Cabinet – 18 December 2019

PROUD programme

Resilient Communities – A New Model of Personal Responsibility, Community Led Solutions, Integrated Community Safety and Community Protection and Enforcement

Portfolio: Councillor Perry, Community, leisure and culture

Related portfolios: Councillor Andrew, Councillor Towe, Councillor Wilson, Councillor Martin, Councillor Longhi

Service: All services within the scope of Resilient Communities

Wards: All

Key decision: Yes

Forward plan: Yes

1.   Aim

1.1   Resilient Communities is an approach that focuses on the assets of the population, and is a citizen led way of improving our quality of life and reducing harm in our communities, allowing them to thrive. At the heart of this approach, communities will be supported and empowered to identify and implement real solutions to local issues, making a long lasting impact within their local area. Whether it is addressing issues of anti-social behaviour or enabling older people to maintain their independence, this model will have a tangible impact on people's lives within our communities.

1.2   Fundamentally, it is about supporting and working with our communities to empower them to be safe and reduce crime, but also to remain healthy, well and active in their neighbourhood.

2.   Summary

2.1   The new Model of Resilient Communities was agreed by cabinet on 23 October 2019 and has four components:
* Enabling and supporting people to have personal responsibility;
* community led solutions;
* integrated services for the delivery of support to communities;
* integrated enforcement.

2.2   The model was developed under Walsall Proud Programme (WPP) service re-design phase as one of the early service re-designs to meet the WPP promises:

- Improve outcomes and customer experience
- Improve employee satisfaction and engagement
- Improve service efficiency and performance

2.3   Once the model was agreed the programme moved into the service design phase to provide initial designs for a new Resilient Communities model aiming to deliver greater efficiency, improved customer satisfaction and improved staff satisfaction.

2.4   The report outlines the high level service transition of the Resilient Communities model setting out its functions and form and delivery timeline.

2.5   If agreed by Cabinet the service design is expected to be completed by April 2020.

3.   Recommendations

3.1   That Cabinet approve Resilient Communities Model as set out in paragraph 4.23 to 4.27 to deliver the PROUD promises of improved customer satisfaction, improved staff satisfaction and greater efficiency.

3.2   That Cabinet approves the commissioning of a community, voluntary sector providers to deliver the personal responsibility and community led solutions components of the model including Community Led locality engagement (four locality based community forums) as set out in paragraph 4.14. This commissioning will be informed by priorities set through cross sector partnership working at both strategic and local levels.

3.3   That Cabinet approves revised functions of the four professional locality panels (working alongside community based forums) to have a risk based professional conversations, as set out in paragraph 4.19, to agree priorities and task appropriate partners to implement.

3.4   That Cabinet commits to a collaborative approach with partners including police and sharing powers in the community safety unit and putting additional joint resources with the West Midlands Police into those areas of high need with governance from Walsall Safer Partnership.
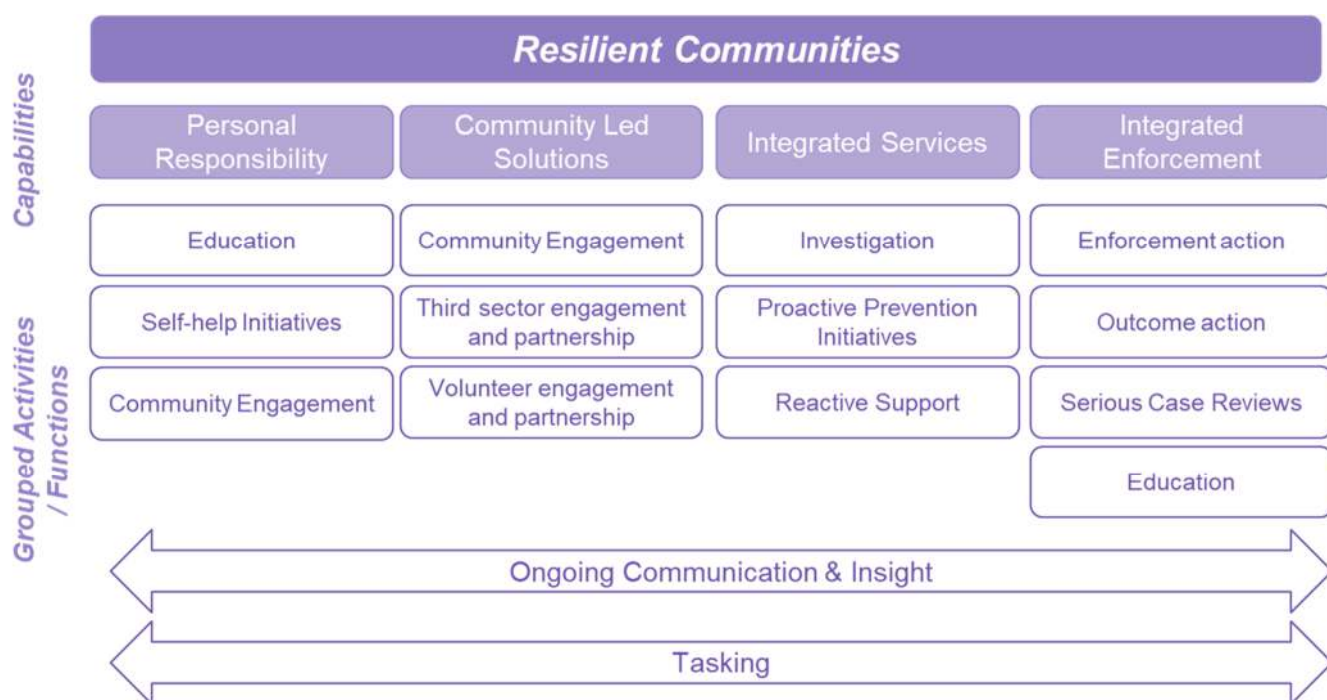

