Cabinet – 23 October 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

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. In other words people know what best meets their needs and how to work together to create solutions to local issues. These may be anti-social behaviour, fly tipping, activities for young people, or enabling older people to stay connected to their peers.

1.2   A new model of Resilient Communities brings the Council closer to the people of Walsall. It helps people take ownership of their communities by facilitating their own solutions. It also invites partners (such as housing and police) to work closer together for the common good of the community.

1.3   Fundamentally, it acknowledges that the Council cannot support people to be safe, free from crime, healthy, well and active in their neighbourhood, on its own. The Council therefore invites partners and communities to help shape the operational Resilient Communities Model over the coming months.

2.   Summary

2.1   This new Model of Resilient Communities has four components:

- enabling people to have personal responsibility;
- community led solutions;
- integrated services for the delivery of support to communities;
- integrated enforcement.

2.2   The Walsall Proud Programme (WPP) is a major transformation of the whole Council to better meet customer needs and enhance their experience of Council led services. An early service re-design in the Programme concerned community safety and community protection.

2.3   In undertaking that re-design, it became evident that multiple different contracts and service responses from the Council are connected. When these were looked at as a whole from a customer's perspective, it was clear that the re-design could improve the way the council responds to our customers, could enhance the ways staff work together, and would make better use our finite resources.

2.4   Thus the re-design was expanded into a population prevention model which incorporates the crucial inputs of the voice of the community, community assets, social prescribing, localities engagement, cohesive communities, community safety, community protection, regulatory services, the youth activities offer, other services deemed to support the model as they become apparent and a multi-agency approach to using a single means of understanding data to make communities safer and the Council, alongside its partners, more responsive.

3.   Recommendations

3.1   That Cabinet adopts the Model of Resilient Communities as a policy that drives the way the Council interacts with communities

3.2   That Cabinet approves the re-design of the personal responsibility component of the Model to facilitate self-help initiatives, prevention activities, a whole community education offer and a single approach to understanding the data from communities about their needs

3.3   That Cabinet approves the development of community forums in place of the current localities boards. See **Appendix 2**

3.3   That Cabinet extends the locality panels to include vulnerable adults as well as children as operational fora for multi-professional teams to coordinate responses to those at risk.

3.4   That Cabinet commits to a collaborative approach with partners by establishing expectations, specifying roles and responsibilities in the Walsall Safer Partnership and the community safety unit as an initial step.

3.5   That Cabinet approves the establishment of the community safety unit as a multi-agency partnership, with multi-agency resources, as a unit to share data to drive decision-making to prevent crime and disorder as well as an appropriate response from the most appropriate organisation. **Appendix 3**

3.6   That Cabinet approves the integration of the following services of the Council into one Safer Walsall Partnership arrangement; licensing applications; licensing enforcement; localities and partnerships; domestic abuse; trading standards; anti-social behaviour; statutory nuisance and environmental crime enforcement; CCTV; environmental health; Prevent; and any legacy following the Walsall for All

programme and notes that a detailed structural plan will be presented to Cabinet in December for agreement.

4.   Report detail – know

Context

4.1   The Walsall Proud Programme (WPP) was launched in April 2019. On the 4th September 2019 Cabinet approved 10 outcomes for delivery of the Council plan, and a programme of re-designs over the next 3 years. Resilient Communities is due for re-design in year 1 and had been an early adopter of the re-design diagnostic. See **Appendix 4**

4.2   The implementation of 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 levels of serious violence is rising in Walsall and the West Midlands. 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.   This is the approach of Resilient Communities. **Appendix 5**

4.4   Funded by the MHCLG until the end of March 2020, "The Walsall for All programme" a cohesive community programme is currently being evaluated. This is a key approach outlined in "the integrated communities' strategy green paper". The learning from this programme is being incorporated into the Resilient Communities' model as a way of working across the council, voluntary sector and its partners and is an opportunity to incorporate legacy leaders in locality models.

4.5   There is currently significant engagement with the public through members, locality boards and the voluntary sector. The locality board processes are not attracting the right dialogue with the community or partners. A revised model of community forums, in collaboration with other partners will enable communities to take ownership of their community and develop community solutions supported by the Council. In collaboration with partners, regular forums will be run in each locality supported by members and partners who help to lead discussions.

