open to direct access by the public but would be accountable to the Safer Halton Partnership, with overview and scrutiny from the Safer Halton Policy and Performance Board.**
- vi) The issue of providing clear and effective channels and protocols for reporting and responding to incidents, and suitable contact points for the public, should be included in the Topic team's examination of non-emergency ASB.**
- vii) The MAPS team should ideally be located in reasonably close proximity to other functions with which they are likely to interact regularly.**
- viii) The proposed 'other associated actions' summarised in Annex 6 should be taken into consideration in taking forward the above recommendations and in developing a MAPS approach in Halton.**

While the Topic team has sounded out opinion, gathered evidence and listened, it is acutely aware that in putting forward these proposals it has not undertaken comprehensive consultation with potential partners. Nonetheless it believes it to be essential at least to outline the kind of model they have in mind as a basis for discussion with such partners prior to agreeing the principle, facing the challenge of securing commitment/resources from key partners, and further refinement and decision on the detail. Not least any MAPS-type arrangements will need to ensure that they complement rather than duplicate the multi-agency arrangements existing in the shape of the Youth Offending Team and functions located in Ashley House.

A synopsis – 'The 'MAPS' report in a nutshell' – follows to provide a quick overview of some of the report's key points.

## **SAFETY IN NUMBERS - THE 'MAPS' PROPOSALS IN A NUTSHELL**

A Multi-Agency Problem Solving (MAPS) team co-locates key staff from participating agencies who are best equipped to streamline communication, improve coordination, pool knowledge of/provide a gateway to participating partner organisations, ensure systems are fit for purpose and to improve outcomes for the public

A MAPS team can be thought of as the thinking 'head' of the Community Safety body (supporting relevant strategic partnerships, decision-makers, commissioners...)

Its role would be strategic and include commissioning functions and activities and problem solving e.g. research and intelligence, analysis and policy expertise, performance management and service procurement, coordination and evaluation

Scope would include prevention/diversion, through deterrence and protection, to enforcement and aspects of rehabilitation (boundaries e.g. with DAAT and YOT need to be identified and carefully managed to avoid duplication and friction. Efforts need to be complementary and mutually reinforcing)

Probably slightly smaller than the existing Community Safety Team (CST) but with wider partner representation and combining a somewhat different set of skills. Strongly led and managed, with clear reporting lines and accountabilities

For MAPS to focus on its primary strategic role, the handling of volume ASB incidents needs to be channelled elsewhere, hence the proposal for a small, operational and complementary ASB team

MAPS would not be directly accessible for the public. Any MAPS involvement in individual cases (as opposed to specific hotspots or 'situations') would be tightly controlled through appropriate referral processes and access criteria. For example cases would need to be complex, have wider implications and require a multi-agency approach outside normal relationships e.g. Police/Housing Assoc. bilateral working.

Preferred accommodation would be in the refurbished RTH close to (not same office) DAAT, Mental Health, Neighbourhood Management and Community Development teams.

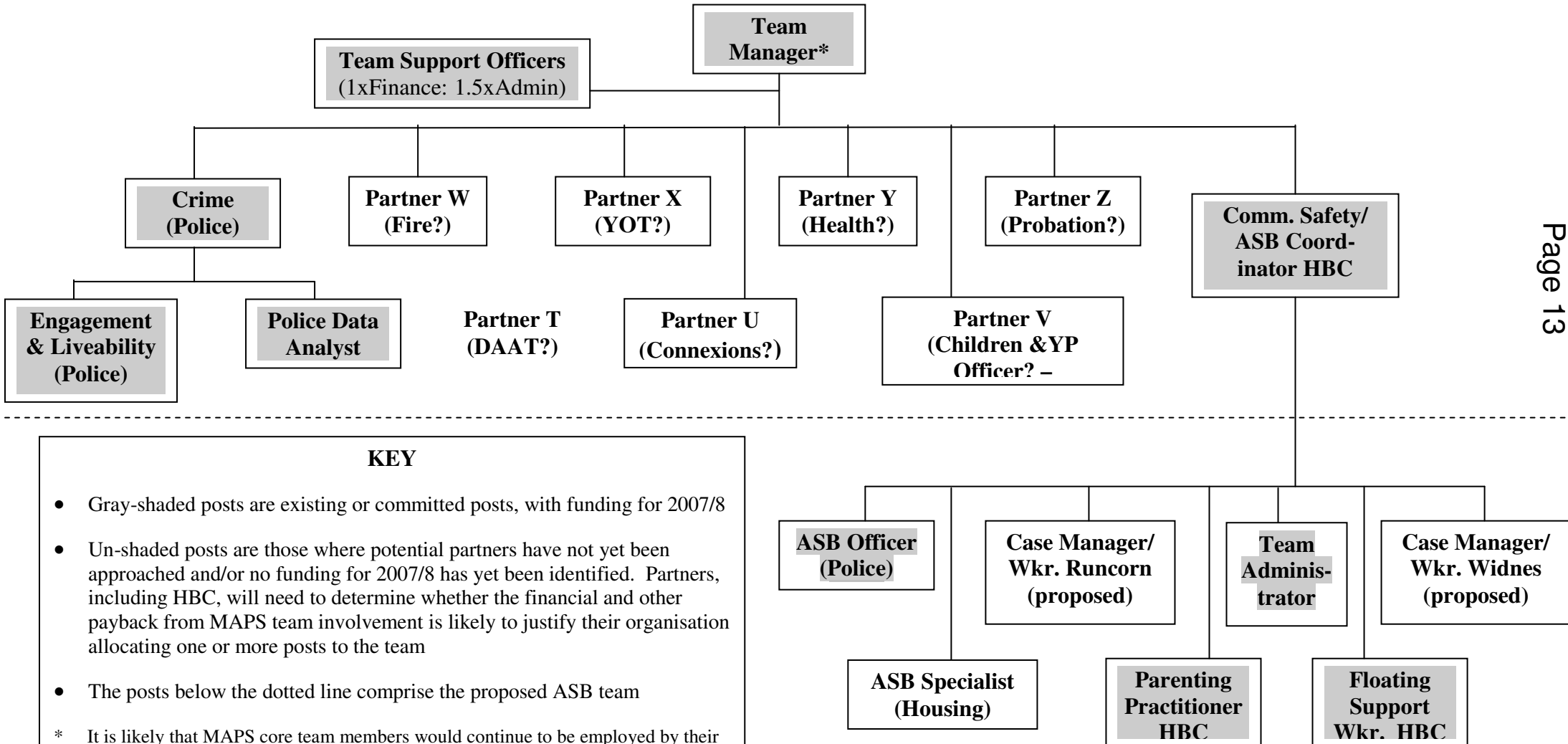
### **Other associated actions**

In developing Halton's approach to community safety and tackling ASB a number of issues and associated actions need to be considered, including:

- Governance and accountability: e.g. MAPS team individually accountable to team members' seconding home organisations, and collectively to the Safer Halton Partnership/CDRP. Safer Halton PPB has an overview and scrutiny role
- Monitoring and evaluation of impact and effectiveness
- Case management: creating the capacity to handle/manage cases properly
- Day to day leadership and MAPS team management
- Staffing – management, skills and knowledge, deployment of non-core staff
- Partnership arrangements – opportunity to review/streamline
- Cost/benefit assessment and plough back of savings and efficiencies made
- Consider the location/deployment of valued staff in the current Community Safety Team who will not be members of a core, co-located MAPS team
- Consider a better, more self-explanatory name for a MAPS team.

# COMMUNITY SAFETY MAPS TEAM INDICATIVE ORGANISATION CHART

*Exhibit 1*



**KEY**

- Gray-shaded posts are existing or committed posts, with funding for 2007/8
- Un-shaded posts are those where potential partners have not yet been approached and/or no funding for 2007/8 has yet been identified. Partners, including HBC, will need to determine whether the financial and other payback from MAPS team involvement is likely to justify their organisation allocating one or more posts to the team

• The posts below the dotted line comprise the proposed ASB team

\* It is likely that MAPS core team members would continue to be employed by their 'home' organisations, although day to day management would take place within the MAPS team arrangements. ASB team line management to be determined.



## 4 Background

Community safety, and ASB in particular, is a high profile issue for Halton and one in which many Councillors become directly involved on behalf of their constituents. Findings from the 2006 MORI Best Value General Residents Survey for Halton show that the level of crime is considered as the most important determinant of quality of life by 66% of respondents and the factors most in need of improvement are facilities for teenagers and the level of crime (56% and 48% of respondents respectively). ASB dominates doorstep concerns for many canvassing councillors and is amongst the top priorities for residents in all three of Halton's neighbourhood management areas.

This report is designed to complement Halton's ASB strategy which uses the Crime and Disorder Act 1998 definition of anti-social behaviour as:

**“Acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household.”**

and also lists examples of anti-social behaviours (not reproduced here). The popular emphasis on youth-related ASB should be kept in perspective. The split in Halton's current ASB caseload is roughly 60% 18+: 40% up to 18.

ASB was identified by the Safer Halton PPB as an overview and scrutiny Topic for review as part of its 2006/7 work programme. Given the broad scope of the issue and related community safety matters, the work is likely to continue into 2008 on a phased basis looking at several linked elements relating to this field of work.

This current report focuses on MAPS, but it should be recognised that a MAPS approach or team is only one amongst many possible elements in the mix needed for successfully addressing community safety issues, including ASB. Many of these elements, and associated staff, are already in place and are able unilaterally to make their own particular contribution to creating a safer Halton e.g. housing officers defusing neighbour disputes, the Council dealing with certain types of environmental ASB and the Fire Brigade in preventing and putting out fires. It is not always appropriate to over-complicate or interfere in the smooth functioning of these activities and it could be said that many of the essential ingredients for a successful system are already operating successfully.

Some aspects of community safety and associated problem solving, however, do call for a coordinated, multi-agency approach. Multi-agency arrangements bringing together two or more community safety partners have become a feature in many parts of the country. Indeed, Halton already has its own Community Safety Team. However, its role and effectiveness are not always well understood or fully appreciated, and this review provides an opportunity to take a fresh look at the sort of multi-agency arrangements that might best suit Halton's circumstances.

It is apparent from the Topic work involving comparisons with other areas that there is no definitive best practice model for multi-agency working (see Annex 2): but a MAPS approach which has attracted the interest and endorsement of the Government Office NW is up and running in W Lancs, a visit to which sparked the interest of Members and others to explore this kind of approach more closely.

One message that emerges strongly from the Topic work is that involvement in day-to-day ASB casework inhibits any MAPS team from focussing on more strategic, coordinating and commissioning aspects of the role. This points to the need for the two functions to be separated but to retain essential links.

## 5 The MAPS concept – an outline

The MAPS approach has a number of key elements including:

- staff in different partner organisations occupying key roles in addressing community safety/ASB are co-located in a core team
- the roles/staff brought together to form the core MAPS team should be those where co-location should yield significant added value extra to operating independently. (Keeping it relatively tight rather than clumping together lots of more weakly-associated community safety staff avoids recreating the communication difficulties that a co-located core team is designed to overcome.)
- core team members provide a link and both knowledge of and access to the resources of their 'home' organisation (e.g. the Police, Fire Service or Council)
- the core team would support and coordinate the activities of a wider group of individuals and organisations working to address relevant issues e.g. by convening multi-agency meetings
- the multi-agency perspective would enable MAPS to identify and support improvement to key ASB-related systems which cross organisational boundaries and which can deliver major service benefits to the public
- the MAPS (and ASB) team would be accountable to the Safer Halton Partnership, with the Safer Halton PPB responsible for overview and scrutiny, in keeping with the spirit of emerging legislation.

Beyond these characteristics, the working party's research has not identified a clear pattern or best practice model in the design of MAPS-type teams in the North West and beyond. (A report and commentary on a comparative survey undertaken by the working group is attached as Annex 2.) Arrangements differ, for instance, in terms of their focus/remit, their constituent staff/partners, their location and management/reporting arrangements.

While community safety teams of various kinds have been around for some years, the working group was unable to unearth any definitive research evaluating the comparative effectiveness of different sorts of teams, or of having no such team. Most of those identified in the North West have only been established a short while.

More usefully, a common theme amongst responding Authorities was the positive experience of having a co-located team. It is argued that potential benefits include:

- Better and faster communication
- Improved quality of decisions and the speed with which action can be taken on them
- Expectation of more effective coordination and improved outcomes in relation to community safety/ASB.

The benefits attributed to MAPS by W Lancs are included in the report of their visit (Annex 3) and are set out in Exhibit 2.

***EXHIBIT 2***

**PERCEIVED BENEFITS OF COMMUNITY SAFETY MULTI-AGENCY PROBLEM SOLVING (or 'MAPS') TEAMS -**

**The West Lancashire Experience**

**Perceived benefits include:**

- Much improved communication between agencies
- Savings in time (and money)/improved productivity from reducing the need for phone calls and meetings
- Improved information and intelligence sharing e.g. housing able to get info more readily from the Police, Police from Fire etc.
- Having representatives of disparate services co-located enables the MAPS team both to know about and to access specialisms within the various participating agencies much better
- Much shorter lead times
- Better coordination and cooperation between the key agencies involved in the complex/serious cases dealt with by the MAPS team
- Improvement in recognising and solving ASB-related problems
- Heightened staff commitment and morale – 'a great development opportunity'
- Because the infrastructure is in place, MAPS allows the agencies involved to handle and capitalise upon the flow of Government ASB initiatives more or less 'in stride'

**All resulting generally in:**

- A better, more seamless and responsive service and reduced ASB.

It is still early days for the MAPS approach and its evaluation, and in a complex environment with cross-cutting influences it is difficult to ascribe benefits entirely to one factor or another. However, the W Lancs MAPS team consider that they have played a part in:

- Reducing criminal damage to dwellings in Skelmersdale by 12%
- Achieving year on year reductions in reported ASB
- Increasing community reassurance
- Producing PSA 1 performance well above the Lancashire average.

Guiding principles for the way a MAPS approach is implemented in W Lancs include:

- Prevention is better than cure
- The problem solving approach is central
- Be focussed rather than scatter-gun
- Avoid diversion to operational work best handled by other agencies/arrangements
- Have a range of tools and approaches available
- Don't be over-reliant on the more draconian measures (ASBOs etc.), not least because this may deprive one of a 'Plan B'.

Inevitably the question of funding any MAPS team is a key issue. This was explored in most depth with W Lancs and they were able to confirm that:

- They incurred significant set-up/premises conversion costs in establishing their MAPS team, which was largely funded from special grants
- Staff costs. All MAPS personnel were currently in post so bringing them together as a co-located team incurred no extra staffing costs
- Other running costs. These were between £20K and £30K and included heating, lighting etc..

Annex 4 outlines financial issues and implications of establishing a MAPS team for Halton.

While there will always be uncertainties, especially given the current absence of rigorous evaluations of MAPS, the Topic Team considers that in the light of the evidence that is available, Halton should adopt/develop a MAPS approach either starting with a clean slate or by refreshing and developing the existing Community Safety team arrangements.

Given the absence of an accepted best practice model, the question now is what form of arrangement promises to suit Halton best and contribute most effectively to addressing ASB and possibly other community safety problems in the Borough. There may be no 'right answers', and the W Lancs experience indicates that MAPS is likely to develop in an evolutionary way, for example in terms of membership of the core team and in respect of its role and work priorities.

## **6 MAPS team – design considerations**

Numerous variations are possible in establishing a MAPS team. The first essential is to agree the primary role (or roles) and focus of such a team and to decide its remit. Examples of the design considerations that need to be taken into account in doing this are set out in Exhibit 3 below.

**EXHIBIT 3****MAPS team role and remit – Design considerations****Should a MAPS team's role and remit be:**

- anti-social behaviour or community safety more broadly?
- focussed on prevention and diversion and/or deterrence, enforcement and/or rehabilitation?
- strategic and/or operational?
- to provide services directly and/or to commission them from or guide the activities of individual partner agencies or third party organisations?
- to get involved in casework, particularly in relation to low to moderate (non-emergency) ASB incidents?
- to provide a direct access point for the public on community safety/ASB issues or to confine itself to more strategic issues and complex/serious situations demanding a multi-agency approach?
- set up to include as wide a range of disciplines and staff as possible or to maintain a relatively tight-knit group?
- located within a particular partner's premises (e.g. Police or Council) or on 'neutral' territory?
- located close to other related functions (e.g. partner organisation offices).

Exhibit 4. (below) proposes a range of roles and functions that could be carried out by a MAPS or equivalent team, reflecting the above design considerations. However, the mix of roles and functions is likely to be the subject of further discussion and refinement as part of a dialogue amongst key partners. The model at least provides a starting point for debate.

In addition, membership of a core MAPS team can be expected to evolve over time in response to changing circumstances and priorities. For instance, the practical experience of MAPS working will probably demonstrate that, in carrying out its day to day business, the core MAPS team communicates with a few key individuals (outside its own membership) much more often than with others. This may strengthen the case for including these individuals within an enlarged core team. Another factor that may affect the composition and role of a MAPS team (and potentially any ASB team that may be established) is the emergence of Neighbourhood Management and its impact on multi-agency coordination at local level. A keen awareness of, and adaptation to, such developments is essential if a MAPS team is to remain fit for purpose and continue to add value.

Team coherence and communication between individuals is at the heart of achieving the reported benefits of MAPS team working. Members of the co-located team should work full time on MAPS rather than having split duties. Although staff inevitably change jobs from time to time, a reasonable degree of continuity in membership of a MAPS team is also important.

**EXHIBIT 4****A MAPS TEAM MODEL FOR HALTON  
ROLE & SCOPE – PROPOSALS FOR DISCUSSION**

Overall direction of community safety strategy, commissioning and coordination of specified activity on behalf of and within a remit agreed by the CDRP/Safer Halton Partnership, including partnership support and the development and monitoring of key strategies and plans, and ensuring key systems are fit for purpose

Coordinating/undertaking/analysing research and intelligence to map community safety problems, trends and impact e.g. hotspots, recurrent crime/ASB, and measures to promote community safety

Source of expertise in what works in relation to relevant aspects of community safety including prevention, diversion, deterrence and enforcement

Familiarisation with and dissemination of relevant policy advice and best practice to decision-makers, partners and practitioners and its use to inform service commissioning and delivery

Provides the multi-agency infrastructure that can ‘field’ successive central government and other initiatives and either:

- take the lead on translating the initiative into something useful and adapted to local circumstances or
- serve as an expert commissioner, planning and monitoring the operational detail of relevant initiatives on behalf of a steering/funding group such as the CDRP/Safer Halton Partnership

As above for initiating cost-effective proposals to help prevent and tackle identified community safety issues (e.g. helping to solve ASB hotspot problems) and for developing ‘bids’ in conjunction with the External funding team and partners.

Only handles/commissions work on individual cases that meet MAPS team access criteria e.g. that cases have wider implications, are complex, and typically involve persisting ASB-related issues requiring a multi-agency response (This is likely to require one or two experienced staff to manage/work complex cases)

Manages/coordinates the system of support and control measures in relation to the above cases e.g. family support, the hierarchy of interventions (warnings, ABCs, ASBOs...) and monitors/maintains them for selected cases

Develops and oversees arrangements/system for responding to low to moderate/non-emergency ASB including tailored responses to (varied) local issues, and guides the activities of any dedicated ASB team

Coordinates communication with the public and media in conjunction with HBC and partner agency PR/Communication/Media teams.

Monitoring and evaluation including reporting to CDRP and the Safer Halton PPB.

## 7 A MAPS model for Halton – Recommendations (with rationale and/or commentary)

This section of the Topic team report describes and proposes a model for a MAPS team for Halton. While this model is considered by the Topic team to have merits, and a brief rationale is provided for each recommendation, it cannot be emphasised too much that there has not been consultation, certainly not full consultation, with potential partners. The Topic team's purpose is to provide a workable model that:

- takes a view on the design considerations outlined above
- moves the debate forward
- serves as a useful basis for further discussion, decision and action by partners, and
- contributes ultimately to improved community safety in the Borough.

It is acknowledged that aspects of the current system may be working well and need to be differentiated and managed separately from the MAPS team for a variety of valid reasons. It would not necessarily be most advantageous for them to engage as core members of a co-located MAPS team. The DAAT team, with their focus on commissioning the treatment and rehabilitation of addicts, may be a case in point. These matters would be the subject of discussion and agreement on the best way forward.

Bearing this in mind, and in the light of the evidence gathered, the **Topic Team recommends that:**

1. **A MAPS-type team with a clear role and remit along the lines of the model proposed in the following recommendations and as outlined in this report (perhaps in the shape of a reformed Community Safety Team) is desirable for Halton.**

No single, fully evaluated, best practice model has yet emerged in relation to multi-agency working to address community safety issues, including anti-social behaviour (ASB). Nevertheless, these are classic cross-cutting issues and the need for effective multi-agency working in dealing with some aspects of community safety is clear. For this reason, and reflecting the positive feedback on such arrangements from managers and practitioners in comparator local authority areas, the Topic team is persuaded that, on balance, a MAPS-type team with a clear role and remit along the lines of the model proposed (perhaps in the shape of a reformed Community Safety Team) is desirable for Halton.

2. **The core, co-located MAPS team should be made up of individuals who can provide a link and both knowledge of and access to the resources of their 'home' organisation and are best placed to add value through working in close proximity with colleagues from other agencies/departments.**

A key reported benefit of co-located MAPS team arrangements is more effective (e.g. better and faster) communication. Bringing together the right number of the right people is critical to success. If too many people with only weakly related roles are co-located then the benefit of better communication will be diluted. If too few people combining too little relevant knowledge and skills and providing access to too few key agencies and departments are represented, then some efficiencies and other service benefits are unlikely to materialise.