4.   Report detail – know

Context

4.1   The Walsall Proud Programme (WPP) was launched in April 2019. On the 23 October Cabinet approved the new model of Resilient Communities to be an early adopter of the PROUD programme's approach to reviewing service provision. This includes a series of activities as outlined below: Review and agree the vision for Resilient Communities and the delivery model to achieve this:

- Review service provision focussing on what service users and customers value

- Assess the technological opportunities to improve service delivery
- Review how services are designed and structured to maximise impact.

4.2 The Resilient Communities programme will deliver against the following outcomes of the WPP: people live a good quality of life and feel they belong; children grow up in connected communities and feel safe everywhere; people are proud of our town, district centres and communities; they are vibrant.

4.3 The Safer Walsall Partnership is a statutory community safety partnership. With the development of the 'Community Safety Plan', and the establishment of the community safety unit, this partnership will be better able to review data, use this to keep people safe, to prevent crime and disorder, and to share intelligence with the community about what issues to address. The Safer Walsall Partnership will be a key partner, supporting and empowering partners and communities to deliver the Resilient Communities model.

4.4 Walsall For All is an executive governance board made up of local partners including education, health, housing, police, third sector, faith groups and Government for delivering the 'Walsall For All Delivery Plan', a Ministry for Housing Communities and Local Government (MHCLG) funded integration programme. Funding for the programme is proposed to end in March 2020 and sustainability plans currently being developed. A review of the current projects on what works (evidenced based action) is built into the programme and will inform future projects and potential governance in the future.

4.5 The levels of serious violence is rising in Walsall and the West Midlands, both have seen an increase of 23% in violent and sexual offences between November 2017 to October 2018 and November 2018 to October 2019. The social and community causes of serious violence can be addressed by a population based preventive approach of working with the local community and collectively across agencies. The protective factors are influenced by the broad range of policy decisions and other investments i.e. parenting programmes, planning and housing policy, which are outside the scope of the Resilient Communities model. However, the council and its partners can take these into consideration in future to reduce violence longer-term within Walsall.

4.6 The Resilient Communities approach to serious violence prevention is based on a set of five evidenced based principles, which local partners can adopt. These principles are the five component parts of the model, which is being promoted by the Violence Reduction Unit as best practice:

- collaboration
- co-production
- co-operation in data and intelligence sharing
- counter-narrative development
- community consensus, which is central to the approach.

4.7 These can be used as a guide to address the specific needs of a local population, providing the required evidence to inform community based conversations and decision making to create a safe and healthy community, free from violence and with meaningful opportunities for all.

4.8   Significant engagement has informed the key components of the Resilient Communities model. However, continued engagement with partners is required to understand and develop further integrated collaborative working on the resilient communities agenda, for example Walsall Together are delivering a collaborative programme of activities to transform health and social care and continuous engagement will ensure this work is aligned with the Resilient Communities model

4.9   The key activities involved in Resilient Communities are: community-led solutions; supporting people to take personal responsibility; integrated services or integrated enforcement. Communication and insight are key enablers of all activities and would be critical activities for all parties involved in resilient communities.