4.6   The locality panels are supported by partners to enable local solutions for individuals. These panels are mainly child focussed and could be more productive with input from community protection, Adult Social Care, and other partners. They can be extended to incorporate adults who would otherwise would not meet the Care Act levels of eligibility but are in need of advice, guidance or early intervention to prevent an escalation of their needs. The information from these panels can be integrated into the community safety unit to enable community protection to focus on solutions relevant to people and prevent future needs.

4.7 There are multiple routes for the public to notify anti-social behaviour to the Council and its partners. In the Resilient Communities model a multi-agency community safety unit, will be supported by the customer access management transformation programme as part of wider WPP. It will enable the right person or agency to respond. This will be supported by communication with the public through the website on the parameters of anti-social behaviour and how residents can keep their communities safe. The establishment of a community safety unit is an opportunity to move towards "patrol plus" by integrating with the police, who are already putting in additional resources into Walsall and Willenhall town centres under "impact zone" designation.

4.8 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.

4.9 There has been the lack of a community safety plan in Walsall for some time. This lack of strategy and priorities for the partnership, coupled with a lack of focus as to how statutory requirements can help to achieve the Council's key priorities instils a lack of purpose for our staff and partners. This translates into a high level of demand from customers where staff are unclear as to what level of intervention to offer; and where a better approach to helping customers be informed could be dramatically improved.

4.10 Data sharing within the Council and with partners is a huge blocker, which causes delays in investigations, enforcement and application processing. Teams inside the Council find that they cannot access data held by other services because the systems do not enable easy information sharing. Data with external partners is currently manual which causes duplication of effort.

4.11 The current approach to enforcement causes inefficiencies and low staff satisfaction. Officers are delivering a broad set of enforcement activities for which they are not necessarily fully equipped or trained to undertake.

4.12 Responses to anti-social behaviour are mainly a reactive process. It can be improved by working much closer with partners and by gathering data about hot spots and developing an intelligence based response that are delivered by partner agencies, most especially housing providers.

4.13 Deep dives into six service specific areas (licensing applications, enforcement, domestic abuse, anti-social behaviour, illicit tobacco, and community engagement) have produced detailed process, workforce, and technological improvements that can be made.

4.14 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. This is the key partnership to drive the implementation of the Resilient Communities' model with partners. It keeps people safe and well with greater attention to prevention and successful enforcement.

Council Corporate Plan priorities

4.15   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. See **Appendix 4**

Risk management

4.16   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

4.17   There are no direct financial implications from this report. Financial savings will be identified as part of the WPP programme re-design implementation.

Legal implications

4.18   This report supports the statutory community safety, anti-social behaviour and licensing regulations.

Procurement Implications/Social Value

4.19   There are no implications from this report.

Property implications

4.20   There will need to be an office identified for the community safety unit.

Health and wellbeing implications

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

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

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

Staffing implications

4.24   This report is part of the WPP re-design of the Council.

Reducing Inequalities

4.25 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

4.26 There has been engagement with staff who are involved with the relevant services and partners in the Safer Walsall Partnership.

5. Decide

5.1 These policy decisions will drive the implementation of the re-design of the services incorporated within the Resilient Communities' model. It will also drive the partnership working in the Safer Walsall Partnerships.

6. Respond

6.1 The implementation of the re-design of Resilient Communities will progress in line with the WPP in year 1.

6.2 Officers in the Council will lead the development of the community safety unit with partners through the Walsall Safer Partnership.

7. Review

7.1 The implementation will be monitored through the WPP programme management office.

Background papers

Building Stronger Communities: A new Government Framework.

The Integrated Communities Strategy Green Paper.

Recent legislation introduced a range of statutory duties and opportunities including:
- Offender Rehabilitation Act 2014;
- Counter-terrorism and Security Act 2015;
- Modern Slavery Act 2015;
- Serious Crime Act 2015;
- Psychoactive Substances Act 2016;
- Cities and Local Government
- Devolution Act 2016;
- Policing and Crime Act 2017;
- Homelessness Reduction Act 2017;
- General Data Protection Regulations;
- Upcoming legislation includes:
- Counter-terrorism and Border Security Bill;
- Domestic Abuse Bill
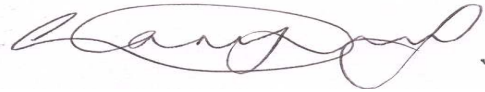
Author

Stephen Gunther
Director of Public Health
☎ 653752
✉ stephen.gunther@walsall.gov.uk