The choice of the right individuals is also vital, requiring as they do not only to possess the right skills, knowledge and influence, but also the ability and willingness to operate as productive team workers.

At an early meeting of the Topic team, Members suggested that the following partners/departments might be consulted with a view to their involvement in possible MAPS arrangements either as members of a co-located ‘core’ team or as more loosely associated ‘link’ members:

<b>Core MAPS Team:</b>	<b>Linked Agencies/Depts:</b>
Team Manager	Housing/Homelessness
Police      Fire	Consumer Affairs
YOT      Probation	Environmental Health
Health      Connexions	DAAT
Children & Young People	Mental Health Team/Social Care
Youth Service	
Community Safety/ASB Co-ordinator	(also Policy Adviser – Comm. Safety)

Questions that need to be asked of the current Community Safety Team or a prospective MAPS team include:

- Is the role of the team sufficiently clear and is it fully fit for purpose?
- Whatever the value of individual roles, does the team comprise those best placed to add value through working in close proximity with colleagues from other agencies/departments?
- Are the right partners and posts involved at present?
- Is the team too large or might a smaller more carefully chosen team deliver more of the right outcomes, more effectively?

[Indicative MAPS team organisation chart is included as Exhibit 1, page 5 above.]

**3. The main focus of the MAPS team should be strategic, with the emphasis on strategy, commissioning, coordination, problem solving, ensuring key systems are fit for purpose and the adoption/dissemination of good practice. It should have a broad community safety remit, including ASB.**

Key aspects of the role would include:

- understanding the nature, distribution etc. of the problems of crime and ASB and what the public primarily want from the system for addressing it
- ensuring best use of relevant intelligence/data
- being expert on policy research, best practice, what works and is most cost-effective in improving community safety
- monitoring and evaluation of performance/impact and tracking of emerging problems/ trends
- effective targeting and coordination of community safety resources e.g. through multi-agency meetings
- ‘commissioning’ work to improve community safety outcomes (see i) below)
- problem solving e.g. to deal with persistent ASB hotspots
- ensuring the community safety/ASB system(s) is fit for purpose, critically reviewed and continuously improved
- other possible roles: see Exhibit 4 on page 11 above.



An effective MAPS team could be seen as the ‘head’ of the community safety body: a hub of expertise supporting the work of the key partnerships and agencies, spotting and analysing the main problems, identifying what needs to be done and the best way of doing it, commissioning and coordinating work, and ensuring delivery, performance and outcomes are on track. The rest of the community safety ‘body’ (PCSOs, Housing Officers, the ASB team, relevant Council services etc.) is more operational in character: getting on with effective delivery, keeping the ‘head’ informed of progress, problems and ideas for improvement.

At present the essential policy research etc. role that helps to ensure we are ‘doing the right things’ is weak, heavily compromised by diversion to reactive casework and to supporting partnership processes. There is therefore a risk that courses of action will be decided and resources will be allocated, uninformed by good practice and evidence of what works. This is a key factor behind the Topic team’s recommendation 5 that proposes a separate but linked, casework-focussed operational ASB team, while a Community Safety/ASB officer/ coordinator should form an integral part of any MAPS team.

While a MAPS team may avoid involvement in most individual casework, it would be well placed, for instance, to help deal with ASB hotspots – consulting with local people and Councillors, understanding the causes, devising/agreeing a response, initiating action and monitoring progress/impact.

A further issue has been that of management input from the Council side. The Council’s original Community Safety Officer has been on secondment to the Home Office for almost 2 years. This absence aside, the organisational ‘distance’ between this post and the responsible Operational Director was very considerable. This has meant that there has been no one sufficiently senior to provide effective leadership yet with a sufficiently narrow remit to provide the focus and concentrated attention demanded by an issue of the importance of community safety. The management arrangements for the team are currently under review and should address this issue.

However, team leadership skills of a high order are essential to provide clear direction, effective management coordination, to develop and hone key systems/ processes and to serve as a champion and senior ambassador for the community safety function. Overall responsibility for the MAPS and ASB teams will span the strategic and tactical functions outlined in 3 above plus accountability for the operational effectiveness of the ASB team.

As conceived here:

- i) **The MAPS team would focus primarily on a strategic commissioning and policy role.**

Many of the factors underlying ASB are relevant to criminal and other dysfunctional behaviours, and research indicates that ways of addressing them often have much in common. The MAPS concept should not be confined to a narrow ASB role but should embrace community safety more broadly since it provides the opportunity to take a more comprehensive approach, including early prevention, and to deal with problems more effectively as part of an integrated system.

The meaning given to the term ‘commissioning’ has perhaps been stretched here. The MAPS team would not itself hold and allocate funds but would advise and act on behalf of bodies that do, such as the Safer Halton Partnership. Also in a kind of ‘soft’ commissioning role, and by virtue of an intended consensus around its multi-agency remit, knowledge and expertise, the MAPS team would supportively influence and guide the activities of relevant mainstream service providers where appropriate.

**ii) The scope of the MAPS team should embrace prevention and diversion elements of community safety as well as deterrence, enforcement and aspects of rehabilitation.**

Part of a strategic MAPS team’s role would be to look across the whole system for promoting community safety in the Borough and to help ensure that the system was fit for purpose and continually improving.

A number of independent agencies or departments are well placed to champion aspects of the prevention ←————→ rehabilitation continuum (e.g. the Children and Young People’s Directorate on aspects of early prevention and the Police in respect of enforcement). A special aim and contribution of a MAPS team would be to secure a reduction of crime and ASB incidents by ensuring effective prevention/diversion, reducing the need for enforcement and improving the safety and welfare of the community.

**iii) The MAPS team will be actively engaged in identifying problems and opportunities and in coordinating the efforts of relevant agencies in working to solve problems and in dealing with crime and ASB hotspots, but would generally avoid direct involvement in individual casework.**

See also recommendation 5 below.

While it cuts across a ‘pure’ commissioning model for the MAPS team, arguments can be made for the team to handle carefully selected cases e.g. where the skills embodied in the MAPS team are best placed to resolve the problems in question and where speed is of the essence. Involvement in individual casework may also help to keep the MAPS team ‘grounded’ in dealing with real problems not just the theory and can have a positive influence on staff morale and motivation (viz. W Lancs).

However, to avoid getting bogged down in reactive, day to day casework the MAPS team should only take on cases that are formally referred by other agencies/partners and which meet tight criteria. These criteria would need to be agreed, but Exhibit 5 provides an illustration of the sort of thing that might be included.

**EXHIBIT 5****REFERRAL OF INDIVIDUAL CASES TO MAPS****REFERRAL CRITERIA (Indicative)**

For individual cases to be taken on by the MAPS team the case would need:

- to have wider implications
- to be complex
- to be persisting/recurrent
- to require a multi-agency approach
- to call for skills and knowledge brought together most cost-effectively within the MAPS team rather than via any other form of combined working
- to be referred and screened for approval using the agreed MAPS referral/assessment procedure and only after initial investigation had been carried out
- to have a definable exit route from MAPS involvement or other means of closure.

- iv) **The MAPS team will have an important role to play in identifying and supporting improvement to key community safety-related systems, notably those that cut across organisational boundaries, in conjunction with relevant service staff.**

It has been identified (e.g. through the work of Dr. W.E. Deming) that the causes of performance variation in systems and the potential for improving performance can typically be attributed 95% to the system and 5% to the staff who use the system to deliver a service. It is therefore to be expected that significant improvement in the prevention and handling of ASB incidents (and community safety more broadly) may be available through adopting a systems thinking/'lean' service approach, as the West Midlands police force is already demonstrating.

With appropriate training and expertise, the MAPS team could play an important part (e.g. coordination and support) in exploiting the potential within its remit for improvement through systems thinking, especially where systems cut across organisational boundaries.

4. **The MAPS team should be complemented by a small, mainly operational ASB team coordinating the day to day response, principally to non-emergency ASB incidents, and taking forward selected casework.**

A theme that emerged from the Topic team's enquiries is that, while both roles are important and clearly linked, involvement in reacting to day to day ASB incidents and casework does not mix successfully with the more strategic, commissioning aspects of community safety. Such cases divert attention and tend to detract from each other. (This may also be true, for instance, of various aspects of rehabilitation that are reliant on 'clients' participating voluntarily and where a uniformed 'enforcement' presence may be unhelpful.) For this reason, and so that both roles can be carried out more effectively, a dedicated, operational ASB team is proposed.

While the details of its role would need to be fleshed out with partners, they should include:

- ensuring that a straightforward system for reporting ASB incidents is in place and functioning effectively and that good quality information is available for understanding ‘demand’ and monitoring performance
- serving as a reference point (either directly or via third parties) for non-emergency ASB incident reporting, in accordance with the above system
- the coordination of responses to ASB incidents, and case-management/ involvement where necessary\*
- the provision of specialist support in responding to ASB situations e.g. from a police or housing ASB specialist or through the input of a Parenting Practitioner or intensive family support.

\* ‘Where necessary’: The majority of ASB incidents are handled by front line staff from particular organisations such as Housing Associations, the Police Community Support Officers and various Council departments. It is important that any coordinating ASB team should not complicate the smooth working of existing arrangements but should only get involved where by doing so it can clearly add value.

Apart from their direct involvement in particular cases, the expertise of the specialists within the ASB team would be available to be drawn upon by frontline staff such as Housing Officers and PCSOs in circumstances where cases they were dealing with demanded experience or knowledge beyond their own training and competencies.

The makings of such an ASB operational team are already in existence in the persons of:

- Specialist ASB Police Officer
- Parenting practitioner (‘Super-Nanny’)
- Floating support worker
- Potentially re-deployment of admin. support from within the existing Community Safety Team

[Guidance and input would also be available if required from the ASB Coordinator/proposed Community Safety Officer.]

There also needs to be some case-management capacity. (Currently the Council’s ASB coordinator is carrying a caseload of some ASB 50 cases, diverting them substantially from their intended, more strategic, core role.) It is worth noting that ‘encouraging local areas to improve their case management systems...’ is the first recommendation in the National Audit Office’s Dec 2006 report for the Home Office entitled ‘Tackling Anti-Social Behaviour’.

Research indicates that the business case for providing intensive family support of the kind the proposed ASB team would help to deliver is strong (see evidence from the Sheffield Hallam University research commissioned by the Department of Communities and Local Government –

[http://www.communities.gov.uk/embedded\\_object.asp?id=1503795](http://www.communities.gov.uk/embedded_object.asp?id=1503795)

which describes it as ‘excellent value for money’). It is suggested that this be examined in more detail if necessary.

The MAPS working group has also been advised that a significant and increasing proportion of RSL tenancy and estate management work (50+% for some staff) is being taken up with ASB issues. A proportion of the cases handled require knowledge beyond the normal scope of a housing officer job or would be better dealt with by an expert, freeing up frontline housing officers' time.

In the light of the above evidence it is proposed that:

- i) an ASB Case Manager/Worker for Widnes and similar person for Runcorn should be recruited as part of the ASB team, initially for a three year pilot period.**
- ii) the Halton Housing Partnership should be invited to consider the merits and possible funding of a specialist housing officer post to provide added expertise in support of frontline ASB staff on housing-related issues and to work as a full member of the ASB team.**
- iii) the proposed ASB team arrangements should be properly evaluated and the staff mix and level kept under review.**

If, for example, future levels of demand indicated that an additional family support worker was required, a solid business case would need to be carried out to support the case for recruitment, using the evidence from evaluation.

It is to be expected that an effectively functioning ASB operational team would relieve a range of other individuals and services of ad hoc calls on their time and help to reduce 'failure demand' or waste resulting from not getting the response to ASB incidents right first time. The 'invest to save' potential needs to be considered carefully.

- 5. The MAPS team would not be open to direct access by the public but would be accountable to the Safer Halton Partnership, with overview and scrutiny from the Safer Halton Policy and Performance Board.**

The nature of the MAPS team role as envisaged here would not require there to be direct access to the team by the public. In fact this would be a diversion from their core tasks. This need not, however, preclude the MAPS team contacting or consulting with the public where necessary. Access for the public is also considered under recommendation 6.

This comparatively low public visibility of MAPS makes effective governance and assessment of its impact all the more important. It is envisaged that the MAPS team would be accountable to the Safer Halton Partnership, with the Safer Halton PPB responsible for overview and scrutiny, in keeping with the spirit of emerging legislation.

- 6. The issue of providing clear and effective channels and protocols for reporting and responding to incidents, and suitable contact points for the public, should be included in the Topic team's examination of non-emergency ASB.**

For many Members, dealing with ASB on behalf of constituents is a significant issue and source of ward business and complaints. They consequently find themselves very much in the front line on this issue. The need to examine the way ASB incidents are reported and handled arose, not least, from Members' own experience and views, supported by initial findings from early research by the Topic team. This identified confusion about ASB reporting channels and the absence of systematic feedback to be problematic, requiring closer examination.

The routing of non-emergency ASB incident reporting, and arrangements for responding to them, do currently seem to be unclear to the public, Members and some professionals. The Topic team has initiated evidence-gathering in relation to these problems. It proposes to report on this by January 2008, with recommendations. The further potential for using HDL and other outlets as contact points for ASB matters also needs to be explored further.

**7. The MAPS team should ideally be located in reasonably close proximity to other functions with which they are likely to interact regularly.**

If a MAPS team is not intended to be a direct access point for the public, then the range of suitable locations for the team is opened up (i.e. it doesn't need to be on a high street or provide a publicly accessible 'shop window'). With appropriate ICT links, they could be located almost anywhere.

The proposed refurbishment of the Council's Runcorn Town Hall (RTH) offices may provide an opportunity to provide suitable accommodation for a MAPS team with the possible added advantage of having DAAT, the Mental Health team, Community Development and Neighbourhood Management functions in close proximity. This would also open up options for the future of the current Community Safety Team premises.

[A note expanding upon the location and property aspects of these proposals is included as Annex 5.]

**8. The proposed 'other associated actions' summarised in Annex 6 should be taken into consideration in taking forward the above recommendations and in developing a MAPS approach in Halton.**

## **8 Next Steps and Concluding Comments**

In terms of process, this report and recommendations first need to be considered, and hopefully endorsed, by Halton Borough Council's Safer Halton Policy and Performance Board (PPB) that initially commissioned the work. The next steps involve:

- Presentation of the report to the Council's Executive Board for comment and decision on those aspects that are within its gift and remit
- Dialogue with key prospective partners prior to presentation of the report to Halton's Safer Halton Specialist Strategic Partnership – the Borough's statutory Crime and Disorder Reduction Partnership – again for comment and decision
- Feedback to the Safer Halton PPB and other relevant parties, with a proposed plan of action, requesting further information or work if necessary and providing an opportunity for the PPB to comment on decisions reached.

As indicated above, there has not been full consultation with potential partners in the development of this report and these proposals can therefore only be a basis for discussion and an aid to informed decision-making.

In conclusion it is worth airing the dilemma that faces Councils in playing their full part in addressing community safety. While it is not the most onerous, most inspected or resource-hungry of a local authority's statutory duties, community safety issues are both complex and intractable and sit very high on the public's agenda. For an organisation bounded by other more clear and prescribed duties involving a heavy commitment to direct service provision and associated staff, where should its priorities lie? At one level certainly, the importance placed upon addressing crime and disorder along with anti-social behaviour by the public sits uncomfortably with the reliance many aspects of this area of service have upon short term funding.

The Topic team recognises that at this point it has not assessed the financial implications of its recommendations in detail, but until a degree of consensus is reached between partners on the MAPS approach and an agreement to participate been reached in principle, there is only so far such an assessment can go.

A number of relevant things can nevertheless be mentioned regarding resources, costs and benefits:

- other areas adopting a similar MAPS approach – notably W Lancs – have incurred few additional running costs since their arrangements involved the co-location of people already in post, though previously scattered between a number of agencies, making it a relatively low (financial) risk strategy. (Their main cost was in premises adaptation and refurbishment for which they received significant, but possibly not repeatable, grant aid)
- greater process efficiency (e.g. in terms of time spent in communication, setting up or eliminating the need for meetings, briefing and decision-making) has been cited as one of the benefits of a co-located MAPS team which would result in either 'cashable' or 'non-cashable' savings or, potentially, service improvements
- improved understanding of and response to community safety issues should lead to more effective targeting and use of resources
- any reductions in crime and ASB incidents would reduce costs or free up resources for other purposes.

Historically public agencies have not always been good at evaluating the impact of what they do and assessing the 'whole system' costs and benefits of changes made. It is suggested that in taking forward the recommendations in this report, Halton should put in place good practice measures for evaluation so that future decisions on improving the arrangements for addressing ASB can be better informed and further enhance the quality of life of people in the Borough.

**APPROACH USED IN CARRYING OUT THE TOPIC WORK  
and  
KEY CONTRIBUTORS**

The Topic work involved the use of a range of approaches including:

- Topic Team and other meetings
- Visits and evidence gathering events
- Interviews
- Use of surveys
- Desk research and analysis.

The core Topic Team comprised:

The Members of the Safer Halton PPB's Anti-Social Behaviour Working Group  
Councillors:

John Stockton (Chair)

Sue Edge

Martha Lloyd-Jones

Ernest Ratcliffe

Geoffrey Swift

Pamella Wallace

With supporting officers:

Howard Cockroft (Lead)

Janet Guy

Clare Myring

Les Unsworth

Alex Villiers

For the purpose of considering the MAPS issue, membership of the core Topic Team was broadened to include any member of the Safer Halton PPB, and officers from a range of relevant agencies were also invited to attend. Additional contributors included:

Councillor Shaun Osborne (Safer Halton PPB Chair)

Councillor Marie Wright (Executive Board Portfolio Holder, Community)

Councillor Colin Rowan

Councillor Linda Redhead

Andy Briggs (Fire and Rescue)

Inspector Andy Ross (Police)

Steve Eastwood (DAAT Manager)

Andy Williams (Community Safety Team)

Others contributed as consultees or witnesses and included:

HBC's Community Development Team

Alan Carr (former ASB Coordinator)

The staff of the W Lancs MAPS team

Gareth Jones (YOT Manager)

Dave Williams (Youth Service Manager)

John Tradewell (former HBC Solicitor)



## **RESEARCH INTO 'MAPS'-TYPE TEAMS IN OTHER AREAS**

### **Report and commentary**

#### **1.0 Introduction**

- 1.1** The research brief was to investigate multi-agency arrangements and best practice in other areas, in particular the establishment of Multi-Agency Problem Solving (MAPS) Teams, or similar, and whose remit includes Anti Social Behaviour.

#### **2.0 Methodology**

- 2.1** A questionnaire was sent out to a number of local authorities, including near neighbours, in particular those known to have a MAPS Team in place, members of the Audit Commission 'Family Group' of like authorities and those whose activity in Community Safety has been recognised as good practice. The latter includes Beacon Councils and those with a high score following an Audit Commission Inspection of Best Value Reviews of Community Safety. A broad selection of local authority websites was visited and a range of Crime and Disorder Reduction Partnership (CDRP) structures obtained for comparison.

- 2.2** In brief, the questionnaire covered the following issues:

- Purpose, scope and remit of the MAPS Team;
- Benefits of establishing a MAPS Team and targets/performance methods used to measure success;
- The balance between the Team's operational, tactical or strategic work;
- Criteria for referral of problems to the MAPS Team - does the Team deal directly with the public;
- Management and reporting arrangements;
- Membership of the Team including what agencies experience has shown should be included;
- Benefits of co-location, if in place;
- Any shared experience in establishing and maintaining the Team.

### **3.0 Findings and Conclusions**

**3.1** The research showed that, in many cases, the authorities that responded have only recently established a MAPS Team, and these may not yet be fully embedded. Some other authorities intend to set up a multi agency team in the near future. Those that are in place are in a number of formats. The role of the Team can vary from wholly strategic to fully hands on operational and fit within the structure in a number of ways. Indeed in one authority the MAPS Team met fortnightly for operational and tactical purposes and quarterly for strategic purposes

**3.2** All responding authorities concurred that the establishment of a MAPS Team brought benefits. These included:

- improved co-ordination between agencies
- establishing an 'as one' approach to problems, and
- help towards elimination of gaps caused by fragmentation of services which are working broadly to the same goals (as set out in the aims and objectives of the CDRP).

Where co-location has been possible this has been seen as an added advantage (note: Teams are often co-located within Police Stations).

**3.3** A common problem has been to establish a sustained level of commitment from all the agencies within a multi agency team, due in part to conflicting priorities and demands on resources, even from those which may be considered as 'core' members. It may be that this situation can be easier to resolve in a unitary or metropolitan council than in two tier areas. Also co-location should be a more realistic option in these circumstances.

**3.4** The level of proactivity of MAPS teams has, from this fairly limited research, been difficult to judge. It would seem to depend on the criteria for setting up the team, that is either to respond directly, albeit in a co-ordinated manner, to local problems as they arise, or to take a broader view which brings together all issues and agrees a (proactive) way forward from a strategic viewpoint.

**3.5** None of the respondents has, it seems, established a MAPS team which deals exclusively with Anti Social Behaviour, although the term itself incorporates a wide range of contributing issues which a CDRP is acting to resolve. In all cases the MAPS Team contains at least one full time ASB officer reporting directly to the Team. In one area (Burnley) the recently established MAPS Team directly controls the uniformed Community Safety Officers, both in terms of direction of their activities and in responding to the issues that they come across

daily in the community. In addition there seems to be variation in the focus of MAPS teams as between enforcement and prevention.