4.10 Key functions under each area include (shown in figure 2);
1.   **Community led solutions**; 3rd sector and volunteer engagement and partnerships
2.   **Supporting personal responsibility**: education and training, proactive prevention initiatives, self-help initiatives and community engagement and support
3.   **Integrated services**: investigations, tasking, reactive support
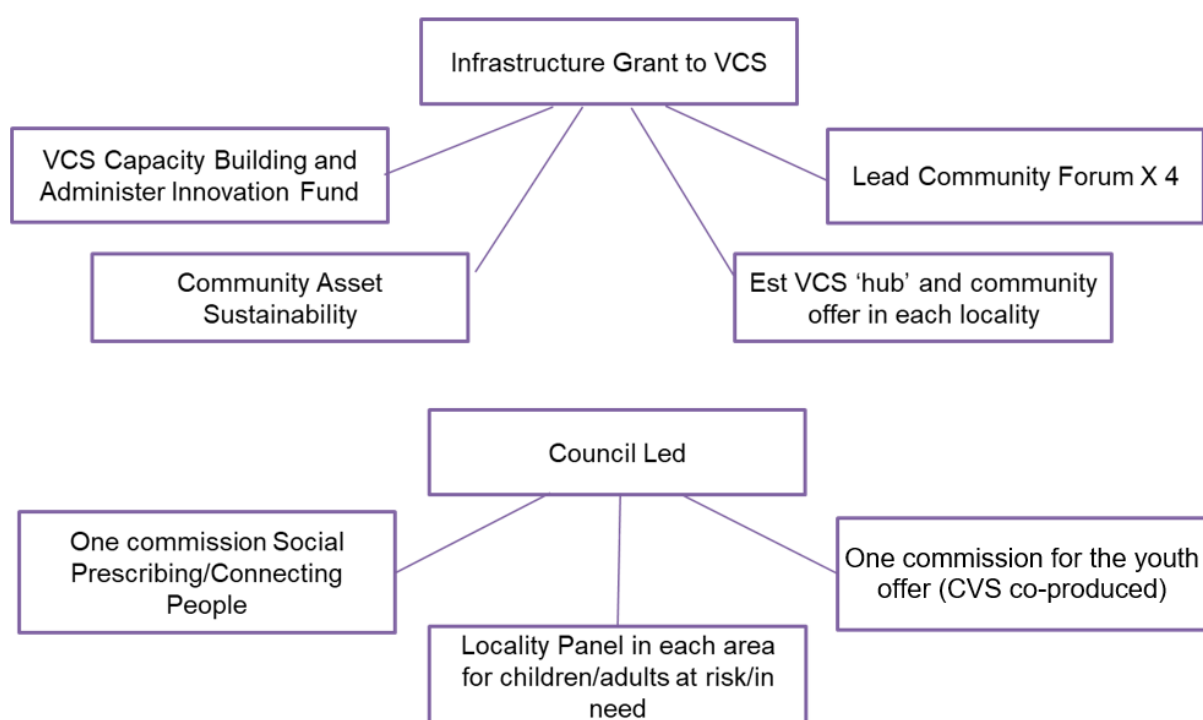4.   **Integrated enforcement**: enforcement or outcome action, serious case reviews, and education.

Figure 1. Key functions of the Resilient Communities Model.

4.11 Communication and insight are key enablers for the model and are critical activities for all parties involved in Resilient Communities. For example, services, partners and local communities would be expected to partake in sharing insight (where appropriate) to inform the overall strategy and local priorities. Communication between partners and local communities is a requirement for this. Additionally, Communication and Marketing, Business Insights and Customer Access Management are parallel projects under the PROUD programme and are key interdependencies in the success of the Resilient Communities model.

4.12 Activity and governance of the model will be overseen by partnership boards. These boards will provide steer and challenge to enable people to have personal responsibility and develop community led solutions elements. They will also oversee the integrated services and enforcement elements of the model as well as the delivery of the Community Safety Plan. Activity would be delivered by a combination of partnership services, task and finish groups and a communication and engagement groups. The partnership would be maintained through a core support function delivered by the council.

4.13 The council will commission the Community Voluntary Sector (CVS) to lead four community forums, a community "hub" in each locality, the suitability of community assets and community capacity building, as well as specific commissions (figure 2) described below.

Figure 2. Council commissions and infrastructure grant to CVSs

4.14 The delivery of the community led solutions supporting personal responsibility within the Resilient Communities model, will be through a commission from the council to the CVS. This will include the delivery of Community Led locality engagement (Community Forums) run in each locality, as well as a number of evidence based[1] activities as agreed through community based conversations, as described below;

- strengthening communities – building on community capacities to take action together on the issues that are affecting them including an innovation fund for each locality (Bank of resilience) taking a participatory budgeting approach

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[1]
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768979/A_guide_to_community-centred_approaches_for_health_and_wellbeing__full_report_.pdf

- volunteer and peer roles – approaches on enhancing individuals' capabilities to provide advice, information and support or organise activities around wellbeing in their or other communities
- collaborations and partnerships – involving communities and local services working together i.e. identifying needs through to implementation and evaluation
- facilitation to access community resources – connecting people to community resources, practical help, group activities and volunteering opportunities to meet needs and increase social participation.

The development of the way of working, including for the Community Forums, including how members will be involved, will be established through workshops in the New Year as in the report to Cabinet on the 23 October 2019 agreed the disbanding of Strategic Locality Partnership Boards.

Community groups and associations

4.15 These partners would be supported by infrastructure grant(s) by the council and will largely support community-led solutions to empower local communities i.e. taking ownership and delivery of interventions in specific communities. Additionally working with communities to support them to take personal responsibility by having, effective communication with communities via multiple channels (face to face; social media; using local assets) to share information, for example: how to report issues; where to find community-based support; activities in your area and how to keep safe.

4.16 The Walsall For All programme (MHCLG funded community cohesion programme) highlighted four priority areas for community cohesion:
   1. Connecting across communities
   2. Young people learning and growing together
   3. Working and contributing together
   4. Living together.

Actions within the Walsall for All programme are currently being reviewed. Those projects that work will be built into the personal responsibility and community led solutions elements of the model. The Walsall For All Board will provide independent challenge and steer to the council on delivery objectives and outcomes within the personal responsibility and community led solutions parts of the Resilient Communities model.