James Walsh
Executive Director

23 October 2019

Councillor Perry
Portfolio holder

23 October 2019

Paula Furnival
Executive Director

23 October 2019

Lead Director for Proud re-design

Appendices

1. Resilient communities model
2. Proposed activities within the Resilient Communities model
3. Proposed features of the Resilient Communities model
4. Outcomes related to Resilient Communities model
5. Violent crime rates in Walsall

Appendix 1

Proposed "Resilient Communities" model

Personal Responsibility:
Public messaging about what residents can do to keep healthy and safe

Community Led Solutions:
Community engagement, finding community assets and strengths, cohesive communities

Safeguarding boards

Community Safety Board

Integrated Services:
Community Safety Unit

Economic Board

Regulation and enforcement by the appropriate team member

Health and Well-Being Board

Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

Proposed activities involved in Resilient Communities

The below diagram shows the key activities involved in resilient communities, and where in the approach these activities are likely to occur: personal responsibility; community-led solutions; integrated services or integrated enforcement. Activities might occur in more than one place, for example, education could be delivered by community groups as part of 'community led solutions', as well as to individual citizens during enforcement visits.

Communication and insight are key enablers of all activities and would be critical activities for all parties involved in resilient communities. For example, all parties would be expected to partake in sharing insight (where appropriate) to inform the overall RC strategy and priorities, and communication between partners would be a requirement of this.

Proposed partners involved in Resilient Communities in Walsall

The image below shows the council services and external partners involved in resilient communities. The circles indicate the amount of activity partners could do in each element of resilient communities, based on the engagement completed and information gathered to date. (Larger circles indicate more activity, smaller circles indicate less activity.)
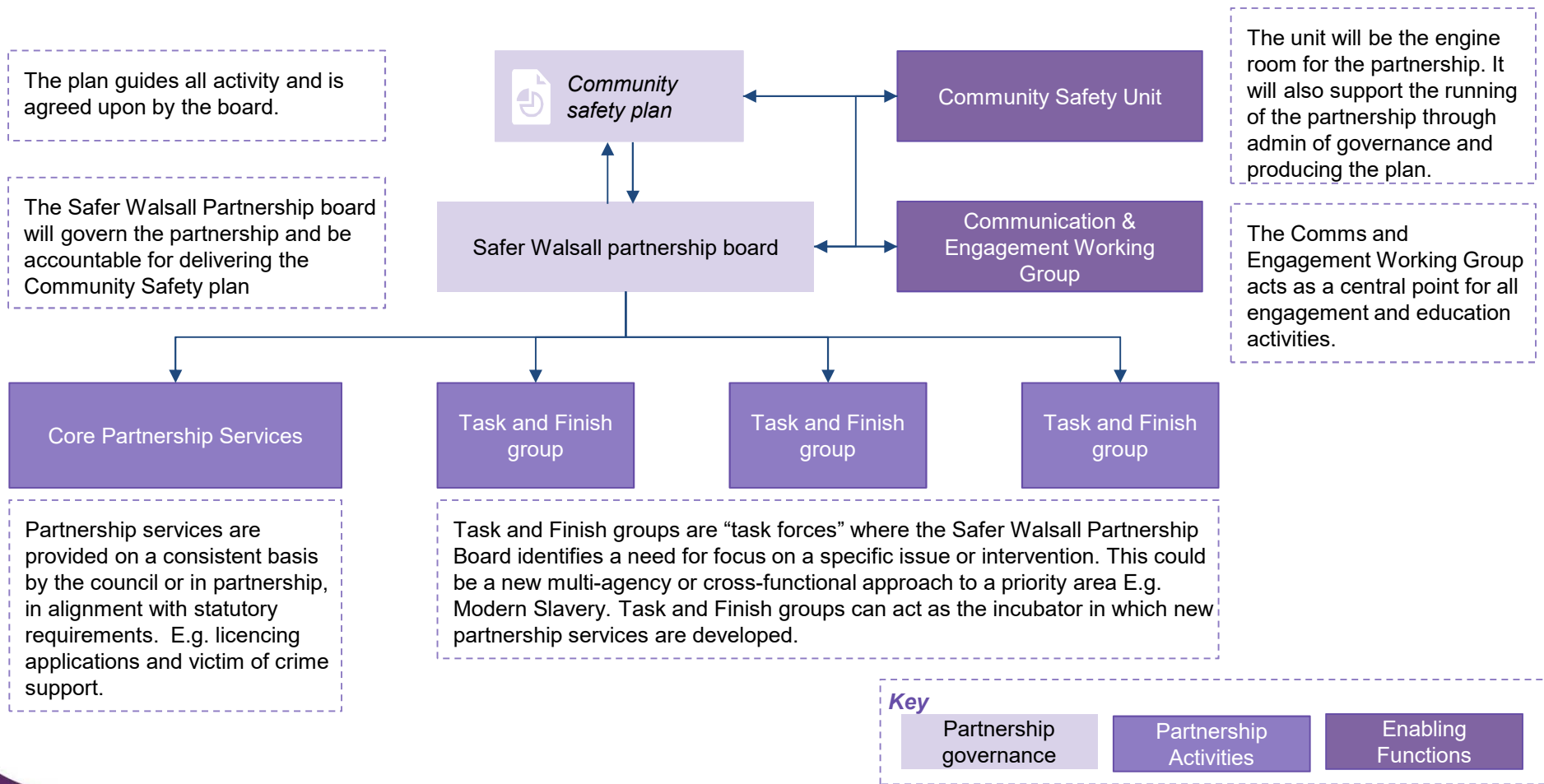
Appendix 3

Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE
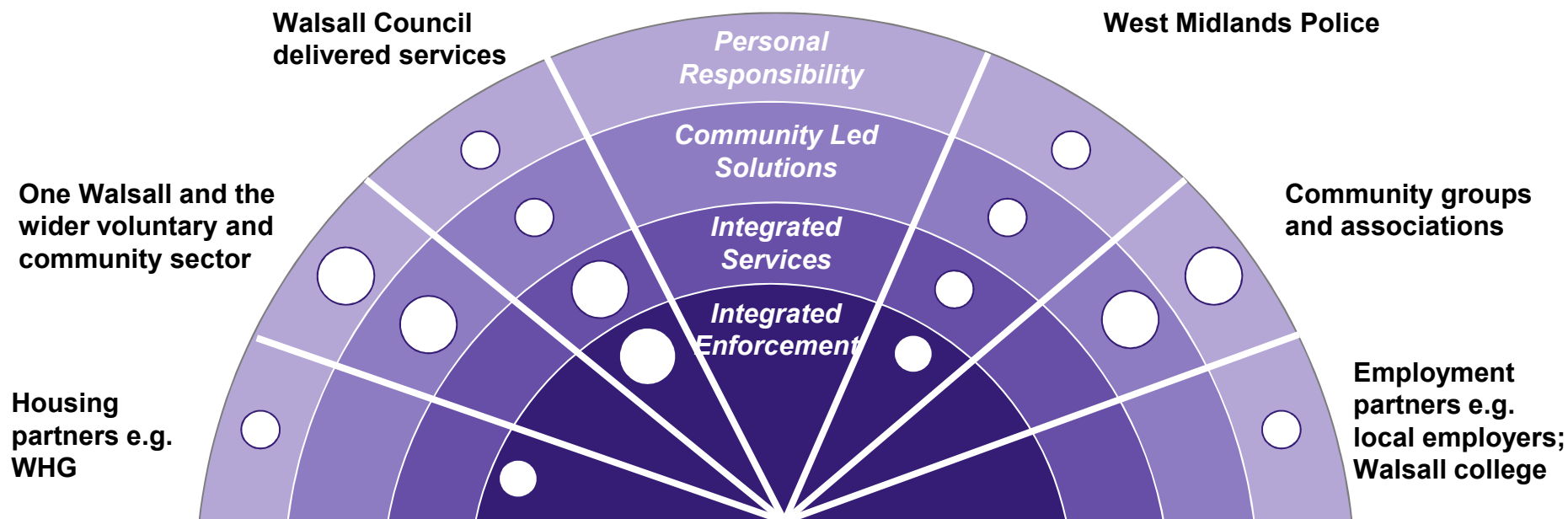
Proposed change to Safer Walsall partnership

The diagram below is a proposed top level view of the partnership components and what their main responsibilities would include. Activity would be driven by a **partnership board** in which all partners will participate, and the **plan** which they agree upon. Activity would be delivered by a combination of **partnership services**, **task and finish groups** and a **communication and engagement group.** The partnership would be maintained through a support function.

The plan guides all activity and is agreed upon by the board.

The Safer Walsall Partnership board will govern the partnership and be accountable for delivering the Community Safety plan

Community safety plan

Safer Walsall partnership board

Community Safety Unit

Communication & Engagement Working Group

The unit will be the engine room for the partnership. It will also support the running of the partnership through admin of governance and producing the plan.