**3.6** Formats of MAPS Teams can be broadly grouped as follows:

- Strategic MAPS. These have no direct contact with the public, operate at a strategic level, have virtually permanent members from partner agencies;
- Area based multi agency teams. Examples include St Helens (NAGS Teams), Warrington (BIGAS Team) and Walsall. These teams are made up of a number of agencies for each selected area and respond directly to problems as they arise in that area in a co-ordinated manner. Strategic guidance may be taken from for example an Executive Board, which reports to the CDRP and thus helps direct the strategic approach. An ASB Officer would be based at the centre and operate in response to needs identified by each team as and when required.
- Operational MAPS Teams e.g. Chorley. This Team's remit is to prepare and implement an action plan arising from the Community Safety Strategy, monitor crime statistics and carry out a range of operational initiatives. Other agencies are drafted on to the mainly Police led team as and when. This team is located within the Neighbourhood Services & Streetscene Department.

**5.0 Case Studies**

**5.1.1 Preston City Council;** - Preston is currently in the process of establishing a MAPS Team, building upon the work done by GONW, who are now talking about MAPS as a methodology, rather than necessarily as a 'team'.

Preston envisages the MAPS team to be more of a co-ordinating group, as there are already a number of specialist groups, rather than concentrating exclusively on ASB.

**5.1.2 Burnley:** - Burnley's ASB team (mainly resourced via External Funding) is part of, and co-located within, the MAPS Team. The MAPS Team was appointed in September 2006.

**5.1.3 St Helens:** - St Helens does not have a MAPS Team as such in place but tends to work through its Neighbourhood Action Groups (NAGs) which are multi agency. These bodies are not tasked by the CDRP but by issues from within their own neighbourhood. As well as location issues they also deal with people issues e.g. individuals causing concern with their community, either crime or anti-social behaviour.

**5.1.4 Walsall:** - the whole partnership delivery structure is based on six multi-agency problem-solving teams. This process is enhanced through a number of Local Neighbourhood Partnerships and Community Action Groups.

**5.1.5 Warrington:** - At least one officer has a role to co-ordinate a number of multi-agency teams to attempt to solve local problems/issues raised by partners and the community. If the group itself cannot deal with the problem the Co-ordinating Officer(s) will signpost it up to the appropriate Council Department/Officer initially. Each problem is logged and revisited monthly, thus setting up an audit trail.

WBC also has a group called ASBIG (Anti Social Behaviour Intervention Group). They are a multi agency group who look at using interventions on individuals before nominating them for ASBO therefore not many ASBOs have been issued in the Borough.

**5.1.6 Rotherham:** - Rotherham has a Safer Neighbourhood Team structure which involves the JAG - Joint Action Group - which comprises very senior officers from all agencies including Police and across the Council. Under this are seven NAGs - Neighbourhood Action Groups - which operate at Area Assembly level. They are tasked with problem solving priority issues determined in partnership with the local communities. Unusually Rotherham has a Central Information Unit which collates statistics from the Police and Council systems and provides information to assist problem solving.

Under this is the operational arm - the SNTs (Safer Neighbourhood Teams) comprising the wider Police family, Police and the Arms Length Housing provider. These partners attend daily briefings and are tasked accordingly.

**5.1.7 Pendle:** - Pendle MAPS - *'where a crime is being committed the Police should be notified... where behaviour is inappropriate and causing a disturbance residents should contact the MAPS team'*. PCSOs are initially sent out, if no solution is found the MAPS Team gets more involved.

**5.1.8 Wakefield** has an overall Coordination Group, then specialist groups and area based groups.

## **6.0 Further Considerations**

**6.1** As well as being aware of the situation elsewhere it may be politic to take into account a number of other considerations when deciding whether to establish a MAPS Team, such as:

- Clarifying the role of a MAPS Team e.g.:

- Should it be strategic and/or operational and/or tactical
- Should it keep focussed closely on ASB only, meaning there be any areas that the MAPS Team would not have in its remit, such as Environmental Crimes, joint operations...
- Demonstrating Benefits - better co-ordination of work of several agencies;
- Awareness of any gaps that won't be filled, that would still exist even with a MAPS Team in place - how proactive should the Team be;
- Caseload - what would be a realistic caseload for the Team (depends on role and working philosophy).

## MAPS TEAM BENCHMARKING QUESTIONNAIRE – JAN. 2007

### SUMMARY OF RESPONSES

1	What Is the main purpose of your MAPS team?	<p><b>Chorley</b> Discuss and provide solutions to local problems</p> <p><b>Darlington</b> The Partnership brings together key agencies with a collective aim to reduce Crime, Disorder, and Substance Misuse in Darlington. The partnership aims to promote safer communities, through effective enforcement, prevention, intelligence gathering, and education</p> <p><b>Burnley</b> The MAPS Team aims to:</p> <ul style="list-style-type: none"> <li>• Develop and enhance partnerships through a multi-agency approach</li> <li>• Implement the Borough's Crime &amp; Disorder Reduction Strategy</li> <li>• Make a significant contribution to the Community Safety Partnership meeting its aims and objectives</li> <li>• Create a working environment where people from different organisations consider themselves as colleagues working towards a common goal</li> <li>• Create a joint approach and therefore shared ownership for ASB problems</li> </ul> <p>Pool knowledge and experience</p>
2	What Is its scope and remit, for example does it include prevention, diversion etc. and is it focussed on ASB or more broadly on Community Safety?	<p><b>Chorley</b> All of those things</p> <p><b>Darlington</b> It's focused on all crime, disorder and substance misuse issues. It focuses on enforcement, prevention and rehabilitation.</p> <p><b>Burnley</b> ASB</p>
3	What are the principle ( <u>outcome</u> type) benefits the MAPS team was set up to deliver? (E.g. reduced ASB...?)	<p><b>Chorley</b> Most items mentioned in 2 above</p> <p><b>Darlington</b> All targets as outlined in the Crime, Disorder and Substance Misuse Reduction Strategy.</p> <p><b>Burnley</b> Anticipated reduction in ASB but not yet got data to support</p>
4	What kind of (preferably evidence-based) impact do you consider your MAPS arrangements are having? (Any notable examples, say, of reductions in ASB?)	<p><b>Chorley</b> A local bus station was having problems with youths. Reduced this behaviour by applying for ALO's (Architectural Liaison Officer) assessment and providing extra staff.</p>

		<p><b>Darlington</b> This structure has just recently been introduced therefore impact has not yet been measured on reductions/targets. However an improved joined up approach to problem solving has evolved.</p> <p><b>Burnley</b> Measuring benefit difficult but additional knowledge/energy &amp; quick responses to projects, e.g. bus shelters, mini motos, sex workers.</p>
5	What performance indicators/ measures do you use to gauge progress?	<p><b>Chorley</b> Police stats, public response</p> <p><b>Darlington</b> Targets outlined in Crime, Disorder &amp; Substance Misuse Reduction Strategy. Current performance 2006/07 against baseline year 2003/04.</p> <p><b>Burnley</b> No. of referrals/signposting record. PSA 1 Citizens' panel 'feeling safer'.</p>
6	What are the principal ( <u>process</u> type) benefits the MAPS team was set up to deliver?) e.g. improved inter-agency co-operation/communication, greater efficiency, quicker response, better coordination.	<p><b>Chorley</b> All of these</p> <p><b>Darlington</b> Improved co-operation and communication improved intelligence, multi-agency sharing of problems, resources and action. Improved response to communities, improved multi-agency co-ordination</p> <p><b>Burnley</b> Delivery arm of CSP Co-location Partnership working</p>
7	How successful have your MAPS team arrangements been in delivering these process benefits?	<p><b>Chorley</b> Quite successful depending on the problem</p> <p><b>Darlington</b> All the above have significantly improved.</p> <p><b>Burnley</b> Operating only a short time but cultural understanding, shared working and faster responses.</p>
8	What's the balance in the team's work between operational, tactical or strategic?	<p><b>Chorley</b> More strategic (<i>NB: - Community Safety Strategy states MAPS Team - 'to carry out the operational work'</i>)</p> <p><b>Darlington</b> The partnership meets 2 weeks on an operational and tactical level and quarterly on a strategic level.</p> <p><b>Burnley</b> MAPS Team is operational. MAPS Steering Group is tactical. CSP Delivery Group is strategic</p>

9	<p>What referral criteria if any are there for issues dealt with by the team? (e.g. only complex, serious cases where there is a multi-agency dimension)</p>	<p><b>Chorley</b> Any problem the MAPS Team can help with</p> <p><b>Darlington</b> Any individual problem can be referenced if there is evidence that the problem has tried to be dealt with in the day job and failed.</p> <p><b>Burnley</b> Don't deal with single agency issues - pick up multi-agency/ complex issues &amp; borough wide themes that can't be dealt with by local PACT panels.</p>
10	<p>Does the MAPS team engage directly with the public and if so how and for what kinds of reasons? Does it have any direct casework capacity e.g. for dealing with persistent problem families?</p>	<p><b>Chorley</b> Depends on which member of team is involved. Police Officers and ASB Officer do.</p> <p><b>Darlington</b> The partnership engages with the community via resident and tenant groups, newsletters etc. The reason for this is to keep them up to date with crime and disorder issues in their areas and allow them to share any concerns with us. The partnership is currently reviewing how we engage with the community. We have recently just drafted a Communications Strategy for the Partnership.</p> <p><b>Burnley</b> No does not engage with the public No direct casework - existing agencies continue to pick up as before, e.g. Council ASB team</p>
11	<p>What are your management and reporting arrangements e.g. what level manager, dedicated or part of wider responsibilities? responsible for what, and to who/what individual or partnership? Are MAPS team members line managed from their own 'home' agencies or under some MAPS team manager?</p>	<p><b>Darlington</b> The CSP's Executive Board is responsible for setting the priorities for the Borough in terms of tackling crime, disorder and substance misuse. In addition, the Board is responsible for the implementation of the Darlington's rolling Community Safety Plan (formerly know as the Crime, Disorder &amp; Substance Misuse Reduction Strategy) and for the implementation of other relevant plans to reduce crime and disorder within the Borough. The CSP Board, including the CDRP, YOT Steering Group and DAAT, provides the forum at which all major Community Safety issues impacting upon the Darlington are considered and resolved. The level of staff at this meeting is of a senior level for example Chief Executive of Local Authority or Chief Superintendent of Police. Team Members are managed within their own organisation.</p> <p><b>Burnley</b> Police Sgt. as co-ordinator Steering Group from YOT, Council, RSL</p>
12	<p>What agencies/roles are included in your MAPS team (how many from</p>	<p><b>Chorley</b> Police, Local Authority. Key partners are</p>



	each of the various agencies and what roles) and who are the key partners? Is this as a core team Member, as a part time 'hot-desker' or some other capacity (please clarify)?	<p>probation service, Fire and Rescue, Education, Health</p> <p><b>Darlington</b> The core agencies involved in the partnership are Local Authority (e.g. street scene services, youth service, education, ASB team, housing etc.) departments, also Police, Youth Engagement and Fire Service. All our partnership meetings have terms of reference which outline the roles and responsibilities of members of the group.</p> <p><b>Burnley</b> Police/YOT, Burnley Council. YIP/NCH, Education, Probation, Fire &amp; Rescue, Social Services, youth &amp; Community, Calico, GRIP, Connexions, PCT/ADS. Plus recent addition from Alcohol &amp; Drug Services who use the team as a base &amp; NCH will shortly join the Police and the council ASB/Comm Safety Team permanent base. Others hot desk.</p>
13	Do you think you have the membership right/are their other agencies/roles you would particularly want to see included or which have not really gelled?	<p><b>Chorley</b> Resources and staffing is sufficient - but more involvement from Education and Probation Services would be useful</p> <p><b>Darlington</b> Would like to see Voluntary Organisations more involved, health, Probation and Social Services</p> <p><b>Burnley</b> Been difficult to get Social Services, PCT &amp; Probation, to identify staff because of their capacity issues.</p>
14	What kind of premises is your team based in? in community, in one of the partner's premises? What have you found to be the pros and cons of your location/arrangement?	<p><b>Chorley</b> All under one roof (Union Street Civic Offices)</p> <p><b>Darlington</b> We do not have a co-location for the partnership. Meetings rotate around partner agency premises.</p> <p><b>Burnley</b> Council Building away from Town Hall. Central location &amp; reasonably neutral. Plenty of space and meeting facility. Limited opening times, difficult to do out of hours work.</p>
15	Are there any particular learning points from your chosen approach that you think it would be useful for us to know about before developing/refining our own model for multi-agency working? e.g. do you wish it had been more focussed, say just on enforcement rather than on prevention/diversion as well, or on ASB as opposed to more broadly	<p><b>Chorley</b> Be targeted on areas of need. Map and agree to focus resources from all agencies collectively to deal with problems.</p> <p><b>Darlington</b> No - you need a mix of enforcement and prevention.</p> <p><b>Burnley</b> Right to focus on ASB in broad sense. Importance of 'selling' concept to other</p>

	defined Community Safety?	agencies and ensuring that there is a strong steer from above. Host organisations need to be on board & understand what is happening/ what the philosophy is/ what benefits for them. Need to overcome suspicions of colleagues from home agencies.
16	<p>How much do you estimate the set up of your MAPS arrangement cost?</p> <p>How much do you estimate the ongoing facilities costs (or savings) are for the team - IT/premises/maintenance etc. over and above the staff being located in their previous 'home' organisations?</p> <p>How much do you estimate the ongoing staffing costs (or savings) are for the team i.e. any <u>additional</u> professional or support staff requirement and costs over and above the cost of the staff seconded from their 'home' agencies?</p>	<p><b>Chorley</b> £180k for salaries, £180k for grants + IT and accommodation costs.</p> <p><b>Darlington</b> Nil - within existing staff resources.</p> <p><b>Burnley</b> £40k capital for refurb and set up NRF funding for revenue costs ← no cost to partners at his stage ← encouraged 'buy in'. Additional 0.5 FTE admin post + cost of 1 FTE Co-ordinator.</p>
17	What have been the main problems you've faced in making the MAPS arrangements work. and what do you consider to be the main benefits?	<p><b>Chorley</b> Commitment from agencies to priorities</p> <p><b>Darlington</b> Individuals accepting the need to work more closely together. Educating agencies on the role of the CDRP and that the responsible authorities all have a role to play to decrease crime, disorder and substance misuse (i.e. it is not one agency's problem).</p> <p><b>Burnley</b> Bringing in partners' IT systems slowed down co-location Benefits of co-location: - faster response, shared ownership of problems</p>
18	Do you have any good practice documentation we might find useful? Could you send it to us?	<p><b>Chorley</b> /</p> <p><b>Doncaster</b> /</p> <p><b>Burnley</b> <i>SIGNPOST</i> leaflet produced 'Finding your way around the MAPS Team' - provides details of partner agencies and aims/objectives of the MAPS Team ' The different agencies will work together in the same offices, overseeing borough wide crime and disorder projects and schemes with the ultimate aim of improving the quality of life for local residents.'</p>

<b>19</b>	Do you think on balance it has been a good idea?	<b>Chorley</b> / <b>Doncaster</b> Yes <b>Burnley</b> Yes but 'softer' benefits harder to measure.
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## Annex 3

### Notes from visit to West Lancashire's Multi-Agency Problem Solving (MAPS) team – 23<sup>rd</sup> October 2006

#### Background - Key facts about West Lancashire (W Lancs)

W Lancs has a population of 109,500, slightly smaller than that of Halton. It is a relatively low crime area with Ormskirk and the former new town of Skelmersdale as the main urban centres.

W Lancs District Council (WLDC) is a second tier Authority, having Lancashire County Council as a key partner.

WLDC has had a Conservative administration for the past 4 or so years, and both it and its predecessor administration have taken Anti Social Behaviour (ASB) very seriously.

WLDC had its own Anti-Social Behaviour (ASB) Unit set up in 2000 and, amongst other things, developed a community warden scheme that served as a prototype for the Government's subsequent Police Community Support Officer initiative.

#### The MAPS approach

The basic concept of MAPS is to bring together individuals whose jobs have a bearing on ASB, and who often formerly used to be in frequent phone contact or attending formal meetings with one another, to work together in a single location.

[W Lancs' MAPS approach also benefits from a number of functions/offices involved with aspects of ASB, such as the Police Station, Court, Education Welfare service, being in close proximity to each other in Ormskirk.]

The W Lancs MAPS set up seems to be quite 'loose' in terms of having any formal composition, terms of reference etc.. It evolves e.g. as new partner organisations recognise the benefits and contribute staff to the team.

However, a number of guiding principles became apparent from the visit including:

- **Prevention is better than cure**
- The centrality of a **problem solving approach**, minimising the inter-agency and bureaucratic hurdles (such as the artificial separation of strands or elements – e.g. prevent, deter, enforce... - in respect of dealing with the complex issues of a dysfunctional, 'problem' family) and concentrating on using the tools and knowledge available to address the problems of particular situations
- A **focussed rather than scatter gun** approach e.g. addressing priorities like ASB hotspots, particular problem families or individual persistent and prolific offenders

- Focussing on the **strategic, tactical, and complex/serious cases with a multi-agency dimension** rather than getting sucked into and duplicating more straightforward **operational work**.
- A ‘stepped’ approach - where necessary deploying and managing an **hierarchy of possible interventions** developed to address ASB e.g. visits, formal warnings, Acceptable Behaviour Contracts (ABCs) and ASB orders.

The MAPS team see themselves **not** as **an administrative, coordinating overhead**, **but** very much as **doing work that makes a direct impact** i.e. problem solving/dealing with complex/serious cases with a multi-agency dimension. MAPS team staff not only meet to discuss cases by virtue of being together in the same or adjacent offices, but they then initiate the actual work arising from discussion.

Functions undertaken by the MAPS team include evidence-gathering, processing and maintenance (apparently quite a time consuming task) of ASBOs. (Police handle CRASBOs)

The MAPS team is comprised of people whose roles already existed within the various participating agencies. The difference is that they now work in one place which is deemed to have lots of positive spin-offs, highlighted in these notes. On coming together, including when staff from additional agencies join the team, they typically find that the names of those involved with problem situations/families are already known to all, but agencies have often previously been dealing in isolation with multi-faceted issues needing a multi-agency approach.

In W Lancs’ case, the conversion of the premises (from Police living accommodation) was largely funded from central government grant and it is estimated that additional, on-going funding in the order of ‘only’ £20,000 p.a. is required to fund the overheads of their MAPS approach.

The MAPS team deals with serious and complex cases with a multi-agency dimension. The (Police) Community Beat Managers (CBMs) and Housing staff deal with most of the front line work.

**Perceived benefits** include:

- Much improved communication between agencies
- Savings in time (and money)/improved productivity from reducing the need for phone calls and meetings
- Improved information and intelligence sharing e.g. Housing able to get info more readily from the Police, Police from Fire etc.
- Having representatives of disparate services co-located enables the MAPS team both to know about and to access specialisms within the ‘home’ agencies much better
- Much shorter lead times
- Better coordination and cooperation between the key agencies involved in the complex/serious cases dealt with by the MAPS team
- Improvement in recognising and solving ASB-related problems
- Heightened staff commitment and morale – ‘a great development opportunity’

- Because the infrastructure is in place, MAPS allows the agencies involved to handle and capitalise upon the flow of Government community safety initiatives more or less ‘in stride’

all resulting generally in:

- A better, more seamless and responsive service and reduced ASB.

However, MAPS is only one element of the approach to addressing ASB. Individual agencies, the community etc. all have a part to play.

### **Barriers/difficulties encountered**

- Initial difficulties in securing commitment from partner agencies to ‘release’ staff to create the MAPS team. (This has reduced as partners gained confidence in the approach and started seeing the benefits)
- Some partners/departments still slow to come on board/engage
- Middle managers tend to be the major blockage. Council/agencies’ senior management has been supportive in W Lancs
- Initial uncertainty about the sustainability of the MAPS team although this is now felt to be more secure given its growing track record and with the more settled commitment of key partners
- Initial, but now largely overcome, difficulties in sorting out information-sharing protocols
- Educating partner staff to make only appropriate (e.g. non-operational) referrals to the MAPS team.

### **MAPS – some details**

#### **Management**

The MAPS team is lead by a senior manager employed by WLDC and who is primarily focussed on Community Safety.

The Manager did not come from a Community Safety background but from operational management (Commercial Services). He doesn’t get closely involved in the day-to-day work of the MAPS team but his role includes:

- Developing and progressing the MAPS team concept
- Development of strategy(ies) relating to ASB
- Securing senior management backing from the relevant partners
- Cajoling/securing the release of relevant staff with ASB involvement to join the MAPS team
- Financial/resource management, securing and monitoring funding, ensuring partners honour their match funding/resourcing commitments
- Ensuring the team’s facilities and equipment etc are fit for purpose
- Fronting the operation e.g. in discussions with partners and at public meetings
- Line management of WLDC staff on the team
- Supporting and facilitating the work of the team and basically freeing them to get on with the job.

**Referrals** to MAPS team come predominantly from professionals and partners (not directly from the public)

No formal screening criteria or conditions for MAPS team taking on a case but referrers are expected to have done the following (and referrals will be rejected if not):

- To complete a form with key details/reasons for the referral
- To have undertaken a preliminary investigation of the case and done their homework e.g. where there is a complaint about a noisy neighbour from one individual in a multi flat block, the other neighbours' views should have been obtained to gauge the significance of the alleged ASB
- To have identified a genuine multi-agency dimension to the case. (Complex cases within the remit of one agency would be progressed by the agency itself.)