4.17 These activities will be supported through a programme of communications campaigns delivered via the Communications team within the council, a further PROUD project and a key interdependency. Campaigns would include such things as seasonal flu; how to avoid distraction burglary; how to spot and repot modern slavery.

Walsall Council Provision

4.18 The Council will have a core team which will work with local communities and partners to inform and manage the Resilient Communities model. This will include providing insights (working alongside the councils Business Insights team) to inform action, development of policy and coordinate multi-agency work.   In

addition they will develop and administer the commissioning to the CVS organisation(s), manage locality working (a review and agreement of terms of reference required), youth activities, community cohesion and community engagement with the CVS to sustain community assets and establish a community offer in each locality.

Locality working

4.19   Each locality (North, Central and East, South and West) will have a professional lead and manage the locality panels covering locations and themes discussing a continuum of issues within communities ranging from prevention, diversion, enforcement to rehabilitation. They will work closely with the CVS locality leads and internal and partner professionals, sharing information (as appropriate) creating joint solutions to meet needs and allocating tasks to the appropriate partners. These workers will be supported by the core team with intelligence (including from partners) to inform discussion and action within each locality and to the community safety unit to enable community protection to focus on solutions relevant to people and prevent future needs.

Integrated services

4.20   Council-provided services included, but not limited to, in Resilient Communities are: community protection; community safety; CCTV, Prevent, Domestic Abuse, licensing applications and harm reduction and all enforcement ie unauthorised encampments; environmental health; trading standards; community protection, including anti-social behaviour, statutory nuisance and environmental crime enforcement. These services would collaborate on core activities to share insight and expertise on common issues e.g. Anti-Social Behaviour (ASB). A range of referrals will be funnelled through the customer access management function (parallel PROUD project) and allocated appropriately to the teams within Resilient Communities allowing the right agency or team within Resilient Communities to respond. On-going analysis and intelligence will be provided by the Business Insights team (parallel PROUD project) as well as the development of partnership intelligence working ie a virtual exploitation hub to reduce harm in the community.

4.21   These services will partially deliver the support for personal responsibility and community led solutions ie while conducting core activities, officers would take opportunities to encourage these behaviours in the community and educate residents on self-help options while on enforcement visits. Additionally contributing to community engagement and applying insight from community engagement into services, enforcement and proactive initiatives.

4.22   To maximise the efficiency of the Resilient Communities model, are range of policies and position statements and training, supported by effective communications are planned to be developed. These include policies on anti-social behaviour, domestic abuse, modern slavery, travellers, community protection and joint power sharing training. This will be supported by communication with the public through the website and other forms of communication on how residents can keep their communities safe.

Integrated enforcement

4.23   The model proposes to take joined up action on enforcement using a range of expertise with partners to reduce harm in the community. Joint, co-located teams of local authority officers and West Midlands Police will be out providing enforcement. It is proposed that the council and police teams will share powers giving accredited employees powers to help reduce crime and disorder in a continuum of joint approaches i.e. litter fines, detaining people, stopping vehicles and public nuance and training opportunities as well as action ranging from diversion to rehabilitation. There will be formalised information sharing to strategically tackle significant safety and protection issues i.e. modern slavery and human trafficking. This will build further confidence in the use a range of powers of enforcement. The council and police will put in additional joint resources focusing staff within areas of high need.

4.24   In future, housing partners could be integrated into the model to share and or expand powers on enforcement ie ASB. Further engagement with these partners is required to fully develop the protocols and partnership opportunities which will happen in the coming months.

4.25   Some practical examples are shown below, with further functions currently being worked through with partners.

The Licensing functions will move to an approach where some of the team are office based and focus on processing and validating applications, while the remainder of the team are split between the office and their offsite requirements. This would bring licensing enforcement and applications under one manager to increase the sharing of information, which could aid the effectiveness of decision making on applications.

Community protection and enforcement team will cover licensing enforcement, ASB, environmental crime and statutory nuisance, as well as other enforcement powers including those shared with the police. The rationale for this is the cross-over/complimentary skills required for the role.

Domestic abuse function will be to introduce a cross-council response to instances of domestic abuse centred around the victim with a dedicated coordination to support of the Director Adult Social Services, Director Children's Services and the safeguarding chair.