The Comms and Engagement Working Group acts as a central point for all engagement and education activities.

Core Partnership Services

Task and Finish group

Task and Finish group

Task and Finish group

Partnership services are provided on a consistent basis by the council or in partnership, in alignment with statutory requirements. E.g. licencing applications and victim of crime support.

Task and Finish groups are "task forces" where the Safer Walsall Partnership Board identifies a need for focus on a specific issue or intervention. This could be a new multi-agency or cross-functional approach to a priority area E.g. Modern Slavery. Task and Finish groups can act as the incubator in which new partnership services are developed.

Key

Partnership governance

Partnership Activities

Enabling Functions

Proposed future state community safety unit

The below diagram provides an initial view of the council-led **community safety unit** within the Safer Walsall Partnership. The community safety unit will act as the engine room for the partnership, driving activity and managing the operations.

Partnership governance

Community safety plan

Community Safety Unit

Board level

Safer Walsall partnership board
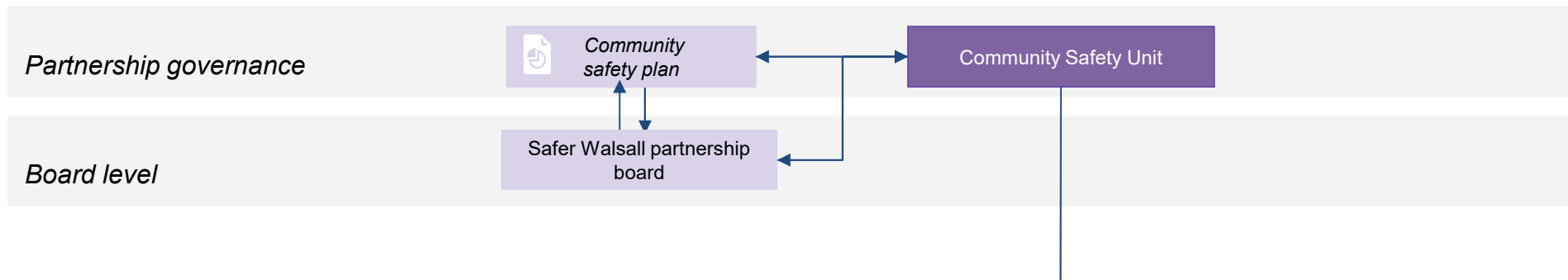
- *The Community Safety Unit would be made up of resources from within the functions of the Partnership and will include a range of partners.*
- *The unit will drive activity within the partnership, feeding into the Safer Walsall partnership board and being responsible for the plan.*
- *Core members would be: CS manager; locality leads; enforcement; police; Walsall Housing Group and mental health services. They would be a source of professional access and share information, and conduct triage activities.*
- *Aligned partners are: Substance misuse services; education; trading standards; local registered providers; integrated offender management; communications. They will input and contribute to activities as required, including joining the Task and Finish groups tackling priority areas.*
- *The unit will also manage the operational activity of Community Safety within the council.*

Key

Partnership governance

Partnership Activities

Activity Functions covered

Activity Functions not covered

Proposed partnership activities - West Midlands Police

Outlined below are the activities the West Midlands Police partners could undertake or contribute to within the partnership. The activities have been mapped to the Resilient Communities Model.

Proactive prevention and education could require support and insight from Police colleagues who can support council-led services. Police presence in the community would increase the effectiveness of the initiatives