**Some process considerations/approaches:**

The MAPS team's stepped approach with a hierarchy of instruments to address complex cases are used with discretion so there's always a plan B if plan A doesn't work e.g. could start with a joint WLDC/Police visit, official warning, ABC, ASBO...

Each step/intervention is carefully logged as it can provide useful evidence efforts made to resolve difficulties in a reasonable, low-key way in cases that eventually come to court.

The MAPS team consistently uses (costly) barristers when applying for ASBOs and has yet to fail with an application. The logic is that it would be costly to re-apply if the application failed and also to fail would jeopardise the reputation and effectiveness of ASBOs in the future.

Developing/presenting the case to get an ASBO granted is time-consuming/costly, and they also take a lot of effort to maintain.

**Staffing**

The MAPS team currently comprises the following staff, in addition to the manager, who are full time and 100% dedicated to MAPS work i.e. no diversion to other roles or duties.

**WDLC Staff \* 4**

- Housing (and supervisory)
- ASBO officer
- Domestic violence officer
- Administrative assistant

**Police \* 4**

- Community Safety Sergeant (supervisory)
- Youth and schools liaison – (youth referrals)
- Crime prevention (police officer) – architecture, alarms etc.
- Crime prevention (civilian)

**Health**

Shared care worker – link into PCT, enables drug addicts not registered with a GP to access health care.

**Fire & Rescue \* 5**

Prevention and fire safety education, also link on arson-related cases.

Having the right people with the right attitudes comprising the team was – fairly obviously/predictably – considered to be essential to making it all work well.

While not permanently based in the MAPS team, the team also involves/interacts with other agencies as follows:

**YOT**

No permanent MAPS team Member but desk in team office is used for ‘hot-desking’ by c. 6 YOT staff and facilities are used for meeting clients.

**Probation officer**

(Was based with the team but withdrawing due to cessation of temporary funding)

**DAT**

Not part of permanent, co-located part of MAPS but use MAPS office as a base periodically

**Youth Service**

Link with MAPS on a drop-in basis and attend monthly MAPS meetings that bring agencies together.

Other services, such as Social Services, currently work with the MAPS team in a more traditional way, although the team envisage the usual set of MAPS benefits would accrue if they had co-located staff working as part of the team in a more integrated way.

The MAPS team staff are employed by their ‘home’ agency e.g. Police, WLDC, Probation and they are line managed for employment essential also by their home agency.

Within the team, WLDC’s Housing Department representative and the Community Safety Police Sergeant both have supervisory responsibility within the MAPS team and typically take the lead on different problems, as appropriate.

Overall management of the MAPS initiative is outlined above.

Bureaucracy is kept to a minimum e.g . no formal terms of reference, time sheets.

**PCSOs and tasking**

In W Lancs, PCSOs typically work with a police Community Beat Manager (CBM). The Police have tasking meetings on the basis of which CBM and PCSOs are deployed. This is a Police function in W Lancs but the MAPS team has an open invitation to feed into the process.

WLDC funds 4 PCSOs and on the back of an agreement with the Police (presumably in fairly general terms e.g. that specify that the PCSOs will be additional to rather than replacing pre-existing Police input/presence and that determine their broad role and the town where they are to be deployed).

WLDC has given a high priority to tackling ASB and it has been relatively well resourced. WLDC is the lead agency for the W Lancs Community Safety Partnership.



The Manager ensures that the Government's Safer Stronger Communities funding is matched by other agencies by cash or resources in kind.

The £20K money needed to run the MAPS operation (given that staff costs are borne by their 'home' agency) is borne by the WLDC Community Safety budget.

The key performance measures used for assessing the success of MAPS are the PSA basket of community safety indicators.

MAPS is deemed a helpful approach. The core, co-located team is certainly a hub and drives much of what goes on, but other participating organisations/functions work actively with them and to a degree share in the benefits of improved multi-agency working (by attending regular multi-agency meetings which have a culture of all involved contributing/doing their bit and as 'hot-desking' participants).

Superficially the work of the MAPS team seemed to be well down the enforcement end of the spectrum, and it does sometimes appear quite 'Police-y'. However, taking the example of a very young child rated (on the basis of research etc.) to have a lot of the risk factors linked to eventual ASB etc. as an example, such a matter might well come to one of the regular MAPS meetings that involve agencies/services not represented on the core team e.g staff from child protection/family support services. The meeting would consider the issue and what preventative/ support measures might be appropriate. The agreed action might well involve those non-core team services, linked to Children's Centre resources, taking a lead on providing support and working to reduce the risk/strengthen the protective factors that would help safeguard the child concerned.

## FINANCIAL CONSIDERATIONS

### Premises

Premises and location are considered in more detail in Annex 6. With regard to premises costs, factors that need to be considered include:

- The cost of refurbishing the Topic Team's preferred location - Runcorn Town Hall (RTH) - is already budgeted for, but can the inclusion of MAPS team staff be accommodated without incurring additional costs for the Council elsewhere in the system e.g. good quality portacabins?
- Moving to RTH would free up the existing Community Safety Team, Church St. Runcorn premises for sale or other use
- It is costly (c. £20K) to provide secure Police IT links to premises not already linked
- Is there scope to secure any funding e.g. from GONW to help with the cost of refurbishment and essential facilities if additional costs arise?

### Running costs

W Lancs estimated the running costs of their MAPS team facility to be in the order of £20K p.a.. A judgement needs to be made as to whether central accommodation charges would be borne by HBC as part of its contribution to MAPS working or whether this should be shared between core team partners.

An estimate of accommodation charges for a MAPS team should be sought from HBC Property Services.

### Staffing costs

Exhibit 1 sets out an indicative organisation chart for a MAPS team and complementary ASB team. It also shows which posts are funded for 2007/8. These are shaded grey. Consideration also needs to be given to the sustainability of any posts currently supported by temporary funding.

### MAPS team

- It is assumed that there are no additional costs associated with existing, funded posts
- It is assumed that the existing Police-funded resource of 3 support officers would be shared across the new MAPS/ASB arrangements
- The cost implications of the presently un-funded MAPS team partner posts shown will depend upon the outcome of discussions with potential partners. This is likely to develop gradually as new partners 'come on board'. Relevant commissioning and delivery agencies will each be making a judgement as to whether the benefits of MAPS working justify the secondment of existing staff or investment in new staff to enable their organisation to participate fully in the core MAPS team.

### **ASB team**

Effective case management and casework capacity lie at the heart of the ASB team if it is to operate as an effective 'destination' for reporting and responding to non-emergency ASB incidents. Without this capacity, it can provide an element of coordination and specialist support from the currently funded staff, but would not be able to provide the kind of service that is really required, and, inter alia, relieve the ASB coordinator of a considerable operational caseload. Neighbourhood Management have indicated that they would consider part-funding a case manager post on a pilot basis. Additional resources would be required to sustain the two posts envisaged.

Reacting to and managing ASB cases is a staff resource hungry activity and is presently undertaken by a variety of agencies and personnel. An ASB team with dedicated case management/casework capacity is unlikely to, and would not aim to eliminate this entirely, but offers scope to streamline and clarify the current dispersed arrangements and in the process to provide a better service. An 'invest to save' case can be developed to support the appointment of an ASB Case Manager/Case Worker for Widnes and Runcorn respectively.

However, it requires the agencies to which cashable or other savings/cost-avoidance accrue to recognise the savings concerned and to commit to recycling them in order to sustain the ASB team posts in the longer term beyond an initial pilot phase.

Although there are no guarantees of savings in such circumstances, the cost analysis within a recent study commissioned by the Dept, of Communities and Local Government ([http://www.communities.gov.uk/embedded\\_object.asp?id=1503795](http://www.communities.gov.uk/embedded_object.asp?id=1503795)) concluded that intensive family support projects 'offer excellent value for money', pointing out, for example, that 'a family evicted for ASB with 3 or 4 children requiring custodial care, residential care and foster care can easily cost the Exchequer £250,000 - £330,000 in a year', not to mention the long term costs of social exclusion and life time dependency.

Evidence quoted by the National Audit Office in their report for the Home Office (Tackling Anti-Social Behaviour – Dec 2006.

[http://www.nao.org.uk/publications/nao\\_reports/06-07/060799.pdf](http://www.nao.org.uk/publications/nao_reports/06-07/060799.pdf)) states that:

“Research from the United States estimates that overall savings by diverting an individual from a life of ASB and crime range from .. £0.9m to £1.2m. Earlier interventions to help young people escape from this cycle could help to avoid these costs. Analysis of seven interventions on populations aged between 18 and 44 based in community settings ... showed that the cost benefit ratio of the interventions ranged between a ratio of 1:1.13 to 1:7.14. Cost benefit analysis of twenty early childhood intervention programmes showed even greater benefits ranging from a cost:benefit ratio of 1:1.26 to 1:17.07.”

It is suggested that as a first step, funding options should be explored further to secure approx £75K x 3 years (i.e. £225K overall) to support the two ASB Case Manager/Case Worker pilot posts and related evaluation costs.

**Potential Benefits and Savings (MAPS and ASB teams)**

It may be difficult to predict and quantify the potential savings from MAPS working, but this does not mean they cannot be realised. From the research carried out with comparator areas, there was a consensus amongst all the survey respondents that a MAPS approach brought benefits. As an engine room for thinking about the best way to prevent crime and ASB and to improve community safety, a MAPS team should, amongst others, be expected to generate ideas and otherwise contribute to making Halton smarter, more cost-effective and more successful in addressing its problems.

At this point it is more realistic to identify some of the areas where there is likely to be scope for savings and/or service improvements. The MAPS approach as a whole can be presented as an 'invest to save' proposition. Potential benefits and ways in which a MAPS team could add value/improve service and include:

- Better research and intelligence and understanding of community safety problems leading to better targeting of resources and improved return on investment
- Greater awareness and use of research, good practice and evidence of what works so that measures taken are more likely to achieve the desired impact and be cost-effective
- Scope for savings from effective prevention/diversion as compared with more costly enforcement measures
- Better coordination, reduced duplication and waste, and more streamlined/less bureaucratic working
- Improved (quicker and more effective) communication and an expected reduction in formal meetings should result in shorter lead times, faster response and feedback, and reduced cost
- The MAPS team itself can undertake or commission work to improve the efficiency, economy and effectiveness of community safety activity. Significant improvements and savings have, for example, been achieved elsewhere in the field of reporting and responding to ASB incidents.

## FINANCIAL SUMMARY

### *Notes/assumptions:*

- 1) *The following costings are indicative only*
- 2) *Only additional costs are included, i.e. not the employment and accommodation costs of existing staff*
- 3) *It is assumed that the capital costs of accommodation/refurbishment will be neutral, offset by release of the present Community Safety team accommodation in Church St. Runcorn.*

### **MAPS TEAM**

#### **One-off set up costs**

	£(000)
Removal costs (£500 per day x 2)	1
Furniture and equipment for 3 x new 'hot-desking' stations	12
Secure Police IT links	<u>20</u>
Total estimated set up costs	£ <b><u>33k</u></b>

#### **Ongoing running costs** (including asset rental, communal space, services etc.)

	£(000)
3 x 'hot-desking' stations & £1,666 p.a. each	<b>£ 5k</b>

**PROPOSED ASB TEAM****One-off set up costs**

	£(000)
Removal costs (£500 per day x 1)	0.5
Furniture and equipment for the 2 new posts	8
<b>Total estimated set up costs</b>	<b>£ 8.5k</b>

**Ongoing running and possible extra staffing costs**

	£(000)
2 x ASB Case Manager/Case Worker + evaluation provision	
<b>Estimated all-inclusive annual on-going cost</b>	<b><u>£ 75k</u></b>

**Annex 5**

**MAPS TEAM PROPOSALS  
LOCATION AND PROPERTY CONSIDERATIONS**

RTH was identified as a preferred location from the standpoint of locating a core MAPS team in reasonably close proximity to other relevant functions since RTH is expected to accommodate DAAT, Neighbourhood Management, the Mental Health team, and the Community Development team.

If the MAPS team is not designed to provide access to the public, its location away from a town centre/area of high footfall is acceptable.

(Public access for those seeking advice or wanting to report incidents such as crime or ASB will need to be addressed by the Topic team when it examines the reporting and responses to non-emergency incidents.)

RTH premises refurbishment costs are already secured, however, space is at a premium and may call for (decent) portacabin accommodation to be acquired.

Dispersal of some members of the existing community safety team (e.g. some non-core Police roles) to their 'home' organisations and the proposals outlined in this report are likely to lead to accommodation (including at least shared meeting facilities etc.) needs for:

- A MAPS core team of 10 – 15 people
- An ASB team of 3 - 6 people.
- Space also needs to be allowed for 3 (provisionally) non-core team staff to 'hot desk' in the permanent MAPS office.

It was indicated that a small ASB team might be absorbed in/around the accommodation of the Neighbourhood Management team

The present community safety team offices in Runcorn town centre (Church St) would be freed up. It is understood that plans are already in train for alternative uses for the property 'released', however, in making an assessment of the costs and savings associated with a MAPS arrangement, the proceeds or benefits realised from alternative use should be taken into consideration.

Vacant space at the Widnes Police Station has also been mentioned as a possibility e.g. as an alternative venue for the MAPS personnel or for re-located, non-core members of the existing Community Safety Team.





## OTHER ASSOCIATED ACTIONS

**Note:** *This Annex is not a list of formal recommendations from the Topic Team, but suggests a number of additional actions, some of which may be beyond its remit, the need for which came to notice during the course of the Topic work.*

### Governance arrangements and accountability

The governance arrangements and accountability of the current Community Safety Team or a future MAPS team need to be strengthened and clarified by the CDRP/ Safer Halton Partnership. Reasons for suggesting this include:

- The need for greater independence and transparency, in keeping with good practice, in the way the Community Safety Team or a future MAPS team is held to account for its activities and outcomes
- The provisions of the Police and Justice Act giving Council overview and scrutiny committees (i.e. Halton's PPBs) a greater role.

### Monitoring and Evaluation

There is a need to carry out a baseline assessment and to establish arrangements for evaluating the impact/monitoring the progress of any MAPS arrangements e.g.:

- to assess the time spent currently in meetings, in setting up meetings, in chasing up partners, in mis-directed effort... under current arrangements so that it is possible to compare/contrast efficiency/effectiveness with the position after introduction of MAPS, and
- to assess what impact the introduction of MAPS arrangements may be having upon the community safety outcomes they are intended to address.

### Case management

There is a need to explore and assess the business case for employing two ASB case managers/workers – one for Runcorn and one for Widnes (see page 12 of the report). It is proposed that they comprise part of the ASB team and, as the name implies, their role would include managing ASB cases referred to the team and 'working' the cases directly, as appropriate. If funding is only available for one post in the short term, there would be merit in piloting the concept, probably in Runcorn. One aim of adding this case management capacity would be to relieve the ASB Coordinator of their caseload so that their efforts could be re-focussed on their intended role within the MAPS team.

Considerations to be borne in mind in progressing ASB case management include:

- Progress already made in developing a standard initial recording and assessment process for ASB cases
- Lessons that might be learnt from Social Services colleagues in managing casework, including developing a personal plan and exit strategy, and
- The need to monitor and evaluate the impact of the case managers' work.

## **Staffing**

**Team management** - a necessary early step is to recruit a MAPS team manager sufficiently senior, skilled and influential to provide effective leadership and to ‘front’ the team, yet with a sufficiently narrow remit to provide the focus and concentrated attention demanded by an issue of the importance of community safety. (This process is in hand at the time of writing)

**Staffing** – productive team working and the relationships on which this depends are key to reaping the benefits claimed for the MAPS approach. Assembling a team whose individual members possess or are capable of rapidly developing the skills and knowledge needed for a MAPS team to perform effectively is also essential. The selection and deployment of the right staff for roles within the MAPS team is therefore critical. Because of the reliance on good relationships and team working, full time deployment to the team and a reasonable degree of staffing stability are likely to be important success factors.

**Non-core team staff** - careful consideration needs to be given to the circumstances, deployment and location of valued staff in the existing Community Safety Team whose continuing roles would not be part of the core MAPS team.

## **Partnership arrangements**

The establishment of a MAPS team would provide an opportunity to review and potentially streamline the existing community safety partnership arrangements. If the MAPS team secures the right partner involvement, it may be practicable to dispense with some of the existing (and typically support-hungry) partnership bodies that have previously been essential but may no longer be necessary. Any savings could be redirected to strengthening MAPS or frontline functions.

## **Cost/benefit assessment**

Historically public agencies have not always been good at evaluating the impact of what they do and assessing the ‘whole system’ costs and benefits. It is suggested that in taking forward the recommendations in this report Halton should take steps to do so. Arrangements for ploughing back savings and efficiencies resulting from effective implementation of MAPS need to be explored and pursued rigorously in order to sustain the approach and reduce reliance on special funding.

## **Name of team**

Before promulgating the MAPS team concept, consideration should be given to a suitable, more self-explanatory name. ‘MAPS’ on its own gives no indication of the kind of issues the team is intended to address; it could concern space travel as easily as community safety! Are there better, more positive and pithy alternatives to ‘Community Safety Multi-Agency Problems Solving Team’?

**SHP CHAIRS' 'MAPS' RESPONSE DOCUMENT**

**To:** Cllr Stockton – Chair  
Safety in Numbers  
ASB Topic Group  
Safer Halton PPB

**From:** Joint Chairs Safer Halton Partnership  
Superintendent David Bertenshaw -  
(Northern Area, Cheshire Constabulary)  
Mr David Parr -  
(Chief Executive, Halton Borough Council)

**SUBJECT: Safety in Numbers – Multi Agency Working  
Developing Community Safety within Halton**

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**1. Introduction**

1.1 This paper is submitted to form part of the considerations currently underway into the future direction of community safety within the Borough and to supplement the Safer Halton PPB Topic Group report – “Safety in Numbers”.

1.2 It builds on the recommendations within that paper and seeks to take forward the debate.

**2. Drivers for delivering an improved multi-agency approach**

2.1 The following drivers to **delivering an improved multi-agency approach** have been identified

- The priority placed in the community safety agenda by the communities of Halton.
- The PPB Topic Team paper – Safety in Numbers.
- A self appraisal initiated by Community Safety Team management, identifying development needs in the following areas, leadership, policy and strategy, performance management, service delivery gap analysis and critically, marketing and communication.
- The need to resolve the uncertainty presented by the temporary funding of key posts within community safety and linked financial pressures facing partnership service delivery.
- The CDRP Reform Programme especially the need for Strategic Assessments, achieving prescribed National Minimum Standards for CDRPs and the introduction of APACS – Assessment of Policing and Community Safety.
- The new National Crime Strategy requiring a differentiated approach to anti-social behaviour, volume crime, serious violent crime and organised crime and terrorism.
- The new national Alcohol Strategy and proposed developments within the national Drug Strategy.

- The new Safer Communities Public Service Agreements.
- Neighbourhood policing reforms.
- Developments in offender management.
- Meeting expectations and aspirations within the Local Government White Paper – Strong and Prosperous Communities.
- A new national delivery plan on hate crime – arriving in due course.
- The increased profile of Domestic Violence as an issue

2.2 In short, the expectations currently facing those involved in community safety have never been so widespread or challenging.

2.3 The maintenance of investment (and ideally increased investment) within this field of partnership activity is extremely challenging but must be addressed if delivery against the panoply of expectations identified above stands any chance of being achieved.

### **3. Current Service Delivery**

3.1 An assessment of current service delivery, as identified by the Community Safety Team, is shown below broken down into the five core strands required under the new National Minimum Standards – Hallmarks of Effective Practice, that are expected from within each CDRP. An explanation of the “Hallmarks of Effective Practice is shown as **Appendix 1**.

#### **3.2 Empowered and Effective Leadership**

The current joint chairs arrangement of the CDRP provides a strategic focus and has benefit to service delivery in that it provides impetus from within the two key partner organisations; however it can also provide degrees of confusion and duplication of effort. The seniority of both chairs is important, although with Halton CDRP only being one aspect of many responsibilities within respective portfolios, the ability to dedicate time and focus must and does give cause for concern. It is felt that the strengths of this arrangement outweigh the weaknesses.

The extended absence of a dedicated senior HBC officer responsible for community safety co-ordination has been an issue for the partnership. To a degree, this has resulted in a lack of vision and clear direction of the Church Street Community Safety Team and task groups. This issue has now been addressed with the appointment of a Co-ordinator to manage the joint Church Street Community Safety Team.

The role and function of the multitude of partners is not clear in partnership leadership terms. For example, although they play a significant part in the direction and delivery of partnership objectives, the role and function of key Directors within HBC and relevant senior police officers within the Constabulary needs to be clarified. In addition, engagement with and active support of RSL senior management is not explicit, which considering the significant extent of social housing in the Borough has to be viewed as a missed opportunity and threat to effective service delivery. The same could be said of other partners such as the PCT, YOT and Probation.

The active involvement of the Portfolio Holder Cllr Wright is welcomed, as is the work of the Safer Halton PPB in scrutinising the work of the partnership. This is a great strength of the partnership.

### 3.3 Intelligence Led Business Processes

Performance against most of the key targets facing the partnership is currently strong, however much of that achievement appears to rely too heavily on overall police and / or DAAT performance, as opposed to explicit wider partnership activity. The preventative activity within the partnership is significant but not always obvious and is not easily measurable given the performance regime imposed by Government. The current performance framework provides comment on overarching targets to meet the requirements of KPIs required by Government. It does not however provide more detailed management information on activity, outputs and outcomes. The result is that the Partnership does not as yet completely understand “why” performance is as it is and thus take more pre-emptive action to address potential difficulties.