Illicit tobacco team aligned with local neighbourhood policing and enforcement (sharing information) to organise raids which are going to benefit them both ie quickly locate the tobacco and remove it, while the police teams could make an arrest or question the suspect who may be linked to gang activity.
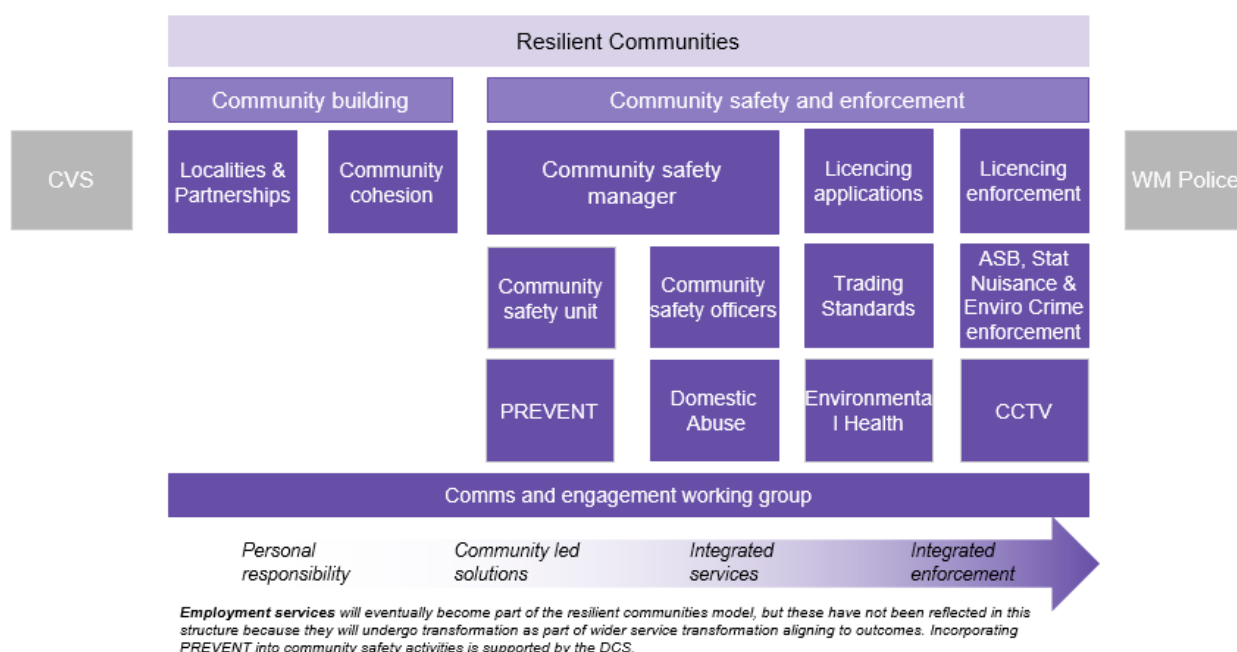
Leadership

4.26   Leadership of the Resilient Communities model will be through a senior officer of the council responsible for contributing to the boards which make up Resilient Communities and will be supported by the heads of service. Heads of Service will support the delivery of the model. Joint management with the police is being explored. The skills required for these roles are wide ranging and include:

- Technical knowledge of enforcement activities and best practice in this area
- Experience of an effective community safety unit including professional partnership working and holding the unit to delivery of the community safety plan
- Understanding of the importance of personal responsibility and the role of cohesive communities in preventing community safety needs.

Proposed structure

4.27   The below diagram (figure 3) provides the high level initial draft management structure for the Resilient Communities activities within the council. Although activities within the Resilient Communities model will fall into both community building and community safety (for example preventative action completed by enforcement officers as well as locality managers or the prevent team), the functions can be split into community building and community safety, harm reduction and enforcement.

Figure 3. High level draft management structure

Benefits

4.28   There are a wide range of benefits within the new model and way of working which include the possibility of a reduction in enforcements required, efficiencies in processes of licensing, reductions in incidents of domestic abuse and subsequent follow up, reduction in ASB incidents and wider impacts in the health sector in the reduction of illicit tobacco. Further analysis is currently being undertaken to ascertain further possible benefits.

Delivery

4.29 The below table (table 1) indicates the indicative timescales for transformation from "what is" to "to be". Key mile stones and governance check points are indicated and will be overseen by the WPP Board.

Table 1. High level timeline.

Activity	Timeline
Service and partner further engagement in Design	November- December 2019
Further partner engagement on new operating model	January – February 2019
Service redesigns and detailed business case completed	February 2020
All service transition plans completed and a decision to progress received for implementation	March 2020

Council Corporate Plan priorities

4.30 The outcomes that Resilient Communities will enable to be achieved are: people live a good quality of life and feel they belong; children grow up in connected communities and feel safe everywhere; people are proud of our town, district centres and communities; they are vibrant.

Risk management

4.31 Risks are outlined in the WPP. There is reputational risk in not meeting national guidelines for community safety and protection, financial risk in not meeting WPP timescales, and public risk by not being proactive in reducing crime and disorder.

Financial implications

4.32 The total available budget for services within the proposed Resilient Communities model is expected to be circa £2.2m. It should be noted that these services are funded through a range of income streams and as such further work will need to be established around the appropriate funding and governance arrangements required as the model enters its next phase of development. This work will be completed as part of the Proud Programme's design and consultation phases outlined in (4.29). In addition the Resilient Communities model, with an integrated Community Safety Unit, will enable the Council to respond in a more co-ordinated way to external funding opportunities as they arise, which may bring in further additional resources into the borough.

Legal implications

4.33   The proposed new model of working is designed to increase the efficiency and effectiveness of the exercise of a number of the Councils statutory functions around community safety, anti-social behaviour and licensing.