Police support could be required to provide insight in order to aid the development of self help initiatives. In addition to this, support in communicating and signposting these may increase the effectiveness of adoption by the residents.
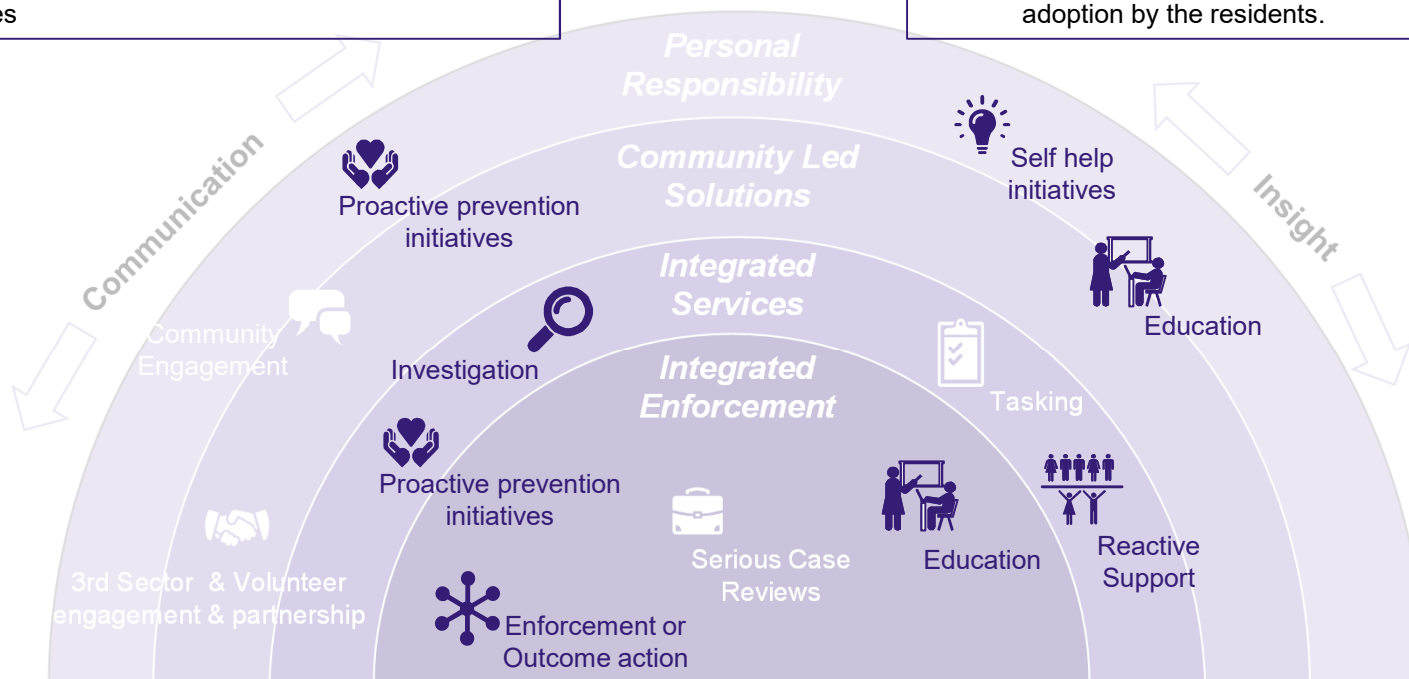
To deliver integrated services such as investigation and reactive support, Police support could be vital. The insight and support they are able to provide could enable the partnership to deliver an effective and efficient service to customers.

There could be instances where police might be required to support outcome or enforcement action within the partnership. For example, when an illicit tobacco raid is completed the police may be required to carry out enforcement activities.

Proposed partnership activities - OneWalsall, 3rd sector & volunteers

Outlined below are the partnership activities OneWalsall, community groups or third sector organisations could undertake, or contribute to. The activities have been mapped to the Resilient Communities Model.

OneWalsall currently provides engagement with community groups or third sector organisation. There is the opportunity for them to support community engagement with residents to support the Localities Managers, through community champions.

The third sector and volunteers could provide the insight to develop the proactive preventative initiatives feeding into the task and finish groups, through OneWalsall where appropriate.