The quite recent appointment of a partnership analyst is making a significant difference to effective decision making, however much greater sophistication of the intelligence product is desirable in this regard. Some examples are,

- we do not capture the locations of “sharps” within the Borough by cleansing staff,
- the actual impact of diversionary schemes for young people in terms of displacement,
- the contribution of PCSOs in a locality on fear and perception,
- the results of minimal surveillance / security in many public car parks, etc.
- the early interventions in respect of Domestic Abuse etc

### 3.4 Effective and Responsive Delivery Structures

The partnership structure with five key task groups is broadly fit for purpose although greater attention could be provided to cross-cutting issues, which can and does result in degrees of silo working and service delivery. For example; we need to make better links between public alcohol consumption, alcohol related violent crime, alcohol treatment services, health interventions, licensing enforcement and links to evident anti-social behaviour.

The Community Safety Team housed within Church Street, was originally developed with the same aspirational goal of becoming a multi-agency service as identified within the PPB Topic Group paper. It has had some success in this respect however the aspiration has not been fully translated into reality. This goal can only be achieved through the will of partners, the will of the team members, creativity in providing the solution and the effective use of the limited resource availability.

The newly appointed Co-ordinator will be charged with the task of delivering the aspiration of the PPB and the Safer Halton Partnership SSP to create a more cohesive and integrated approach from the Community Safety Team and its partner organisations. The building blocks are already in place to achieve this.

Currently, Partnership Tasking and Co-ordination restricts itself primarily towards quality of life issues and does not embrace criminal activity – this is a shortcoming. Having one partnership T&C meeting for the borough, whilst perhaps useful in minimising meeting attendance and sharing of tactical options, does not provide the

forum for specific problem solving or localised service delivery, as expected within the Strong and Prosperous Communities white paper. Additionally it does not embrace the principles of neighbourhood working that requires activity to be driven by the communities affected by the issues identified as being in need of attention. This is another area the new Co-ordinator will be looking to improve.

The operating budget for community safety is challenging and will become more so following CSR 07 and the uncertainty about the future grant regime. It has to be recognised that there will never be sufficient resources to meet aspirations. Many posts are funded from external short term grants and this is not sustainable. This situation regularly creates problems in meeting community expectations, running a dedicated, committed team of people and taking forward initiatives. The impact of the current financial regime offers a considerable risk to service delivery.

### 3.5 Engaged Communities

There is no lack of consultation with the community, LSP through various processes, HBC through Area Forums and Neighbourhood Management; Neighbourhood Policing Units through CAMHS, RSLs, through residents' groups, etc. all consult and engage with communities across the Borough. This consultation should be the lifeblood of the SHP in providing the community intelligence necessary to develop service delivery plans and should be harnessed into mainstream partnership activity. At present there is insufficient sharing of this intelligence with the SHP and this is an improvement opportunity. This is critical if the partnership is to meet expectations under the Hallmarks of Effective Practice.

There appears to be a growing opportunity to embrace greater and greater numbers of volunteers into the community safety agenda. Discussion with extremely keen leads for, Community Watch, members of the Youth Cabinet, co-ordinators from HVA plus colleagues from different agencies indicates significant potential and desire to become more involved.

Greater involvement of and with, the wide-ranging number of RSLs evident within the Borough, would bring substantial benefit to community intelligence and service delivery. RSL senior management expertise, resource, commitment and time are not explicit in delivery plans.

This presents a significant opportunity for the Partnership.

### 3.6 Visible and Constructive Accountability

Experience from the recent Safer Halton Week has demonstrated that there is a desire for residents and groups to engage and become involved with the community safety agenda. The partnership is however substantially lacking in a co-ordinated and focused marketing and communication approach.

This issue urgently requires skilled and dedicated effort that maximises alternative methods of communication to that usually used. For example, the Press within Halton appears to repeatedly demonstrate a desire to sensationalise incidents and denigrate the work of those involved within this agenda rather than use its power to positively impact on the communities' perceptions of crime and disorder.

There is significant opportunity to use existing structures and opportunities in a more effective way. For example, the use made of Halton Direct Link, Public Information Points within community and health centres, Area Forums and the like.

### 3.7 Appropriate Knowledge and Skills

Only in recent times have the skills and expertise required to undertake roles required of CRDPs been identified. This requirement will become a key strand of the APACS assessment criteria in addition to being a minimum standard under the Hallmarks of Effective Practice.

The current funding regime results in a short term approach to staffing key roles within community safety which is compounded by secondments, maternity breaks, etc., where staff have not been replaced, has understandably led to severe capacity issues that have resulted in shortfalls in capability towards delivery.

Further, the development opportunities within the community safety team are limited due to funding limitations. This is an area that must be addressed as part of a skills audit of the team, individual EDRs and the staff appraisal process, individual development plans produced and delivered.

## **4. Future Opportunities, issues and risks.**

The opportunities contained below are set against the back drop of the PPB Topic Team proposals, the drivers for improvement identified above and an over-arching appreciation of the severe financial challenges facing all members of the SHP.

### 4.1 Development of existing structures.

By and large the approach demonstrated through five task groups meets the needs of the partnership, although merging some responsibilities and being more specific on others would provide greater clarity. It is suggested therefore that the five groups would be:

- Quality of Life – embracing a wider remit than antisocial behaviour and including cross over licensing issues / alcohol enforcement. There is so much overlap between antisocial behaviour and alcohol linked issues that it becomes impossible to split the two in terms of activity required to address both.
- Engagement and Liveability – to take on responsibility for partnership accountability of PCSOs, much wider emphasis on volunteering and watch schemes and diversity approaches which offer huge potential for the future.
- Current and Repeat Crime – to take on wider responsibility towards offender management including Restorative Justice. Would also provide accountability for Domestic Abuse which currently, and should continue to, maintain a discrete status but as a themed sub-group.
- Drugs – as per existing arrangements.
- Alcohol Harm Reduction – emphasis of group to be directed towards prevention and treatment, with enforcement sitting more with Quality of Life. Alcohol group still maintains oversight function as necessary on enforcement issues.

There is a need to meet developments of the community safety agenda through the provision of a much more robust approach towards policy and performance, together with meeting the needs of people engaged in supporting community safety within the Borough.

**Appendix 2** provides an overview of a suggested “functional” model that embraces the first three elements of this proposal. Proposed responsibilities are shown to address shortfalls and provide resilience within partnership activity, as required under the Hallmarks of Effective Practice standards.

It is critical that explicit terms of reference are developed for each business area that will form the basis of performance measurement.

4.2 This proposal does not seek to change the approach adopted by the DAAT or Alcohol Harm Reduction in managing their spheres of business, but to supplement and enhance service delivery where evident cross over arises.

The proposal seeks to introduce a consistent and continuous focus on performance and service delivery. This is a key requirement of Hallmarks of Effective Practice and an area where the partnership can improve.

4.3 The appointment of a joint Partnership Co-ordinator presents an opportunity to develop the role of the police Partnerships Inspector into one of focusing on Policy, Performance and People.

4.4 Partnership Tasking and Co-ordination will provide the operational decision making across the whole community safety agenda and chaired by the Community Safety Co-ordinator in order to maintain a cross agenda focus.

4.5 Themed sub-groups can also be established and should feed into Partnership T&C in addition to respective Task groups. Sub-groups should also be established to meet the needs of a specific issue or a geographical area, for example: Domestic Abuse, Arson control, closing the gap within neighbourhood management areas, Widnes Town Centre, Runcorn Hill etc

4.6 To meet the expectations of the Strong and Prosperous Communities white paper and ensure buy in from key agencies, Task Groups could be chaired by individuals independent of the community safety team and work streams supported by identified Elected Members. Suggestions are shown on **Appendix 2**.

#### 4.7 Personnel and resources

The new Co-ordinator will be invited to review the current resources of the joint team with a view to addressing the matters raised in the Topic Group report and developed in this report. This review will have regard to the finance available when the funding available from mainstream resources and grant is known towards the end of 2007.

4.8 Key considerations for the Community Safety Co-ordinator in respect of resourcing will be:

- The Community Safety Co-ordinator has overall responsibility for a partnership team.



- The Police Partnership Inspector develops role into Police, Performance and People.
- Task Group Co-ordinators grades
- Funding for Co-ordinators for Quality of Life, Current & Repeat Crime, Domestic Violence, Alcohol Reduction, Parenting Officers, Analyst and some Administrative staff are all dependant upon LAA funding for their future continuance. As ambitious plans develop, administrative capacity will feature as a risk.
- Funding for Engagement and Liveability Co-ordinator dependant upon Police willingness to transfer post from “Office supervisor” position.
- ASB / Licensing Constables positions dependant upon Police willingness to provide a Constable to undertake the role in Runcorn and develop remit to embrace Licensing enforcement in addition to antisocial behaviour.
- HBC do not currently have a resource available to undertake their licensing enforcement responsibilities, apart from within the Private Hire / Hackney Carriage licensing field. This is a unique gap compared to all other Local Authorities in the region. The licensing enforcement prime responsibilities are in need of review by HBC.
- ASB Field Officers do not currently exist. The creation of an operational team to address antisocial behaviour issues is a key feature of the MAPS proposal. Creating these posts would provide that team alongside ASB/Licensing Constables to provide two teams of two people (a team each for Runcorn / Widnes) Housing Trusts could be approached for funding based on a pro-rata to relative housing stock.
- Parenting Officers are subject to short term funding initiatives. They are providing the sustainable solutions to repeat and most challenging individuals and the service should be seen as a key to MAPS type problem solving.
- Skilled and dedicated Marketing and Communication does not currently exist within community safety in any structured or co-ordinated way, having relied heavily (but piecemeal) on capability within the LSP, HBC or Police. Some limited budget remains within the LSP which may be accessible; however it does not provide a longer term solution. It is widely recognised that social marketing will assist in addressing perception and value driven issues, whether within community safety, health or housing and so forth. Investment within this field will meet joint partnership goals in key areas of community safety.
- A number of shared BCU wide posts are hosted currently within the Church Street offices. Halton as a Borough benefits greatly from hosting these posts in terms of focus and energy devoted into Halton specific issues. Police funded administrative support would also be put at risk, should these posts not be based within a partnership team as administrative officers have shared responsibilities.

#### 4.9 Premises and problem solving.

The MAPS proposal calls for all staff to be co-located ideally within Runcorn Town Hall. Whilst ideal in principle, enquiries reveal that there would NOT be adequate space for all involved to be accommodated in that location subsequent to refurbishment being completed.

4.10 Problem solving is a process and simply locating individuals collectively, will not bring about a problem solving process. Co-location can however bring about

much greater opportunity for sharing information, joint working, problem analysis and solutions. Above all communication and understanding can be very much improved. There are however significant costs associated with co-location, especially with regard to compatibility of and the meeting of strict security standards of different IT systems.

4.11 In many other areas, partnership problem solving opportunities and gaining benefits from mutual understanding, has been achieved by part-time or incremental co-location. This requires key people responsible for an area or issue to spend part of their working week together and dedicated to addressing mutual challenges collectively. Those involved must have personal methods of accessing vital agency information effectively and would normally involve availability of mobile data and / or the use of laptop as opposed to desk top IT solutions, etc. This method of IT management is however intrinsically a more expensive option than adopting standard desktop IT infrastructure.

4.12 Benefits have been identified for representatives from the following agencies being co-located for say 1-3 days per week (dependant upon level of business requiring attention), with perhaps a rotating focus of Week One – Runcorn and Week Two – Widnes:

- Police - NPU
- HBC – Parks and public space management
- HBC – Building Control
- RSLs – Antisocial behaviour / tenancy support personnel
- Youth Offending Team
- Fire Service - Young People Engagement
- Connexions – Youth Service
- HBC – Educational Welfare
- HBC – Trading Standards
- HBC – Licensing Enforcement (with a wider remit than Taxis)
- Police – Licensing Management
- Police – Crime Reduction Advisor
- DAAT

This would require therefore additional office capacity to be generated for 10-12 people to regularly, but not full time, come together to share one facility. Although some individuals would remain constant, many of those people would be different for Widnes and Runcorn and therefore “hot-desking” would become a normal operating practice. The remainder of their working week would be spent within their home organisation.

If achieved, this approach would largely meet the key aspiration of the MAPS proposal.

4.13 This approach could effectively be adopted within Halton within a number of venues:

- Church Street has capacity (just about).
- Runcorn or Widnes police stations both offer potential.
- Housing Trust(s) venues are options.
- Other options – for example Grosvenor House when HBC vacates.

- Halton Voluntary Action (HVA) premises in Runcorn.

The HVA location presents an interesting opportunity as they are open to an approach. They not only have space to accommodate 20 – 25 people (including existing community safety staff), but also have much of the infrastructure and support services necessary for a public facing team. The particularly appealing element however, is that enhanced joint working with the voluntary sector presents substantial opportunities for taking community safety forward in the way envisaged within the sustainable communities strategy, meets expectations under the Local Government white paper, features highly within Neighbourhood Policing reform and is a key aspect of the CDRP Hallmarks of Effective Practice.

#### 4.14 Funding issues

It is fully acknowledged that funding across all of the public sector is and will continue to be extremely tight within Halton. Whilst the MAPS proposal has ambitious goals, financially Community Safety faces uncertainty for the future as does many other aspects of public sector delivery within Halton. This paper cannot provide solutions to this dilemma, only seek to flag up key issues for further consideration and debate over the allocation of scarce resources.

#### Key funding issues:

- Community Safety must attract an identified operating budget (both Revenue and Capital) if it is to continue to meet expectations. Over the past 12-18 months those costs have largely been met through virement from saved salaries due to secondment and the goodwill of primarily the police and HBC. Additionally Church Street as a partnership premises incurs costs that have not been factored into historical financial planning. Those costs are subject to a further paper in the near future.
- As identified above, key posts within the community safety team rely on temporary funding, much of which has been secured either via the Safe and Stronger Communities Fund, the Basic Command Unit grant or other non-mainstream funding options. If aspirations are to be achieved both from within the MAPS proposal and / or other identified agenda that require attention, then early consideration has to be given to the priority community safety will be given from LAA funding or any “replacement” to NRF.
- A similar exercise will have to be undertaken for continued funding of Police Community Support Officer and police officer posts that focus on drug misuse enforcement when the future of NRF becomes certain.
- Within both the MAPS proposal and this paper, reference is made for growth within community safety. To achieve any of this goal there will be evident financial implications to be worked through, once a clear strategic direction has been achieved. The financial implications are broader than direct employment costs and will include office space, IT requirements, expenses and the like.

## 5. Conclusions

5.1 This paper seeks to contextualise the issues and recommendations contained within the ASB Topic Team proposal – “Safety in Numbers” alongside significant change facing community safety activity nationally and the current situation within Halton.

5.2 Specific conclusions identified include:

- a) There is significant impetus currently for transformation of community safety operations within Halton, not only driven by the “Safety in Numbers” but also national expectations which have to be met and financial pressures that must be faced up to.
- b) Any transformational development has however to be set against strong performance of SHP currently. This must not be lost, although a greater intelligence lead approach can be developed, alongside a more robust understanding of overall performance.
- c) Time scales are tight and any proposed developments need to be agreed by the end of January 2008 (at the latest) if they are to be implemented by (or during) the next financial year.
- d) The lead for this transformation should be the newly appointed Community Safety Co-ordinator supported by the joint chairs of the SHP.
- e) The Safety in Numbers paper provides a useful backdrop and catalyst for setting strategic direction for community safety within Halton, but there are many factors, other than antisocial behaviour, within the community safety landscape that also have to be addressed. This paper seeks to supplement the work of the Topic Group by addressing the wider agenda.
- f) The principle of co-locating different agencies together as part of a collective problem-solving team and thereby achieving more effective operating practices is sound. Delivery of this however is extremely challenging and a more incremental part-time approach is more likely to be sustainable and at the same time still be fit for purpose.
- g) A more explicit and effective process for localised partnership management and problem solving of neighbourhood quality of life issues generally and anti-social behaviour issues specifically, needs to be developed and implemented. A greater tactical / operational capability needs to be created to support this.
- h) The location of any team needs further exploration; however the opportunity of sharing premises say with Halton Voluntary Action is exciting, holds significant potential and is ground breaking in its own right. It is as radical and potentially beneficial an opportunity as was presented by the decision to co-locate many drug treatment services within Ashley House.
- i) If a suitable location could be found for a larger co-location centre, then there is the potential of finance being generated via the sale of the Church Street offices, to fund capital developments and initiatives within community safety.

- j) An operating budget for community safety needs to be agreed and in place by the next financial year. Identifying revenue funding for the Church Street offices is a critical priority.
- k) It is critical for any transformational development of mainstream community safety activity within Halton, that a sustainable funding regime is introduced within the Local Area Agreement. The short term funding of key community safety posts is dysfunctional to service development and harms actual delivery to Halton communities.
- l) A self appraisal on community safety operations within Halton has been commenced, but now requires concluding. That appraisal should follow the format expected of CDRPs within the six “Hallmarks of Effective Practice” that have been alluded to and commented on within this paper.
- m) If to be successful, partners within Safer Halton Partnership have to reaffirm their commitment to each other and the partnership. This will mean a close examination of their personal and financial commitment. For example, would RSLs be willing to commit say to chairing the Quality of Life Task Group and the pro-rata funding of ASB Field Officers? Will other agencies, most notably the Police and HBC demonstrably enhance their commitment to community safety and partnership working?
- n) Much greater emphasis has to be given to marketing and communication of SHP activity. This requires a dedicated and skilled resource (possibly 3 days per week) that will drive a social marketing campaign and support many of the requirements of the “Hallmarks of Effective Practice”.
- o) The functional approach suggestion detailed in Appendix 2 for three elements of SHP activity, will more effectively address many of the issues currently faced within Halton and alluded to within “Safety in Numbers”. Explicit terms of reference for each area of business must be developed and agreed, thereby forming the accountability framework for respective partner activity.
- p) Addressing personnel and related funding issues, is the most critical risk facing continued performance and service delivery facing SHP.
- q) HBC needs to review its approach to Licensing enforcement as it is out of line with other Local Authority areas and the position is not aiding partnership service delivery.

## **6. Recommendations**

### **6.1 Strategic Recommendation One**

That members forming the SHP agree to actively support transformational change within the Halton Community Safety Team following debate and acceptance of above conclusions.

6.2 Strategic Recommendation Two

That the ASB Topic Team and Policy and Performance Board acknowledges the wider operating landscape for community safety within Halton and support the need for Halton to meet the needs of the Assessment of Policing and Community Safety and the national minimum standards as identified within the Hallmarks of Effective Practice.

6.3 Strategic Recommendation Three

That Partners agree to support the enhanced need for community safety funding via mainstream resources and the Local Area Agreement, in line with proposals contained within this paper.

6.4 Strategic Recommendation Four

That the SHP commission the further exploration of options and development of costed proposals for transformational change of community safety within Halton following consultation and debate on this paper and once a subsequent strategic direction has been agreed.

David Parr  
Chief Executive  
Halton Council

Supt Dave Bertenshaw  
Commander North Area  
Cheshire Police

## National Minimum Standards – Hallmarks of Effective Practice

The “Hallmarks of Effective Practice” have six core strands :

### 1. Empowered and Effective Leadership

Senior representatives of responsible authorities will provide strategic oversight for the CDRP through a strategy group which will:

- (1) Commission strategic assessments - at least annually
- (2) Agree a three year Partnership Plan

The Partnership Plan will need to be refreshed annually.

### 2. Intelligence Led Business Processes

National Standards will require each CDRP to have Information Sharing Protocols, and to ensure that they have effective information sharing and regular strategic analysis to inform both priority setting and resource allocation. This work will need to include a focus on outcomes (rather than just outputs). In two tier areas, district strategic assessments will need to be aggregated into a county-level community safety agreement that will feed into the LAA and identify county-wide priorities and opportunities for cross-border working.

### 3. Effective and Responsive Delivery Structures

The strategic group will meet throughout the year to fulfil the obligations described above, and to consider:

- (1) How to structure joint resources, and
- (2) Whether to set up action groups to focus on priorities identified through the strategic assessment.

### 4. Engaged Communities

CDRPs will need to continue to consult with a range of local agencies and people – involving them in improving the local quality of life. The Partnership Plan will need to set out how the community will be consulted and informed about community safety issues, and intelligence emanating from the community will influence the strategic assessment and partnership plan.

Partnerships will be under an obligation to recognise diversity, and to target those groups most affected by the partnership plan. They will need to take account of individual partner agencies' existing methods of engaging the community.

### 5. Visible and Constructive Accountability

Communities need to know what objectives CDRPs are seeking to achieve in their areas, and so the partnership plan should be brought to their attention (as deemed appropriate by the responsible authorities).

National Standards will also define face the people sessions whereby senior representatives of the responsible authorities will have to hold open public meetings regularly throughout the year to discuss community safety issues.

### 6. Appropriate Knowledge and Skills

The Home Office wants to ensure that practitioners have the required skills and knowledge to fulfil their partnership roles and responsibilities, and that the CDRP is equipped to deliver community safety outcomes effectively.

Responsible authorities will need to consider the CDRP's capacity to deliver both the national standards and key outcomes for CDRP and Local Area Agreement priorities and targets.