Procurement Implications/Social Value

4.34   The report recommends the commissioning of part of the model and the tender will go through the normal channels of procurement with appropriate governance including WPP board and reported to cabinet in due course.

Property implications

4.35   There will need to be an office space identified for the teams to sit together to allow for joint working i.e. morning huddles of uniformed and non-uniformed officers. This would include requirements for protection of confidential information.

Health and wellbeing implications

4.36   Safer communities are healthier communities. There are a number of public health outcomes related to Resilient Communities' young people not in education, employment or Training (NEET), crime, domestic violence, alcohol and substance misuse.

4.37   Specific priorities and monitoring health and well-being improvement will be identified in the community safety plan.

4.38   Resilient Communities will support the delivery of the Health and Well-being Board priority to reduce youth violence.

Staffing implications

4.39   This report is part of the WPP re-design of the Council and proposes efficiencies which will have staffing implications in due course. These proposals will go through the usual internal processes and indicative timeline as indicated above.

Reducing Inequalities

4.40   Crime levels are linked with poverty, social exclusion, alcohol and drug misuse and mental health issues. A Resilient Communities model can support the reduction of these inequalities.

Consultation

4.41   There has been engagement with staff who are involved with the relevant services and partners in the Safer Walsall Partnership, as well as the CVS. This will continue as part of the implementation of the model and any organisational change.

5.   **Decide**

5.1   The decisions will drive the implementation of the re-design of the services and external commissions incorporated within the Resilient Communities' model as well as agreement to partnerships with external bodies ie West Midlands Police. It will also drive the partnership working in the Safer Walsall Partnerships and Walsall for All.

6.   **Respond**

6.1   The implementation of the re-design of Resilient Communities will progress in line with the WPP in year 1 and indicative timeline shown within the report.

6.2   Officers in the Council will lead the development of the Resilient Communities model with partners through the Walsall Safer Partnership and Walsall for All board.

7.   **Review**

7.1   The implementation will be monitored through the WPP programme management office. Baseline performance measures will be developed as part of the detailed design of the model, linked to the corporate outcomes and measures within the Safer Walsall Partnership which will be used to assess the impact of the model.
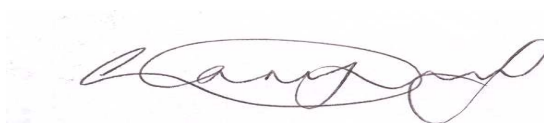
Background papers
Building Stronger Communities: A new Government Framework.
The Integrated Communities Strategy Green Paper.

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James Walsh   Councillor Perry
Executive Director   Portfolio holder
10 December 2019   10 December 2019

Paula Furnival
Executive Director
Lead Director – Outcomes and Service Redesign
10 December 2019

Equality Impact Assessment (EqIA) for Policies, Procedures and Services

Proposal name	Resilient Communities Model		
Directorate	Resources and Transformation		
Service	Walsall Proud Programme		
Responsible Officer	CMT sponsor – Stephen Gunther Programme Manager – Scott Porter		
Proposal planning start	01/04/19	Proposal start date (due or actual date)	16/05/19

1	What is the purpose of the proposal?	Yes / No	New / revision
	Policy	Yes	New
	Procedure		
	Guidance		
	Is this a service to customers/staff/public?	Yes	
	If yes, is it contracted or commissioned?		
	Other - give details		

2	What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?
	NOTE: This EqIA provides more details on the specific redesign work linked to Resilient Communities and is provided in addition to the overarching EqIA for the Outcomes & Service Redesigns / Transformation workstream within the Proud Programme (Ref. 48/19). The model is being developed under Walsall Proud Programme (WPP) service re-design phase as one of the early service re-designs to meet the WPP promises: • Improve outcomes and customer experience • Improve employee satisfaction and engagement • Improve service efficiency and performance The new Model of Resilient Communities was agreed by cabinet on 23 October 2019 and aims to deliver four components: • enabling and supporting people to have personal responsibility; • create an environment that supports community led solutions; • integrate services from across partner organisations for the delivery of support to communities; • integrate services from across partner organisations for the delivery of enforcement. In November, the programme moved into the service design phase to provide initial designs for a new Resilient Communities model aiming to deliver greater efficiency, improved customer satisfaction and improved staff satisfaction. If agreed by Cabinet the service design is expected to be completed by April 2020. This proposal is part of the Walsall Proud Programme re-design of the Council and proposes efficiencies which will have staffing implications in due course. These proposals will go through the usual internal processes and indicative timeline as indicated above.