OneWalsall could bridge the gap between the third sector organisations and volunteer groups, identify opportunities for partnership working for community led solutions and to help residents take personal responsibility. Through commissioned work they could support the third sector organisations and volunteer groups and ensure they are sustainable.
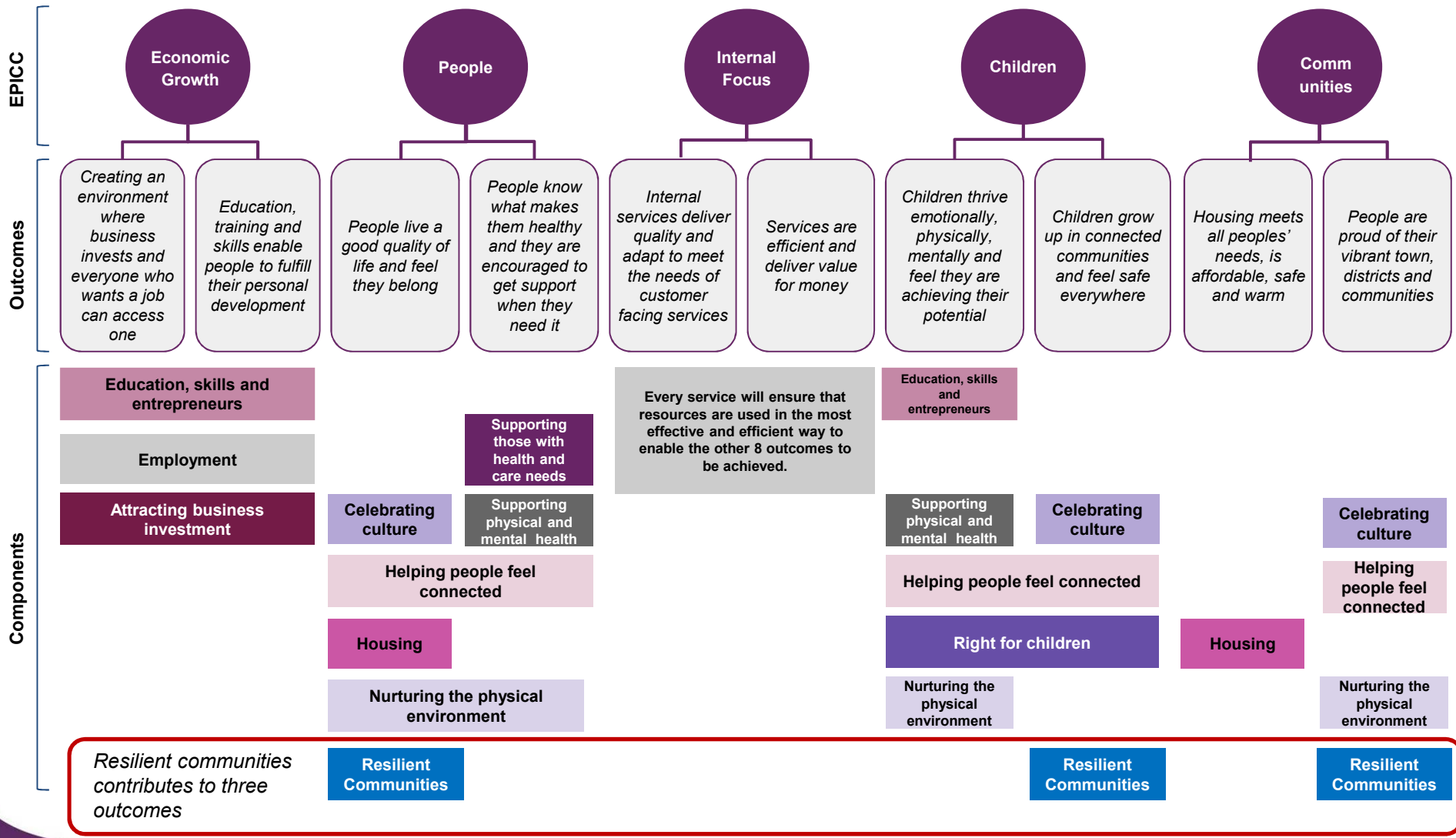
The third sector and volunteers could provide insight into developing self help and education initiatives to empower the local community to take personal responsibility. In addition, they could be providing support in the delivery and communication of these.

Appendix 4

Walsall Council

PROUD OF OUR **PAST** OUR **PRESENT** AND FOR OUR **FUTURE**

Outcomes

EPICC

- **Economic Growth**
- **People**
- **Internal Focus**
- **Children**
- **Communities**

Outcomes

Economic Growth:
- Creating an environment where business invests and everyone who wants a job can access one
- Education, training and skills enable people to fulfill their personal development

People:
- People live a good quality of life and feel they belong
- People know what makes them healthy and they are encouraged to get support when they need it

Internal Focus:
- Internal services deliver quality and adapt to meet the needs of customer facing services
- Services are efficient and deliver value for money

Children:
- Children thrive emotionally, physically, mentally and feel they are achieving their potential
- Children grow up in connected communities and feel safe everywhere

Communities:
- Housing meets all peoples' needs, is affordable, safe and warm
- People are proud of their vibrant town, districts and communities

Components

Economic Growth:
- Education, skills and entrepreneurs
- Employment
- Attracting business investment

People:
- Supporting those with health and care needs
- Celebrating culture
- Supporting physical and mental health
- Helping people feel connected
- Housing
- Nurturing the physical environment

Internal Focus:
- Every service will ensure that resources are used in the most effective and efficient way to enable the other 8 outcomes to be achieved.