**SAFER HALTON PARTNERSHIP**

Chair: HBC & Police  
+ Comm. Safety Co-ordinator  
+ Elected Member(s)

Marketing &  
Communication

**Policy – Performance – People**

Chair: Fire Service  
+ Co-ordinator  
+ Elected Member

Analyst  
Finance

<b>Quality of Life</b>	Chair: TBC ? + Co-ordinator + E. Member
Antisocial Behaviour Alcohol management Joint Licensing issues Diversionary Schemes Arson & Fire Prevention Parenting initiatives Public space issues <ul style="list-style-type: none"> <li>• Void properties</li> </ul> Housing / RSL interface Consumer Protection interface	

<b>Engagement &amp; Liveability</b>	Chair: NHM + Co-ordinator + E. Member
Perceptions / Fear of crime PCSO accountability Volunteering Watch Schemes Surveys & other engagement NHM goals Diversity issues Young People issues Road Safety Public transport	

<b>Current &amp; Repeat Crime</b>	Chair: Police + Co-ordinator + E. Member
Prevention & Reduction: <ul style="list-style-type: none"> <li>• Burglary</li> <li>• Violent crime</li> <li>• Vehicle crime</li> <li>• Criminal Damage</li> <li>• Race / Hate Crime</li> <li>• Robbery</li> </ul> Offender Management <ul style="list-style-type: none"> <li>• PPO accountability</li> <li>• Restorative Justice</li> </ul>	

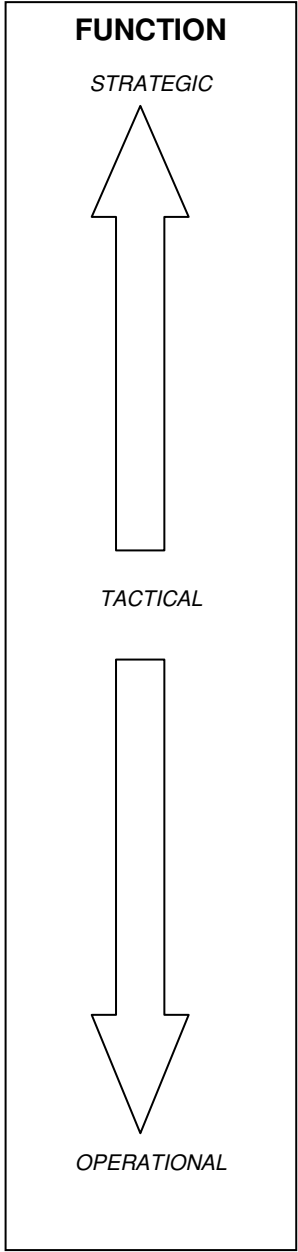
Themed sub-groups  
(as determined)

Themed sub-groups  
(as determined)

Themed sub-groups  
(as determined)

**Partnership Tasking & Co-ordination**

Chair: CS Co-ordinator  
+ PPP Co-ordinator  
+ Elected Member





**REPORT TO:** Safer Halton Policy and Performance Board  
Performance Board

**DATE:** 22<sup>nd</sup> January 2008

**REPORTING OFFICER:** Strategic Director Health and Community

**SUBJECT:** Service Plans 2008-2011

**WARDS:** Borough wide

1. **PURPOSE OF THE REPORT**

- 1.1. To enable Members to consider objectives and targets for services for the next three years in relation to Consumer Protection.

2. **RECOMMENDED: that**

- i. The Board identifies any objectives and targets for the next three years that it wishes to see included in the Service Plans.
- ii. That Board Members pass any detailed comments that they may have on individual draft Service Plans to the relevant Operational Director by 31 January 2008.

3. **SUPPORTING INFORMATION**

- i. The Departmental Service Plans are currently being reviewed and rolled forward. They will go to Executive Board for approval on 21 February 2008, at the same time as the draft budget. This will ensure that decisions on Service Planning are linked to resource allocation.
- 3.2. Detailed draft Service Plans will be made available electronically in early January for comment by individual Members. Comments should be made to the relevant Operational Director by the end of January 2008. If it is decided to hold a special meeting of the Board in late January or early February, to comment on the draft budget proposals, then, subject to the Chairman's consent, any comments or suggestions received on individual plans could be reviewed at that meeting.

4. **POLICY IMPLICATIONS**

- 4.1. Service Plans will clearly indicate how objectives and targets relate to the areas of focus identified in the Council's Corporate Plan.

5. **OTHER IMPLICATIONS**

- 5.1. Financial, IT, Property, and Human Resource implications are all identified within the individual Service Plans.

6. **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

**Safer Halton**

The Consumer Protection Service ensures fair and equitable business and trading practices: protects consumers; meets the requirements of the bereaved in relation to burial and cremation; conducts civil marriages / civil partnerships / citizenship ceremonies and facilitates the registration of births, marriages and deaths.

7. **RISK ANALYSIS**

- 7.1. Risk analysis of all key objectives within Service Plans is undertaken and summarised in the plan.

8. **EQUALITY AND DIVERSITY ISSUES**

- 8.1. All Service Plans will be subject to an equality impact assessment and any high priority implications will be summarised within the plans.



## Health & Partnerships

# **SERVICE PLAN**

**April 2008 to March 2011**

DRAFT – 14.12.07

## **Contents**

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### **Page**

- 1.0 Introduction
- 2.0 Service Profile
- 3.0 Factors affecting the Service
- 4.0 Resource Requirements
- 5.0 Service Performance
- 6.0 Performance Reporting
- 7.0 Statutory and Non-Statutory Plans

### *Appendices*

- 8.0 *Service Objectives – High Risks and Mitigation Measures*
- 9.0 *Equality Impact Assessments – High priority actions*
- 10.0 *Corporate Priorities and Key Areas of Focus*

## 1.0 INTRODUCTION

Text will be developed and inserted by Corporate Performance Management Team.

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

Within the Health and Community Directorate the Health & Partnerships Division exists to provide a range of support services to operational front-line staff in order for them to deliver high-quality social care services/support to the local community in partnership with the NHS, independent, voluntary and community sectors. Effective support services are essential in ensuring that safe practices are adopted, staff are highly trained, public money is wisely spent, information technology is utilised to maximise efficiency, measure, monitor and manage performance, front-line staff are freed from administrative duties, and longer-term planning is promoted.

The Consumer Protection Service ensures fair and equitable business and trading practices; protects consumers; meets the requirements of the bereaved in relation to burial and cremation; conducts civil marriages / civil partnerships / citizenship ceremonies and facilitates the registration of births, marriages and deaths.

The Housing Strategy Team is responsible for assessing housing needs and conditions in the Borough, developing housing policy to address those needs, managing the Council's permanent Gypsy site and unlawful encampments, and the provision of homelessness services.

#### **2.1.1 Service Activities**

The primary role of Health and Partnerships is to support and enable staff in the Health and Community Directorate to achieve the councils strategic and business objectives for adult services. It also plans, commissions, contracts and in some instances delivers services for the residents of Halton that maintain their independence, keeps them safe from risk and improves their quality of life. It aims to achieve this by:

##### **Planning & Commissioning**

Ensures the effective planning and commissioning of quality, value for money services for customers of adult social care and supporting people. It also supports policy development in response to local or Government priorities. Focus is upon planning and commissioning functions across all adult and older people client groups. Functions include Service Development, Supporting People & Quality Assurance, Training, Human Resources, Workforce Development, Housing Strategy and Homelessness.

##### **Finance & Support**

The Finance and Support is split into three operational areas. The Management Accounts team manages the budget preparation and financial support to budget holders for capital and revenue resources. This work includes regular monitoring reports of income and expenditure in key areas, preparation of final accounts including section 31 pooled budget accounts, completion of financial returns, grants claims and payments to third sector providers. Also provides the link between corporate finance and the Directorate in all financial matters. Financial Services include assessing service users charges for services, and ensuring prompt and accurate payments are made for services received and service users, the PCT and other Local Authorities are appropriately billed for all services. The Client Finance team provides two key services an Appointee and Receivership service and a Direct Payments service now also supporting an individualised budget pilot.

## **Business Support**

Includes the management and provision of Communication and Information Services. Information Technology services develops and maintain IT systems to support social care and housing activity electronically. Performance monitoring and management through collation of information on needs and activity, delivering statistical returns and regular performance monitoring. Administrative Support, Customer and Office Services and Complaints and Compliments ensure the Directorate meets its statutory and corporate responsibilities.

## **Consumer Protection**

Provides the management of Trading Standards and Business Advice, Consumer Advice and Education Service, Petroleum and Explosives Storage Enforcement and Advice, Bereavement Service and Registration Services.

NB. Further details regarding specific divisional activities can be found in team plans.

### **2.1.2 Who benefits?**

The service benefits everyone in Halton by supporting front-line services to assist those most in need, particularly the most vulnerable in the community who may need help to care for themselves or others. We provide support to people to arrange and contract for care services, who buy goods and services, conduct business, who lose loved ones, who wish to register births, marriages and deaths. Housing Strategy services benefit everyone in Halton, but particularly those in greatest housing need.

## **2.2 Key Messages**

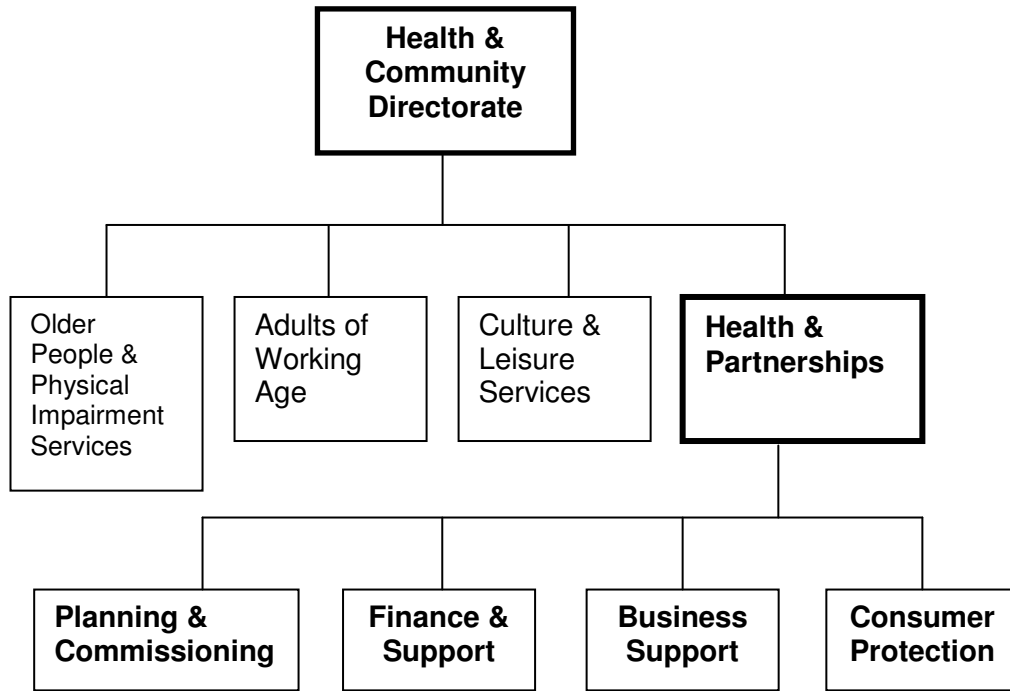
Given the breadth of service areas within Health & Partnerships, we are working within the key strategic priorities to support and deliver high quality services to improve health, independence and wellbeing of the residents of Halton. Key messages include:

- The development of the Joint Strategic Needs Assessment, which covers the health and social care needs of Adults and Children;
- The requirement to contribute to the Local Strategic Partnership's agenda, and the update of the Local Area Agreement (LAA) and delivery of LAA targets
- To maintain, develop and improve the level of service when the Directorate and Authority as a whole are faced with increasing budgetary pressures e.g. the Comprehensive Spending Review and the potential loss of some Grants.
- The development of partnerships which may include joint provision or commissioning with other Local Authorities, key statutory partners and in some circumstances with providers within the independent or voluntary sector;
- The need to refocus the Directorate's activity towards neighbourhood delivery of services
- The need to ensure that there are appropriate and effective infrastructures in place to be able to deliver the Directorate's aims and objectives

- The increase in Self directed care and self-assessment linked to In-Control pilot and development of individualised budgets.
- Nothing is more important than ensuring that vulnerable adults are properly safeguarded. The Directorate continues to invest heavily in strengthening reporting, recording and training processes associated with the safeguarding of vulnerable adults. Extensive work continues with our partner agencies (inc. Police) in ensuring that appropriate policies and procedures are in place.
- The need to ensure that the potential barriers to the taking up of services through lack of awareness about what is available and how to access it by Halton's Black and Minority Ethnic community are overcome, thus ensuring that services are accessible to all.
- Prioritise safety work within the Council's cemeteries with specific focus on memorials and on roads / pathways.
- Ensure that the Consumer Protection Service is equipped to deal with the increasing challenges facing the Service, especially from the Office of Fair Trading, the Local Better Regulation Office and expected legislative changes.
- Continue to improve performance against the Registration Service Good Practice Guide and develop the present use of the Civic Suite for Registration Ceremonies after the completion of the Runcorn Town Hall refurbishment.
- The need to engage with sub regional working arrangements and policy development, particularly in terms of housing and planning.



2.3 Organisation Structure



	FTE Posts
Planning & Commissioning	TBC
Finance	TBC
Business Support	TBC
Consumer Protection	TBC
<b>TOTAL</b>	<b>TBC</b>

NB. Information regarding posts completed as at ??

## **3.0 FACTORS AFFECTING THE SERVICE**

### **3.1 External Factors**

The following factors have been identified as having a potential impact on the delivery of services during the period 2008-2011:

#### **3.1.1 Political**

- The development of the Joint Strategic Needs Assessment (JSNA), will form the basis of a new duty for the PCT and Local Authorities to co-operate in order to develop a whole health & social care response to the health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs, over 3-5 years.
- Halton's current Local Area Agreement (LAA), which provides an outcome based approach to tackling the major challenges facing Halton, will be due for review and update in 2008. Many of the objectives outlined in the Service Plans are designed to support the achievement of the LAA Targets.
- Changes within NHS following publication of a Patient Led NHS have resulted in the reconfiguration of local NHS Trusts. This will impact on partnership work as the new organisations become established. The joint commissioning managers role may change and all future commissioning strategies will be required to establish joint commissioning intentions between HBC and PCT.
- The implementation and delivery of 'Independence & Opportunity: Our strategy for Supporting People' will impact on resources available to deliver local services and may affect the way in which the programme is administered locally i.e. proposals to transfer supporting people into the Local Strategic Partnership (LSP)
- The Office of Fair Trading's governance role, the launch of the Local Better Regulation Office and the move to an intelligence based service delivery model will impact significantly on the work of the Consumer Protection Service.
- The work of the Consumer Protection Service will be further impacted as a result of a number of Government reviews including the Hampton review on reducing regulatory burdens, the Macrory review on sanctions and penalties, the extension of Consumer Direct to include utilities complaints, the Roger's review on priorities for regulatory services, the Vanilla report on consumer perceptions of weights and measures law and the Gower's review on intellectual property enforcement.
- The adoption of new governance arrangements will provide greater discretion in the delivery of local Registration Services, which will streamline the Service's modernisation in the light of future national developments.
- During the next 3 years there will be a need to further strengthen relationships with the voluntary sector. One particular area, which is a priority, is Carers. It is anticipated that the Cares Centres will transfer to the voluntary sector from April

2008 and there will be a need to ensure that there is an effective infrastructure in place to secure funding in the future.

- To help make care fairer, the Secretary of State for Health has announced a comprehensive strategy for reducing health inequalities, challenging the NHS as a key player, to live up to its founding and enduring values. Local Authorities will therefore have a key role in influencing this agenda at a local level.

### **3.1.2 Economic Climate**

- There continues to be significant budgetary pressures within the Department. Gershon efficiency gains, the implications of the Comprehensive Spending Review and Supporting People's retraction plan, has resulted in reduced funding in adults with learning disabilities, and continues to have an impact on service areas. Services need to ensure that they are designed to deliver greater efficiency and value for money without having a detrimental impact on those people who use them.
- The need to have a robust LAA which is aligned to priorities will be essential as a number of specific grants and LAA ring-fenced grants will be delivered in the form of an Area Based Grant which will not be ring-fenced, the aim of which is to give Council's greater flexibility to manage financial pressures and focus funding on the priorities of their communities.
- Supporting People – Reductions in Supporting People Grant will increase budget pressures in operational areas. Business support will be required to assist services in ensuring projects after VFM within the funding requirements. There will also be implications of the transfer of resources into the LAA, managed by the LSP.
- Housing – reductions in Halton's annual capital grant for housing investment are expected to continue, reducing the scope for direct intervention in the housing market.

### **3.1.3 Social Factors**

- Commissioning Strategies will need to take account of demographic changes in Halton to ensure commissioning reflects present and future need.
- Public Health initiatives e.g. Healthy Eating, smoking cessation etc – Public information and awareness is central to success of this initiative. The Division will need to ensure information is current and accurate and reaches a wide audience thus ensuring the promotion of healthy lifestyles.

### **3.1.4 Technological Developments**

- The development of iCAN (the Consumer Alert Network) will enable the Consumer Protection Service to warn members of the community of scams / bogus traders etc. operating in the Borough in a timely and effective manner.

- The initial launch of the national Registration-On-Line database proved problematical. It is hoped that its expansion to capture the remainder of civil registrations can be effected more smoothly by the General Register Office.
- Telecare and a new project around Telemedicine will continue to use new assistive technology to promote independence and choice for older people.
- Increased use of electronic monitoring of care, to allow greater transparency of services delivered. Pilot planned within the Directorate.
- The development of eforms to reduce the administrative burden for operational teams.
- The implementation of an electronic Single Assessment Process so that assessments take both social care and health needs into account.
- The possible pilot of a digital pen technology system to reduce data input dependent on the success of a capital bid in 07/08.

### **3.1.5 Legislative**

- The Mental Capacity Act 2005 implemented during 2007 continues to impact on the way in which the Department operates and delivers its services.
- The implications of the 2 White Papers published in 2006, *Our Health Our Care Our Say* and *Strong and Prosperous Communities*, and the new Outcomes Framework for Adults Social Care continues to be managed by the Department. These documents place a stronger emphasis on the involvement of people who access social care services and their carers being involved in service planning and delivery to ensure services are needs-led and outcome focussed. The increase in self directed care and self-assessment linked to the 'In control' pilot and development of individualised budgets continues to support the personalisation agenda.
- The Carers (Equal Opportunities) Act 2004 came into force in England on 1<sup>st</sup> April 2005. The Act gives carers new rights to information, ensures that work, life-long learning and leisure are considered when a carer is assessed and gives Local Authorities new powers to enlist the help of housing, health, education and other Local Authorities in providing support to carers.
- The Statutory Code of Practice on the Duty to Promote Disability Equality, which was introduced in the Disability Discrimination Act 2005, came into force in December 2006. The Duty required that a Disability Equality Scheme be in place by public sector organisations by December 2006. The action plan developed as part of the Scheme continues to be implemented corporately and departmentally.
- A number of new pieces of legislation will impact significantly upon the work of the Consumer Protection Service. These will include legislation to implement the Unfair Commercial Practices Directive and legislation that will flow from the Regulatory Enforcement and Sanctions Bill.
- The New Performance Framework for Local Authorities & Local Authority Partnerships published in October 2007, sets out a single set of 198 measures

(developed as part of the Comprehensive Spending Review 2007) representing what Government believes should be the national priorities for local government, working alone or in partnership, over the next three years. In each area, targets against the set of national indicators will be negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.

- The proposed development of a common complaints procedure, covering the NHS and Social Care (from 2009), was consulted on during 2007. It has the potential to enable complaints to be addressed more consistently and holistically, with lessons learned being shared with colleagues across the sector.
- The Housing Green Paper “Homes for the Future” will impose significant demands on authorities to increase delivery of market and affordable housing to achieve the Governments target of 3 million new homes by 2020.
- Care Services Reform - As announced as part of the Comprehensive Spending Review (CSR), care and support services are to be reformed to meet the challenges of the 21<sup>st</sup> century, and to direct state funding to where it will have the biggest impact on wellbeing. It begins with extensive public engagement at the beginning of 2008 and will ultimately lead to the publication of a Green Paper. Government requirements for reform include promoting independence, wellbeing and control for those in need, and affordability for taxpayers and individuals in need.

### **3.1.6 Environmental**

#### **Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council will sign up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority’s day-to-day business.

As part of the programme the Council will develop a Carbon Management Strategy and Implementation Plan by March 2008 to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

The Councils waste management section is working to appoint volunteer ‘Recycling Champions’ across all services, to ensure that all employees, members and

contractors are encouraged to use recycling facilities that exist within their working environment. The Council will continue to seek, and to take advantage of all opportunities to promote recycling and effective waste management within the community.

### **3.2 Service Developments**

The Health and Partnerships Department has supported a wide range of service developments across all operational service areas have included an element of consultation with staff service users, carers and other stakeholders together with external benchmarking and internal performance analysis.