Walsall Council

3	Who is the proposal likely to affect?		
	People in Walsall	**Yes / No**	**Detail**
	All	**Yes**	This proposal has the potential to affect all communities within Walsall, but the premise of the Resilient Communities model is that services are targeted at agreed priorities. Staff in service areas supporting resilient communities may also be affected.
	Specific group/s		
	Council employees	**Yes**	
	Other (identify)		

4	**Please provide service data relating to this proposal on your customer's protected characteristics.**
	Both within Council services and amongst partner organisations supporting resilient communities, there are a series of systems and databases that capture data relating to communities. These systems and databases will be collated and reviewed as part of the design process in order to ensure the future resilient communities model has the best information possible, within policy and regulations, to inform how support and enforcement activities should be targeted in order to maximise their impact. Current provision has indicated that improvements are possible in coordinating activities from across partner, especially guided by communities themselves. As such, the technological solution to provide intelligence form local communities and strategic analysis will be incorporated in the proposed blueprint. This will build on existing data sources held by WMBC and its strategic partners.

5	**Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).**
	Initial engagement activities have been undertaken with staff who are involved with the relevant services and partners in the Safer Walsall Partnership, as well as the CVS (see appendix 1). These activities involved a series of workshops and meetings with staff during the summer of 2019, facilitated by PwC. The feedback and suggestions received through this work are all recorded in PwC's end report held by the Proud Programme Office (ref. SR-01_Service redesign blueprint). Partner organisations have also been consulted and invited to review and comment on the resilient communities proposals. This engagement will continue as part of the design work from November 2019 to March 2020, This will include consultation on the proposed resilient communities model and the blueprints for the council's services that contribute to this model, produced through the design phase. **Consultation Activity** A variety of consultation activities will be taking place through December 2019 – February 2020. Each session will be summarised and added to this EqIA in tabular form as below:

Type of engagement/consultation		Date	
Who attended/participated?			
Protected characteristics of participants			
Feedback •			

	The consultation activities will be collated in to an overall proposal for the Resilient Communities model and a series of service blueprints for council services within the overarching model. These documents will be subject to future approval by cabinet.	
6	**Concise overview of all evidence, engagement and consultation**	
	Consultation with services, partners and communities will continue through the design phase from Nov '19 to March '20. This will culminate is a proposed Resilient Communities model and a series of blueprints, which articulate how the council's services will contribute and support this model.

These outputs from the Resilient Communities project will incorporate and address the consultation feedback provided by all contributors. | |

7	**How may the proposal affect each protected characteristic or group?** **The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.**			
	Characteristic	**Affect**	**Reason**	**Action needed Yes / No**
	Age	The Resilient Communities model has the potential to impact on all protected characteristics. As the proposal aims to empower and support communities the impact on protected characteristics will be positive. This assumption will be reviewed as consultation progresses, a more accurate assessment will be possible upon completion of the design phase.		
	Disability			
	Gender reassignment			
	Marriage and civil partnership			
	Pregnancy and maternity			
	Race			
	Religion or belief			
	Sex			
	Sexual orientation			
	Other (give detail)			
	Further information			

8	**Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.**	**Yes**
	The Resilient Communities project is one of multiple projects within the Proud Programme and as a result there is a high likelihood that there will be a cumulative effect on various (some or all) equality groups. Regular EqIAs will be completed as the programme progresses.	

9	**Which justifiable action does the evidence, engagement and consultation feedback suggest you take?**	
	Not yet known as the consultation and engagement activities have not been completed	
	A	**No major change required**
	B	**Adjustments needed to remove barriers or to better promote equality**
	C	**Continue despite possible adverse impact**

	D	Stop and rethink your proposal

Action and monitoring plan

Action Date	Action	Responsibility	Outcome Date	Outcome
To be completed in line with the summary position in section (9) as the engagement activities progress.				

Update to EqIA

Date	Detail

Contact us
Community, Equality and Cohesion
Resources and Transformation

Telephone 01922 655797
Textphone 01922 654000
Email equality@walsall.gov.uk
Inside Walsall: http://int.walsall.gov.uk/Service_information/Equality_and_diversity

Appendix 1

Party	Contact	Engagement
West Midlands Police - Walsall Partnership	Sallie Churchill Jamie Hobday Richard Jacques Kevin Pitt Paul Tolley	See engagement log
One Walsall	David Benge Alex Boys Davina (Dee) Lytton	Met with Dee and David 22/07/2019
Youth Services / Early Help	Isabel Van der Heeren Julie Jones	Met with Julie 17/07/2019
Loneliness / social isolation & social prescribing	Sarah Taylor (OneWalsall)	Couldn't make the meeting 22/07/2019 but Dee and David touched on it
Employment support / Enterprise Hub	Simon Tranter	No response from Simon
Housing - Social Landlords	Appollo Fonka	Met with Appollo 22/07/2019
Community Associations	Paul Gordon's team or Simon Tranter	No response from Simon
Domestic Abuse - Women's Aid	Raj Logan	Met with Raj and Chris 22/07/2019
Domestic Abuse - PPU WM Police	Chris Dowen	Met with Raj and Chris 22/07/2019
CPCS Introduction	16/05/19 11:30am	Paul Gordon
Mobilisation catch up	20/05/19 12:00pm	Mark Holden
CPCS Kick off	21/05/19 1:00pm	Paul Gordon, Mark Holden, Lorraine Boothman, David Elrington, Helen Kindon, Zoe Urwin
CPCS Process Identification	23/05/19 1:00pm	Paul Gordon, Mark Holden, Lorraine Boothman, David Elrington, Helen Kindon
Safety Working Session	12/06/19 2:00pm	Paul Gordon, Lorraine Boothman, David Elrington, Marie Davies, Kim Pickett, Karen Bateman, John Morris, Ness Croft, Steve Brown,