Children:
- Education, skills and entrepreneurs
- Supporting physical and mental health
- Celebrating culture
- Helping people feel connected
- Right for children
- Nurturing the physical environment

Communities:
- Celebrating culture
- Helping people feel connected
- Housing
- Nurturing the physical environment

Resilient communities contributes to three outcomes
- Resilient Communities
- Resilient Communities
- Resilient Communities

Proposed running order for component design

Year 1	Year 2	Year 3
Nurturing the physical environment		
Attracting business investment		
Supporting those with health and care needs	*Transformation process already commenced through Walsall Together*	
Right for children	*Transformation process already commenced through Walsall Right 4 Children*	
Resilient Communities	*Transformation process already commenced*	
	Housing	
	Helping people feel connected	
	Employment	
	Education, skills and entrepreneurs	
		Celebrating culture
		Supporting physical health

The image indicates when each component design will commence, but not the timescale for completion.
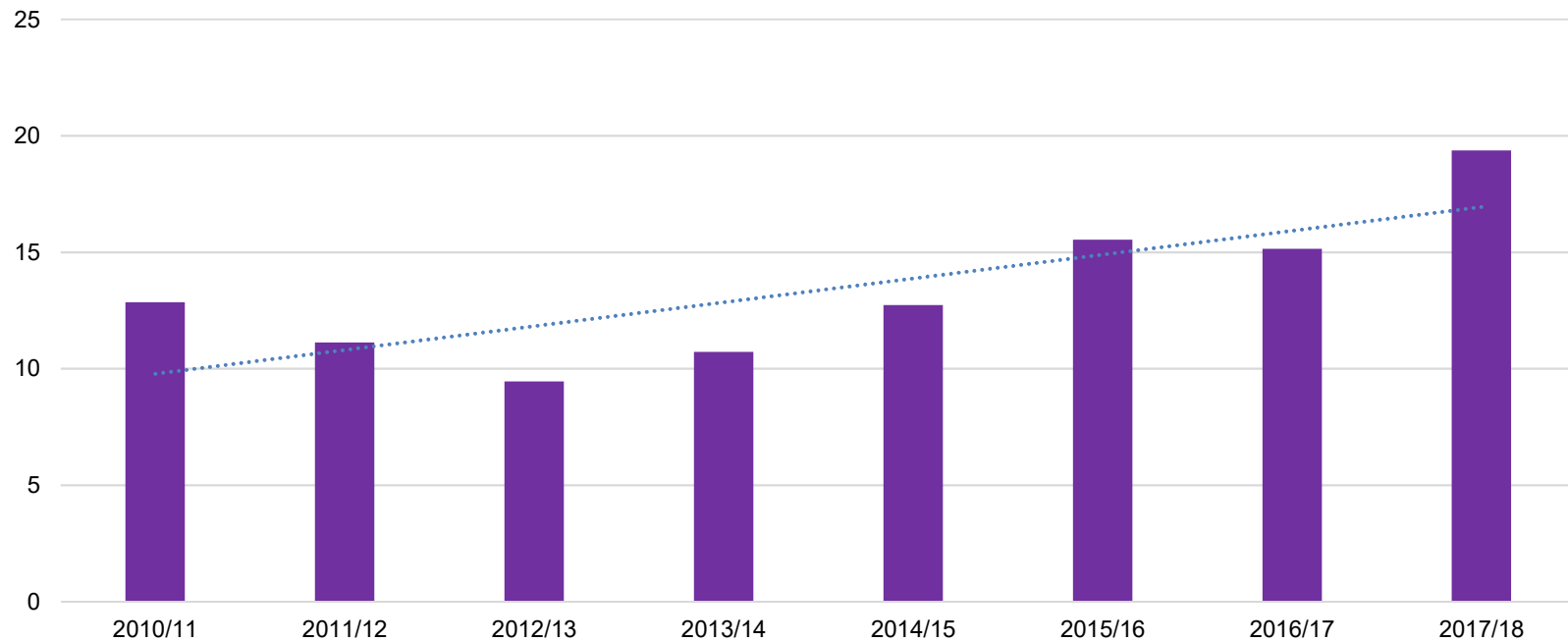
Appendix 5

Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

Violent crime rates in Walsall

Number of instances of violent crime (including sexual violence) per 1,000 population, in Walsall