- Findings from the 2006 Housing Needs Assessment are being used to inform development of the housing strategy and to inform planning in terms of the development of an affordable housing policy within the emerging Local Development Framework.
- Work is ongoing to merge the Supporting People and Contracts Teams. Processes have been streamlined and areas of work have been aligned to reduce duplication. A new structure has been agreed and will be implemented over the next few months.
- Throughout 2007 the Supporting People team have worked with strategic partners to develop a number of short-term projects to meet identified needs in the SP and related strategies. Performance and the demand for these services will be reviewed at the end of 2007/8 to identify which services may be re-commissioned to meet long term need.
- Work is ongoing to develop a Domiciliary Care Strategy that will set out the Councils commissioning intentions for domiciliary care from April 2009. The strategy will be informed by the views of service users, carers and key stakeholders. The strategy will be produced by April 2008.
- Following consultation, during 2007 changes took place to the Charging Policy. These changes included the introduction of a flat rate charge for transport provision and the introduction of an assessed charge for night care services provided and paid for wholly or partially by the Council. Service users were consulted on the proposed changes along with seeking their views on service level provision; levels of charges and amounts taken as a charge from the DLA (Care component) or Attendance Allowance.
- Following a significant overspend of the B&B budget in 2006/07, and worsening BVPI outcomes, a Project Group was established to review the homelessness service. A number of new initiatives have subsequently been introduced, particularly in support of developing a homelessness prevention approach, and work has recently commenced to look at the options for future service delivery.
- Another Project Group has for several months been developing options to secure the delivery of an integrated housing adaptation service. A new delivery structure has recently been agreed and will be implemented by April 2008.
- In the last year, Customer Care, Information and Office Services have been reconfigured to reflect the desegregation of Adults and Children's Social Care Services. Complaints Policies and Procedures have been rewritten to address the

new regulations that came into force in September 2006. Robust working practices have been introduced to measure performance against the targets set and record and report the lessons learnt, so that they can inform the future development of services.

- The focus for service development within Consumer Protection Services will include strengthening the application of rules governing the safety of headstones in the Council's cemeteries, ensuring that the Consumer Protection Service is equipped to deal with the increasing challenges facing the service from the Office of Fair Trading, the Local Better Regulation Office and expected legislative changes, and the continual improvement of performance against the Registration Service Good Practice Guide and the development of the present use of the Civic Suite for Registration ceremonies.
- Evaluation of Supporting People funding of short term services to determine level of long term need.
- Health and Partnerships have contributed significantly to the development of the CPA Direction of Travel work corporately, in order to provide the Audit Commission with up-to-date information and analysis.
- Bereavement Services has been awarded the Charter for the Bereaved quality mark.
- Vulnerable Adults Task Force (VATF) received a partnership award from the Halton Strategic Partnership for work in helping older people maintain their independence through support and preventative services in the community.
- The Directorate monitors and reports to the Senior Management Team on comments, compliments and complaints received. They provide essential information to help shape and develop services, and complements the wide range of consultation exercises that the Directorate undertakes (including postal and telephone surveys, open forums, consultation days, participation in service developments and representation of users and carers on strategic boards). In addition to the consultation exercises undertaken, the Directorate also regularly undertakes Service User satisfaction and outcomes surveys, which help inform future delivery of services.

### 3.3 Efficiency Improvements

Summary of planned efficiency improvements during 2007/8, taken from the mid year review of Gershon Savings (Nov'07): - **(Subject to Review)**

- Posts - £162,000 cashable. Estimated savings through the reduced use of agency staff, deletion of managerial and other posts.
- Direct Payments - £8,000 non cashable. Estimated savings via improved working practices and take up of service
- Advertising Costs - £20,000 cashable. Estimated savings via joint adverts for posts and other methods of advertising e.g. Halton Website
- Consumer Protection - £8,000 cashable. Estimated savings via staffing changes
- Supporting People - £250,000 cashable. Estimated savings via the ongoing project to reconfigure supported living services for Adults with Learning Disabilities.

Summary of planned efficiencies in 2008/9 :-

- Engagement in the national CSED process will improve front-end service access thus reducing assessments for care. This and a number of other CSED initiatives will be pursued.
- Implementation of electronic assessment services that enable individuals to assess themselves and access the services they are sign posted to.

### **3.4 National, Regional & Sub-regional Focus**

- To contribute appropriately to the delivery of the Trading Standards North West Strategic Assessment which sets out the priorities for prevention, intelligence, enforcement and service improvement for Trading Standards Service co-ordination throughout the North West.
- To participate in the North West Registration Managers forum with a view to sharing good practice on service development and modernisation, including partnership working, as appropriate.
- To meet the challenges of the Gershon Review: identify ways of using existing resources more efficiently to produce cashable and none cashable efficiency savings.
- The division will have an important role to play in supporting operational staff in meeting the objectives of E Government through training plans and IT support and provision.
- The Regional Housing Strategy priorities focus on low demand and affordability issues. Halton's housing markets do not exhibit these problems to the same degree as some other areas in the North West, although the problem of affordability is rising to the fore, and this is impacting upon the level of resources allocated for investment in Halton.
- A Liverpool City Region Housing Strategy has been developed which identifies areas of low demand in the sub region that are in need of additional resources, and seeks to put in place plans to improve the "housing offer" to ensure economic growth is not held back.
- The Department is making significant contributions to the Care Services Efficiency Delivery (CSED) programme, whose work is to support Council's to develop sustainable efficiency improvements in adult social care. The programme has increased in significance due to the outcome of the Comprehensive Spending Review 2007.

### **3.5 Equality & Diversity**

Halton Council is committed to ensuring equality of opportunity and combating discrimination and victimisation within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services it delivers.



The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services or services provided on the Council's behalf; potential users of services; other agencies and professionals; employees and job applicants; and the general public. In doing so the Council want to build a sustainable and cohesive Halton. A place where people believe they belong, have opportunity, and the ability to help shape the place where they live.

There is a statutory duty to carry out an Equality Assessment of all services, including all contracted services and partnership arrangements and to publish the results of the self-assessment. This is accomplished through a process of Impact/Needs Assessments conducted every in a formal process using the Halton EIA template. The results of these are then collated into Directorate and Corporate Equalities Action Plans.

The Directorate commissioned a Black and Minority Ethnic Community Research Study in 2007 to determine the current and potential needs of Halton's Black and Minority Ethnic community. The results highlighted that there was a barrier to the taking-up of services as there was a lack of awareness about what was available and who to contact for information. The report also found that the BME community in Halton was less inclined or less well educated to defining their ethnic origin.

As a result of this research, work is currently underway to improve access and signpost members of the BME communities to support services that: -

- Advise re: housing options
- Establish the skills to maintain appropriate permanent housing
- Enable service users to remain in their own homes, and avoid eviction and homelessness
- Access other services including health, social care, education, training and leisure services.
- Help to ensure the more vulnerable amongst the Minority and Hard to Reach Communities can live independently
- Ensure there is fair access to all the Supporting People services in the borough.
- Help prevent minority communities from feeling socially excluded

### **3.6 Unforeseen Developments**

**Text will be developed and inserted by Corporate Performance Management Team.**

## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

**To be inserted**

### 4.2 Human Resource Requirements

Year	Planning & Commissioning	Finance	Business Support	Consumer Protection
2008/09	TBC	TBC	TBC	TBC
2009/10	TBC	TBC	TBC	TBC

**To be inserted**

- Within Bereavement Services future staffing requirements are expected to remain fairly static
- The national review of the Registration Service is not likely to impact upon staffing numbers during the life of this plan.
- For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce Plan

### 4.3 ICT Requirements

A number of high priority areas relating to IT have been identified through the IT Capital bid for 2008/9. The capital bid made, makes the assumption that Corporate IT maintain the network that the Directorate's software runs on and that they make appropriate finances available to replace it and that Corporate IT replace hardware that fails within the Directorate.

High priority areas identified within the bid include: -

- Carefirst 6 & Business Objects support costs
- Licences for use of Internet
- RSA token running costs
- Liquid logic SAP Easy care
- Electronic Monitoring of Care System
- Digital pen pilot for use with Easy Care
- Soft box software, support and training

#### Consumer Protection

- The Consumer Protection Division is not equipped to deliver the e-government agenda without the help and support (both in terms of expertise and on occasion, finance) from ICT Services.

- Bereavement Services propose to introduce a system of document imaging for record purposes.
- A web-based system for birth and death registration and the giving of marriage notices etc. will be extended during the period covered by this plan. However, the present General Register Office locally maintained RSS database would have to be maintained long after GRO support for this “Lotus Notes” based package ceases to be supported by GRO. Thus, consideration should be given to the transfer of this data to a standard, proprietary Microsoft database.

#### **4.4 Accommodation and Property Requirements**

An Accommodation Strategy has been prepared for the Health and Community Directorate. It is the intention that during 2008/9 all Runcorn based staff will relocate to Runcorn Town Hall. This will ensure increased co-location, efficient communication and effective working practices. The Health and Partnerships Department of the Directorate will work in conjunction with Property Services to ensure the smooth transfer of all staff to their new locations

## **5.0 SERVICE PERFORMANCE**

**Text will be developed and inserted by Corporate Performance Management Team.**

## 5.1 Service Objectives

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 11</b> Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.</p> <p><b>AOF 31</b> Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p> <p><b>AOF 35</b> Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.</p> <p><b>AOF 39</b> Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information</p>

<b>Service Objective:</b>	<b>HP 1 - Ensure that high level strategies are in place, and working to deliver service improvements, and support frontline services to deliver improved outcomes to the residents of Halton</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Monitor and review Joint Commissioning Strategies to ensure priorities are still met <b>Mar 2009.</b> (AOF35)</li> </ul>	Joint Commissioning Managers
	<ul style="list-style-type: none"> <li>Review contract management and monitoring arrangements across all service areas <b>Mar 2009.</b> (AOF35)</li> </ul>	Quality Assurance Manager
	<ul style="list-style-type: none"> <li>Review Housing and Homelessness Strategies to ensure that action plan is implemented <b>Mar 2009.</b> (AOF11)</li> </ul>	Housing Strategy Manager
	<ul style="list-style-type: none"> <li>Review Supporting People Strategy to ensure any change to grant allocation is reflected in priorities <b>Jul 2008.</b> (AOF11)</li> </ul>	DM (Planning & Commissioning)
	<ul style="list-style-type: none"> <li>Update Training plan to ensure personal development plans link to organisational priorities <b>Oct 2008.</b> (AOF39)</li> </ul>	Service Planning Manager
	<ul style="list-style-type: none"> <li>Commence procurement for new domiciliary care contracts with a view to new contracts being in place <b>April 2008.</b> (AOF35)</li> </ul>	Quality Assurance Manager
	<ul style="list-style-type: none"> <li>Commence procurement for new residential care contracts with a view to new contracts being in place <b>April 2008.</b> (AOF35)</li> </ul>	Quality Assurance Manager
	<ul style="list-style-type: none"> <li>Review and update the JSNA to ensure that the outcomes, with identified priorities are incorporated into the LAA <b>May 2008.</b> (AOF31)</li> </ul>	DM (Planning & Commissioning)
	<ul style="list-style-type: none"> <li>Project team to be established to ensure implementation of the recommendations of the commissioning framework <b>Mar 2009.</b> (AOF35)</li> </ul>	DM (Planning & Commissioning)
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Review progress with delivery of JSNA and produce annual plan <b>Jun 09</b> (AOF31)</li> </ul>	DM (Planning & Commissioning)
	<ul style="list-style-type: none"> <li>Review and deliver SP/Contracts procurement targets for 2009/10 <b>Mar 2010.</b> (AOF35)</li> </ul>	Quality Assurance Manager

2010 -11	<ul style="list-style-type: none"> <li>Work with Planning to introduce affordable housing policy with Local Development Framework <b>Apr 2010.</b> (AOF 11)</li> </ul>		Housing Strategy Manager
	<ul style="list-style-type: none"> <li>Monitor and Review all Planning and Commissioning milestones in line with three year planning cycle <b>Jun 09</b> (AOF 31)</li> </ul>		DM (Planning & Commissioning)
Risk Assessment	Initial	Score Missing	Linked Indicators No indicators linked
	Residual	Score Missing	

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 33</b> Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information. <b>AOF 38</b> Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.

<b>Service Objective:</b>	<b>HP 2 - Work with operational managers to design a performance management framework that will provide high quality performance monitoring and management information, to help improve service delivery and assist services to continuously improve</b>
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> <li>Review and revise the performance monitoring framework according to changing service needs to ensure that any changing performance measure requirements are reflected in the framework and the performance monitoring cycle <b>Sep 2008</b>. (AOF33)</li> </ul>	DM (Business Services)		
	<ul style="list-style-type: none"> <li>Review the Directorate IT strategy and business processes in conjunction with Corporate IT to ensure that systems available are accessible and deliver a quick and responsive service to those that need them <b>Jun 2008</b>. (AOF33)</li> </ul>	DM (Business Services)		
	<ul style="list-style-type: none"> <li>Develop and implement an electronic solution to the Single Assessment Process (SAP) to ensure that data currently written in assessments can be effectively loaded into Carefirst, Health and other agency services information systems <b>Jun 2008</b>. (AOF38)</li> </ul>	DM (Business Services)		
	<ul style="list-style-type: none"> <li>Review complaints procedures in light of national guidance to ensure a more consistent and holistic approach, leading to lessons learned being shared will colleagues across the sector <b>Nov 2008</b>. (AOF33)</li> </ul>	DM (Business Services)		
2009 - 10	<ul style="list-style-type: none"> <li>Review and revise the performance monitoring framework according to changing service needs to ensure that any changing performance measure requirement are reflected in the framework and the performance monitoring cycle <b>Sep 2009</b>. (AOF33)</li> </ul>	DM (Business Services)		
2010 -11	<ul style="list-style-type: none"> <li>Monitor and review all HP2 milestones in line with three year planning cycle <b>Nov 2008</b>.</li> </ul>	DM (Business Services)		
Risk Assessment	Initial	Score Missing	Linked Indicators	No indicators linked
	Residual	Score Missing		

<b>Corporate Priority:</b>	<b>A Safer Halton Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 27</b> Reducing the physical effects of anti-social and criminal behaviour <b>AOF 30</b> Improving the social and physical well-being of those groups most at risk within the community <b>AOF 31</b> Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton. <b>AOF 36</b> Ensuring that the Council's land and property portfolio is managed efficiently

<b>Service Objective:</b>	<b>HP 3 - To deliver high quality Bereavement, Consumer and Registration Services, that are fit-for-purpose and meet the needs, dignity and safety of the Halton community</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Develop a project plan to deliver longer-term cemetery provision, based on member decision, and commence delivery in accordance with project plan timeframes, to ensure the continued availability of new grave space to meet the needs of the Community in 2015 and beyond <b>Jun 2008</b>. (AOF36)</li> </ul>	DM (Consumer Protection)
	<ul style="list-style-type: none"> <li>Produce an initial Consumer Protection Strategic Assessment, in line with the National Intelligence Model, to support intelligence-led Trading Standards service delivery during 2009/10. <b>Dec 2008</b>. (AOF27 &amp; 30)</li> </ul>	DM (Consumer Protection)
	<ul style="list-style-type: none"> <li>Benchmark performance against national standards with relevant benchmarking group to inform improvement plan aimed at supporting continual service improvement <b>Sep 2008</b>. (AOF31)</li> </ul>	DM (Consumer Protection)
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Continue to deliver longer-term cemetery provision project plan in accordance with project plan timeframes, to ensure the continued availability of new grave space to meet the needs of the Community in 2015 and beyond <b>Mar 2010</b>. (AOF36)</li> </ul>	DM (Consumer Protection)
	<ul style="list-style-type: none"> <li>Develop and implement an in-service tasking and co-ordination approach to consumer protection work planning / resource allocation, to enhance intelligence-led Trading Standards service delivery during 2010/11 <b>Dec 2009</b>. (AOF27 &amp; 30)</li> </ul>	DM (Consumer Protection)
	<ul style="list-style-type: none"> <li>Review Registration Service provision in the light of legislative changes and best practice examples and consider service amendments / partnership working as appropriate, aimed at furthering service improvement and maximising efficiency in service delivery <b>Dec 2009</b>. (AOF31)</li> </ul>	DM (Consumer Protection)
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Pursue the Green Flag standard for both Runcorn and Widnes cemeteries to enhance the Council's reputation for sensitive quality management of the local environment <b>Mar 2011</b>. (AOF36)</li> </ul>	DM (Consumer Protection)
	<ul style="list-style-type: none"> <li>Invite Peer Review of the Consumer Protection Service, aimed at furthering service improvement and maximising efficiency in service delivery <b>Sep 2010</b>. (AOF27 &amp; 30)</li> </ul>	DM (Consumer Protection)



	<ul style="list-style-type: none"> <li>Further explore and if feasible implement Registration Service amendments/partnership working identified in previous year's service provision review, to improve service delivery/maximise efficiency <b>Mar 2011.</b> (AOF31)</li> </ul>		DM (Consumer Protection)
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b> No indicators linked
	<b>Residual</b>	Low	

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 34</b> Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders

<b>Service Objective:</b>	<b>HP 4 - Ensure that effective financial strategies and services are in place to enable the directorate to procure and deliver high quality value for money services that meet people's needs.</b>
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> <li>Monitor, on a quarterly basis, the financial strategy to ensure that changing service requirements are being met by allocated funding <b>March 2009</b> (AOF34)</li> </ul>	DM (Finance & Support)		
	<ul style="list-style-type: none"> <li>Review the usage of Direct Payments against performance target strategy to ensure that targets on uptake are being met <b>March 2009</b> (AOF34)</li> </ul>	DM (Finance & Support)		
	<ul style="list-style-type: none"> <li>Assess, on a quarterly basis, the impact of the Fairer Charging Policy strategy to ensure that the charging policy is fair and operates consistently with the overall social care objectives <b>Dec 2009</b> (AOF34)</li> </ul>	DM (Finance & Support)		
2009 - 10	<ul style="list-style-type: none"> <li>Assess, on a quarterly basis, the impact of the Fairer Charging Policy strategy to ensure that the charging policy is fair and operates consistently with the overall social care objectives <b>Dec 2009</b> (AOF34)</li> </ul>	DM (Finance & Support)		
	<ul style="list-style-type: none"> <li>Monitor and review all HP4 service milestones in line with three-year planning cycle. <b>March 2010</b> (AOF34)</li> </ul>	DM (Finance & Support)		
2010 -11	<ul style="list-style-type: none"> <li>Monitor and review all HP4 milestones in line with three year planning cycle. <b>March 2011</b> (AOF 34)</li> </ul>	DM (Finance & Support)		
Risk Assessment	Initial	Score Missing	Linked Indicators	No indicators linked
	Residual	Score Missing		

**5.2 Performance Indicators and Targets (Statutory & Local Indicators):**

**Indicators and targets still to be confirmed following outcome of new performance framework consultation exercise and the publication of CSCI's guidance in February 2008.**

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
HP LI	% of SSD directly employed posts vacant on 30 September	CP6 AOF39	11.78	N/A	N/A	N/A	9.5	TBC	8	8	TBC
<b><u>HP LI</u></b>	% of SSD gross current expenditure on staffing (Adult Social Care) which was spent on training the Council's directly employed staff during the financial year	CP6 AOF39	3.1	N/A	N/A	N/A	3.5	TBC	3.5	3.5	TBC
HP LI	% of HR Development Strategy Grant spent on Council staff	CP6 AOF39	73	N/A	N/A	N/A	73	TBC	TBC	TBC	TBC
<b>Fair Access</b>											
HP LI	No. of initiatives undertaken to raise the profile of the Service in the 5 most deprived wards	CP6 AOF31	13	N/A	N/A	N/A	4	TBC	5	6	7
<b>Quality</b>											
<b><u>NI 127</u></b>	Self reported experience of Social Care Users	CP6 AOF32	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>NI 182</u></b>	Satisfaction of Businesses with Local Authority Regulation Services	CP6 AOF31	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>NI 183</u></b>	Impact of LA Regulatory Services on the Fair Trading Environment	CP6 AOF31	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>HP LI</u></b>	No. of assessed social work practice learning days per whole	CP6 AOF39	31.5	20.5	14.7	11.4	25	TBC	25	25	25

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	time equivalent social worker										
HP LI	Percentage of consumer service users satisfied with the Trading Standards Service, when last surveyed	CP6 AOF31	91	89.58	86.28	83.90	89	TBC	90	91	92
HP LI	Percentage of Bereavement Service users who rated the staff courteousness / helpfulness as reasonable / good / excellent when last surveyed	CP6 AOF39	100	N/A	N/A	N/A	92	TBC	96	97	97
HP LI	Percentage of general Registration Service users who rated the staff's helpfulness / efficiency as excellent or good, when last surveyed.	CP6 AOF39	100	N/A	N/A	N/A	92	TBC	96	97	98
<b>Service Delivery</b>											
HP LI	Score against a checklist of enforcement best practice for Trading Standards	CP6 AOF31	100	TBC	TBC	TBC	100	TBC	100	100	100
HP LI	Number of private sector dwellings returned into occupation or demolished as a direct result of action by the local authority.	CP2 AOF11	2	TBC	TBC	TBC	2	TBC	2	2	TBC
HP LI	The average length of stay in B&B accommodation of homeless households that are unintentionally homeless and in priority need (weeks)	CP2 AOF11	5.33	TBC	TBC	TBC	1.6	TBC	1.55	1.5	TBC
HP LI	The average length of stay in hostel accommodation of homeless households that are unintentionally homeless and in priority need	CP2 AOF11	0	TBC	TBC	TBC	0	TBC	0	0	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
HP LI	Number of Rough Sleepers	CP2 AOF11	0				0	TBC	0	0	TBC
HP LI	The % change in the average number of families placed in temporary accommodation	CP2 AOF11	18.75	TBC	TBC	TBC	-15	TBC	-5	-5	TBC
HP LI	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough).	CP2 AOF11	0.42	TBC	TBC	TBC	1.42	TBC	1.6	1.79	TBC
HP LI	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same LA within the last 2 years	CP2 AOF11	1.24	TBC	TBC	TBC	1.2	TBC	1.2	1.2	TBC
HP LI	Has there been a reduction in cases accepted as homeless due to domestic violence that had previously been re-housed in the last 2 years by that LA as a result of domestic violence (BVPI 225, part 8)	CP2 AOF11	Yes	N/A	N/A	N/A	Yes	TBC	Yes	Yes	TBC
<b>NI 156</b>	Number of households living in Temporary Accommodation	CP2 AOF11	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b>NI130</b>	Social Care Clients receiving self directed support (DP's/Individual Budgets)	CP6 AOF34	189	TBC	TBC	TBC	193	TBC	197	205	TBC
HP LI	Percentage of SSD directly employed staff that left during the year.	CP6 AOF39	7.69	N/A	N/A	N/A	8	TBC	8	8	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
HP LI	Percentage of Social Services working days/shifts lost to sickness absence during the financial year.	CP6 AOF39	9.21	N/A	N/A	N/A	8	TBC	8	8	TBC
HP LI	The percentage of undisputed invoices, which were paid in 30 days	CP6 AOF34	96	TBC	TBC	TBC	96	TBC	97	97	TBC

### 5.3 Risk Management

**Text will be developed and inserted by Corporate Performance Management Team.**

### 5.4 Equality, Diversity & Community Cohesion

**Text will be developed and inserted by Corporate Performance Management Team.**

The Health & Community Directorate continues to carry out Equality Impact Assessments (EIAs) on all new/revised policies, procedures and strategies within the Directorate to ensure they eliminate unlawful discrimination and promote equality of opportunity and good relations between racial groups. Where specific actions are identified these are incorporated into an overall annual Directorate Equalities Action Plan and the Directorate Equal Opportunities Working Group monitors progress towards completion of these actions.