		Jamie Hobday (WMP)
CPCS Update	17/06/19 12:00pm	Mark Holden, Paul Gordon
Community Protection Team Meeting	20/06/19 11:00am	Lorraine Boothman, Sarah Heath, Steve Brown, Steve Gittens, Peter Rowe, rest of CP team
Joint CPCS	20/06/19 1:15pm	Paula Furnival, Meradin Peachy, Lorraine Boothman, Sarah Heath, Kim Pickett, Ness Croft, Oliver Blackburn, Jimmy Maravala, David Elrington, John Morris, Richard Jacques (WMP)
Service Redesign run through	24/06/19 11:00am	Paula Furnival, Simon Neilson, Mark Holden
Service Redesign catch up	24/06/19 12:00pm	Mark Holden
CPCS Working Session	25/06/19 10:30am	Paul Gordon, Steve Brown, Steve Gittins, Lorraine Boothman, David Elrington, Kim Pickett, Sarah Heath
CPCS Weekly team meeting	25/06/19 12:00pm	Paul Gordon, David Elrington, Lorraine Boothman, Kim Pickett
CPCS Drop-in session	26/06/19 9:30am	Steve Gittins, Sarah Heath, Peter Rowe, Mark, Sarah Heath
121	26/06/19 11:00am	Richard Jacques (WMP)
Trading standards intro	26/06/19 2:00pm	Stuart Powell, David Elrington
CPCS Weekly team meeting	02/07/19 12:00pm	David Elrington, Lorraine Boothman
CPCS Working Session	08/07/19 10:00am	John Morris, Ness Croft, Lorraine Boothman, Stuart Powell, Jamie Hobday (WMP)
Service Redesign catch up	08/07/19 1:00pm	Mark Holden
CPCS Weekly team meeting	09/07/19 2:00pm	Lorraine Boothman, David Elrington, Kim Pickett, Jamie Hobday (WMP)
CPCS catch up	10/07/19 3:30pm	Meradin Peachy

Domestic Abuse 121	10/07/19 2:00pm	Kim Pickett, Karen Bateman
ASB 121	10/07/19 2:30pm	Steve Gittins, Sarah Heath
121	15/07/19 12:30pm	Lorraine Boothman
Service design update	15/07/19	Mark Holden
121	15/07/19 2pm	Ness Croft
Service design update	15/07/19 3pm	Simon Neilson, Mark Holden
121	15/07/19 5pm	David Elrington
Briefing from Meradin Peachey	15/07/19	James Walsh, Meradin Peachey, Community Safety Team
Service design update	16/07/19 10:30am	Paula Furnival
Service design update	16/07/19 11am	Simon Neilson
Protection team meeting	17/07/19 11am	Steve Brown, Sarah Heath, wider CP team
Service design update	22/07/19 11:30am	Simon Neilson
Service design update	22/07/19 2pm	Meradin Peachey
IT catch up	23/07/19 9:30am	Arun Sehra, project IT lead
CPCS weekly team meeting	23/07/19 2pm	Kim Pickett, Jamie Hobday (WMP), Paul Gordon, David Elrington
Service redesign update	25/07/19 2pm	Paula Furnival
Review	31/07/19 10am	Paula Furnival, Meradin Peachey
Service redesign update	31/07/19 11am	Meradin Peachey
Review	01/08/19 9am	Mark Holden
CPCS weekly team meeting	01/08/19 3pm	Kim Pickett, Paul Gordon, David Elrington
Review	02/08/19 9am	Simon Neilson
Domestic Abuse	15/07/19 10:30	Adrian Roche, Karen Bateman, Kim Pickett

Education and Community Engagement	16/07/19 13:00	David Elrington, Louise Fiddler, Kevin Pitt (WMP), Michael Greenfield
Anti-social Behaviour	16/07/19 15:30	David Elrington, Ness Croft, David Atkins
Licensing	17/07/19 11:00	David Elrington, Gemma Fisher, Lorraine Boothman, Paul Tolley (WMP), Sayful Alom, Sue Allman, Louise Fiddler, Steve Brown, Jackie Taylor
Illicit Tobacco	17/07/19 13:00	David Elrington, Stuart Powell, Gemma Fisher, Paul Tolley
Community Protection - incoming complaint	24/07/19 10:00	Steve Gittins, Steve Brown, Sue Allman
Licensing	22/07/19 13:00	David Elrington, Sayful Alom, Paul Tolley
Domestic Abuse	23/07/19 10:00	Karen Bateman, Kim Pickett
Education and Community Engagement	23/07/19 10:30	Ness Croft, Kim Pickett,
Anti-social Behaviour	24/07/19 11:30	David Elrington, Steve Gittins, Kim Pickett,
Illicit Tobacco	24/07/19 14:00	David Elrington, Stuart Powell, Gemma Fisher