Those actions yet to be completed that are considered to be high priority are detailed in Appendix 2

Please note that these actions apply to all three adult social care services (Adults of Working Age, Older People's Services and Health & Partnerships), and are detailed in each of the three plans.

## 5.5 Local Area Agreement Targets

No LAA Targets are applicable to this service – **Subject to Review**

## 5.6 National Floor Targets – **Subject to Review**

The following targets are relevant to this service: -

### Housing Strategy

Ref	Description	Government Targets
TBC		

### Consumer Protection

Ref	Description/
BERR DSO NI182/ 183	Ensure all departments and agencies deliver better regulation for the private, public and third sectors



## 6.0 PERFORMANCE REPORTING

**Text will be developed and inserted by Corporate Performance Management Team.**

## 7.0 STATUTORY & NON-STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

- The Council's Corporate Plan 2006-11
- Halton's Community Strategy
- Comprehensive Performance Assessment
- Halton 's Best Value Performance Plan 2007/08
- Local Area Agreement
- Joint Strategy Needs Assessment
- Joint Commissioning Framework
- Mental Health Commissioning Strategy
- Adults with Learning Disabilities Commissioning Strategy
- Commissioning Strategy for Physically Disabled People
- Older People's Commissioning Strategy
- Carers Strategy
- Better Care, Higher Standards
- Valuing People Strategy for Learning Disabilities
- CSCI's Performance Framework
- Health & Community Budget Book
- Adults of Working Age, Older People and Culture and Leisure Services service plans in the Health and Community Directorate
- Age Related Sales Action Plan
- Three year Financial Strategy 2007/8 to 2009/10
- Supporting People Strategy
- Housing Strategy
- Private Sector Housing Strategy
- Homelessness Strategy
- Halton Local Delivery Plan (LDP)
- Halton BVPP 2006/07
- White Paper "Our Health, Our Care, Our Say"
- White Paper "Strong and Prosperous Communities"

**Service Objectives - High Risks and Associated Mitigation Measures**

**CORPORATE PERFORMANCE MANAGEMENT TEAM WILL TRANSFER INFORMATION FROM EXCEL DATABASE**

**Equality Impact Assessments – High Priority Actions**

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
TBC						

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.

**REPORT TO:** Safer Halton Policy and Performance Board

**DATE:** 22<sup>nd</sup> January 2008

**REPORTING OFFICER:** Strategic Director – Health & Community

**SUBJECT:** Safer Halton Partnership Strategic Impact Assessment

**WARD(S)** Borough-wide

**1.0 Purpose of Report**

1.1 To inform the Safer Halton PPB of the strategic assessment process for the Safer Halton Partnership.

**2.0 Recommendation: That:**

- i) Safer Halton PPB notes the content of this report and support future work on preparing the Strategic assessment document.

**3.0 Supporting Information**

3.1 The Home Office requires Crime and Disorder Reduction Partnerships (CDRPs) to carry out a Strategic Assessment and develop a Partnership Plan for 2008.

3.2 The Home Office has produced Guidance 'Developing a Strategic Assessment', which sets out the process and framework for the assessment. It requires partnerships to include the following components in the strategic assessment:

- Analysis of the levels and patterns of crime, disorder and substance misuse.
- An analysis of the recent changes in those patterns.
- Analysis of why these changes have occurred.
- Identification of priority issues.
- Community consultation and engagement
- Assessment of the extent to which last year's plan was implemented.

3.3 The purpose of the strategic assessment is to provide knowledge and understanding of community safety issues that will inform and enable the partners to:

- Understand the patterns, trends and shifts relating to crime and disorder and substance misuse.
- Set clear and robust priorities for their partnership.
- Develop activity that is driven by reliable intelligence and meets the needs of the local community.
- Deploy resources effectively and present value for money.

- Undertake annual reviews and plan activity based on a clear understanding of the issues and priorities.
- The strategic assessment is intended to align with the NIM (National Intelligence Model) and the police process of producing strategic assessments that have been successfully used by the police to address crime issues.

3.4 The strategic assessment is intended to provide the partnership with the core planning material to inform the Partnership Plan.

#### 4.0 **The Way Forward**

4.1 A multi agency strategic group will be established to carry out the work required for the review. They will collate and review data available, set a timeframe for collecting and comparing data and undertake the data analysis. They will also oversee the community consultation elements that are required as part of the process.

4.2 The group will utilise as much existing information and data from partners as possible. Halton currently has a dedicated data analyst who compiles all partnership data on the existing LAA targets. This includes information from other partners, including YOT, probation, DAAT and the Council. There are also other Strategic Needs Assessments being carried out, such as the joint Strategic Needs Assessment between the PCT and the Council and the police strategic assessment. Elements of other reviews may support and inform the work being undertaken as part of this review. Partners will be consulted, to provide data that they hold, which is relevant to the process.

4.3 Priority areas of work for the partnership will emerge from this analytical and consultative work. The partnership will be expected to review current activities and provision that relate to these priorities and identify gaps. They will also be expected to review what has worked well elsewhere and make recommendations for future action. Based on this information, the Safer Halton Partnership will then identify priorities and actions for the Partnership Plan, which will also be the Action Plan for the SSP to deliver the LAA.

4.4 The Strategic Assessment will therefore feed into the LAA process, to help identify appropriate local indicators and targets and inform future funding decisions. The needs assessment should be completed by March 08, although this may need to be brought forward, to help inform the LAA priorities and process.

#### 5.0 **Policy Implications**

5.1 The purpose of the Assessment, and how it will be used to affect service delivery is outlined in Paragraph 3.3

#### 6.0 **Financial Implications**



6.1 There are none at this stage.

7.0 **Council's Priorities**

7.1 Matters relating to community safety cut across all of the Council's priorities, but the primary focus is for A Safer Halton, reducing crime and the perception of crime and instances of anti-social behaviour.

8.0 **Risk Analysis**

8.1 The assessment is a requirement of the Home Office. The Council would be acting illegally if it did not do one.

9.0 **Equality and Diversity Issues**

9.1 The Assessment will address the needs of the whole community.

10.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

10.1 None under the meaning of the Act.

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>

**REPORT TO:** Safer Halton Policy and Performance Board

**DATE:** 22<sup>nd</sup> January 2008

**REPORTING OFFICER:** Strategic Director, Corporate and Policy

**SUBJECT:** Quarter 3 Financial Information Update.

**WARDS:** Boroughwide

#### **1.1 PURPOSE OF THE REPORT**

**2.0** To provide Members with the financial information for Culture and Leisure as at 31<sup>st</sup> December 2007.

#### **3.0 SUPPORTING INFORMATION**

#### **4.0 POLICY IMPLICATIONS**

4.1 There are no new policy implications as a result of this report.

#### **5.0 OTHER IMPLICATIONS**

5.1 There are no other implications flowing from this report.

#### **6.0 RISK ANALYSIS**

6.1 There are no risks associated with this report.

#### **7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 There are no Equality and Diversity issues associated with this report.

#### **8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

**Cultural & Leisure Services****Revenue Budget as at 31st December 2007**

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>					
Employees	3,855	2,901	2,841	60	2,841
Grounds Maintenance	2,648	0	0	0	0
Premises Support	829	0	0	0	0
Other Premises	648	472	471	1	471
Book Fund	256	182	154	28	154
Hired & Contracted	446	335	327	7	327
Promotions	151	113	101	12	101
Other Supplies & Serv.	445	320	316	4	316
Transport	71	43	40	3	40
Leisure Mgt. Contract	1,282	862	0	0	0
Grants	650	645	0	0	0
Other Agency	139	131	861	1	861
Asset Charges	1,570	0	650	(5)	650
Support Services	3,432	0	132	0	132
<b>Total Expenditure</b>	<b>16,422</b>	<b>6,005</b>	<b>5,893</b>	<b>111</b>	<b>5,893</b>
<b><u>Income</u></b>					
Sales	-118	-89	-126	38	-126
Fees & Charges	-520	-361	-428	67	-428
Rents	-17	-13	-19	6	-19
Support Recharges	-1,521	0	0	0	0
Grant Funding	-270	-202	-201	(1)	-201
Reimbursements	-690	-424	-437	13	-437
<b>Total Income</b>	<b>-3,136</b>	<b>-1,089</b>	<b>-1,211</b>	<b>122</b>	<b>-1,211</b>
<b>Net Expenditure</b>	<b>13,286</b>	<b>4,916</b>	<b>4,682</b>	<b>233</b>	<b>4,682</b>

**Comments on the above figures:**

In overall terms revenue spending to the end of quarter 3 is under budget.

The uexpenditure below budget profile on Employee costs relates to a number of posts which have previously been vacant, but which have now recently been filled. It is not anticipated that there will be a significant underspend on this budget heading at the year-end.

Whilst the "Other Premises Costs" budget heading is currently showing expenditure to budget, expenditure on energy costs will need careful monitoring. Expenditure on gas and electricity costs are anticipated to be

significantly higher in the fourth quarter, and remedial action may be needed to ensure a balanced budget is achieved.

Expenditure below budget to date on the Bookfund budget relates to the phasing of invoice payments, and it is not anticipated that expenditure on this heading will be underspent at the year-end.

The overachievement of sales and fees and charges income is primarily related to the Brindley Arts Centre. Income is significantly above target for the first three quarters, although it cannot be assumed that a similar trend will continue for the remainder of the year.

At this stage it is anticipated that overall revenue spending will be in line with the Departmental budget by the end of the financial year.

**Cultural & Leisure Services**  
**Capital Projects as at 31st December 2007**

	2007/08 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Show Pitches	40	0	-5	45
Athletics track	301	156	156	145
Improvements To Pavilions	30	0	-20	50
Brindley Forestage	30	30	26	4
Skate Park	100	0	0	100
	<b>501</b>	<b>186</b>	<b>157</b>	<b>344</b>

**Cultural & Leisure Services****LSP, External or Grant Funded Items as at 31st December 2007**

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
<b><u>Priority 1: Healthy Halton</u></b>					
Sports Partnership	59	45	25	19	25
Health & Physical Activity	39	29	27	3	27
Enhanced Sports	75	56	22	34	22
<b>Sub Total</b>	<b>173</b>	<b>130</b>	<b>74</b>	<b>56</b>	<b>74</b>
<b><u>Priority 3: Children &amp; Young People</u></b>					
Vikings In The Community	50	37	13	25	13
<b>Sub Total</b>	<b>50</b>	<b>37</b>	<b>13</b>	<b>25</b>	<b>13</b>
<b><u>Priority 4: Employment Learning &amp; Skills</u></b>					
Citizen's Advice Bureau	68	51	34	17	34
<b>Sub Total</b>	<b>68</b>	<b>51</b>	<b>34</b>	<b>17</b>	<b>34</b>
<b><u>Priority 5: Safer Halton</u></b>					
Youth Splash	178	134	94	39	94
Blue Lamp	631	473	315	158	315
Prolific & Persistent Offenders	47	35	23	12	23
Positive Futures	25	19	27	(8)	27
<b>Sub Total</b>	<b>881</b>	<b>661</b>	<b>459</b>	<b>201</b>	<b>459</b>
<b>Total Expenditure</b>	<b>1,173</b>	<b>879</b>	<b>581</b>	<b>299</b>	<b>581</b>

**Comments on the above figures:**

Regular monitoring reports are sent to the Local Strategic Partnership (LSP) in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Some variances against the budget to date are expected, as the LSP have deliberately over-programmed in order to ensure that the full allocation of Neighbourhood Renewal Fund grant is spent during the year.



**REPORT TO:** Safer Halton Policy and Performance Board

**DATE:** 18<sup>th</sup> September 2007

**REPORTING OFFICER:** Strategic Director, Health and Community

**SUBJECT:** Notes of Working Party meetings

**WARDS:** Boroughwide

### **1.0 PURPOSE OF THE REPORT**

1.1 To inform members of topics and issues discussed at meetings of Working Parties set up by the Safer Halton Policy and Performance Board.

### **2.0 RECOMMENDATION: That the report be noted.**

### **3.0 SUPPORTING INFORMATION**

3.1 The Bereavement Services Working Party met on 6<sup>th</sup> December 2007, notes of that meeting are attached as Appendix 1.

3.2 Where notes have not been produced for meetings held close to, or after the deadline for agenda items for the Board, members may be requested to receive oral reports of Working Party meetings, when the Policy and Performance Board considers this agenda item.

### **4.0 POLICY IMPLICATIONS**

4.1 There are no new policy implications as a result of this report.

### **5.0 OTHER IMPLICATIONS**

5.1 There are no other implications flowing from this report.

### **6.0 RISK ANALYSIS**

6.1 There are no risks associated with this report.

### **7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 There are no Equality and Diversity issues associated with this report.

### **8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.



**Bereavement Working Party  
6<sup>th</sup> December, 2007 at 5.00 p.m.  
Civic Suite, Runcorn Town Hall**

## **A G E N D A**

- 1. Apologies for Absence**
- 2. Minutes of Last Year's Christmas Meeting**
- 3. Matters Arising from last year's Christmas meeting held on 7<sup>th</sup> December, 2006 (which would not be covered elsewhere on this Agenda)**
- 4. Emergency Planning**
- 5. Christmas and New Year Working Arrangements for Halton's three Cemeteries and Widnes Crematorium**
- 6. Headstone Safety**
- 7. General feedback from/to clergy funeral directors**
  - **Cemetery charges for Runcorn residents who choose not to use Widnes Crematorium**
  - **Availability of interment times/funeral delays**
  - **Signing of Indemnity forms and the cost it incurs**
- 8. Any other business**
- 9. Date and time of next meeting**

**Bereavement Working Party  
6<sup>th</sup> December, 2007  
Civic Suite, Runcorn Town Hall**

## **MINUTES**

**Present:** Councillor M. Lloyd-Jones (Chair), Councillor Mrs. L. Redhead, Councillor Mr. G. Swift, Councillor P. Murray, Mr. J. Downes, Mr. J. Tully, Mrs. M. Carter, Mrs. D. Philbin, Mr. G. Cookson, Mr. S. Webster, Rev. R. Jones, Rev. M. Greenstreet, Rev. V. Schofield, Rev. M. Eaton, Rev. C. Gordon-Farleigh, Father P Fox, Mr. K. Austin, Mr. P. Lowry (F Dooley and Son Funeral Service), Mr. M. Findlow (Findlows Funeral Service) Mr. P. Harris (Davis McMullan Funeral Service)

### **1. Apologies for Absence**

Councillor K. Morley, Father W. Redmond, Rev. J. Leffler, Rev. J. Hayes, Canon D. Gait, Mrs. C. Smith, Mr. E. Wynn-Jones (Moar and Butler Funeral Service)

### **2. Minutes of Last Year's Christmas Meeting**

The Minutes of last year's Christmas meeting was agreed as a true record.

### **3. Matters arising from last year's Christmas meeting held on 7<sup>th</sup> December 2006 (which would not be covered elsewhere on this Agenda)**

Rev Jones asked whether the portable shelter at the Crematorium had now been restored and if it was suitable for use. Confirmation of this was given. He also asked for an update on the Cemetery extension to which JD gave the Group an update on the present position.

### **4. Emergency Planning**

SW attended the meeting to give the Group an update on the current position regarding a possible Flu Pandemic, and circulated a Briefing Note for information. His briefing was aimed around Bereavement Services and he informed the group that Flu was now the number one health risk to the country.

He advised of the plans that were in place in Halton and stressed the importance of the need to plan for 25%, 35% and 50% attack rates. He suggested to the Funeral Directors and the Clergy that they should consider putting Business Continuity Plans in place for their particular service and stressed the need for sharing information.

A discussion followed regarding mass gatherings and funeral services and SW advised the group that no definite answer could be given as to when the disease will strike, but suggested that a Working Group be

set up between people present at this meeting to discuss the matter further.

SW also answered questions from the Funeral Directors in relation to infection control when collecting Deceased persons from hospitals, etc.

**5. Christmas and New Year Working Arrangements for Halton's three cemeteries and Widnes Crematorium**

MC informed the Group of this year's Christmas and New Year Working arrangements which are as follows :-

Closed for funerals on 25<sup>th</sup> and 26<sup>th</sup> December, 2007 and 1<sup>st</sup> January, 2008.

Monday, 24<sup>th</sup> December 2007 – normal working arrangements apply.

Thursday, 27<sup>th</sup> December 2007 – normal working arrangements for Widnes Crematorium. Burial services to commence from 1.00 p.m.

Friday, 28<sup>th</sup> December, 2007 – Normal working arrangements apply.

Monday, 31<sup>st</sup> December, 2007 – normal working arrangements apply.

Wednesday, 2<sup>nd</sup> January 2008 – normal working arrangements apply for Widnes Crematorium. Burial services to commence from 1.00 p.m.

Saturday 22<sup>nd</sup>/Saturday 29<sup>th</sup> December 2007 and Saturday, 5<sup>th</sup> January 2008 – burial services will be offered at no extra charge subject to staff availability.

**6. Headstone Safety**

JD gave an update on the current Headstone Safety policy adopted by the Authority. He informed the group of the significant progress which has been made with this issue and of the way individual complaints were handled.

**7. General feedback from/to clergy & funeral directors**

- **Cemetery charges for Runcorn residents who choose not to use Widnes Crematorium**

JD informed the Group that Local Government finance is under pressure and that the last three years have proved very difficult, forcing Councillors to make some very tough decisions.

Widnes crematorium is a very under used facility and some of the income generated is used to subsidise the cemetery provision.

As the bereaved are consumers, it was felt that if the funeral director inform the family of the various options open to them

prior to arranging the funeral, it would enable them to make an informed choice.

Mr. Harris asked that this matter be put before the relevant Council committee for discussion and JD informed him that an item would be put before the next Policy and Performance Board. As there is a public forum, he advised Mr. Harris that he may attend if he wished.

Rev. Gordon-Farleigh suggested that an across the board fee of say £120.00 be implemented.

- **Availability of interment times/funeral delays**

Mr. Harris informed the group that on three occasions he had had to wait 10 days for a burial service. A discussion followed regarding the booking of funeral services and the difficulties sometimes experienced by all parties.

Mr. Lowry informed the Group that in nearby cemeteries, Monday morning service times were available, and that this option was not available at Widnes. JD informed the group that the introduction of flexible working patterns would allow this to take place in Halton, along with late afternoon service times if required.

The general opinion of the funeral directors was that the earliest burial time that would be required on a Monday morning would be 10.30 a.m.

- **Signing of Indemnity forms and the cost it incurs**

Mr Harris was very unhappy with the fact that Runcorn residents had to travel to Bereavement Services Office, Widnes to sign an Indemnity form when the Grave Deed could not be produced, and asked why HBC could not adopt the more relaxed approach of some burial authorities in this regard.

JT informed the Group of the legalities of the signing of Indemnity forms, and the reasons why every effort is made to ensure that the right person is buried in the correct grave. It was felt that the fee of £42.00 was a fair cost given the administration tasks involved in completing such forms.

DP informed Mr. Harris that if an elderly or infirm person could not travel to Widnes to sign the form, arrangements could be made for a member of the Bereavement Services team to travel to the Funeral Directors premises for this purpose.

At this time, HBC would not be altering the procedure for the signing of Indemnity forms.

**8. Any other business**

Mr. Findlow expressed his concern over the tipping area to the side of Section 31 in Runcorn Cemetery. It was agreed by all parties that it was not an ideal situation and GC informed the Group that quotations have been received to create a formal tipping area.

JD informed the group that the current mound of soil would be levelled in the near future.

**9. Date and Time of Next Meeting**

The next Christmas meeting of the Group will take place in Conference Room 2, Municipal Building, Kingsway, Widnes on Thursday, 4<sup>th</sup> December, 2008 at 4.30 p.m. for 5.00 p.m.