

Safer Neighbourhoods Executive

HUB proposals

16th February 2005



DAT Health-check

Brief – DAT Health-check

- ◆ To undertake a 'health check' of the current workings of the DAT, the mechanisms set up to promote its objectives in the context of its working arrangements as part of 'Safer Neighbourhoods';
- ◆ To ascertain the views and aspirations of the stakeholders as to the future role and organisation of the DAT;
- ◆ To identify the appropriateness of the organisation and content of the DAT working arrangements against the DAT Standard framework – this to include the quality of and approach to partnership working;
- ◆ To consider the impact of the incorporation of alcohol abuse as part of the DAT, including the national strategy (Alcohol Harm Reduction Strategy for England, March 2004);
- ◆ To identify best practice approaches nationally in methods of working and delivery of positive outcomes.

Associated work on violence



Work would involve:

- An analysis of national and local statutory and other requirements (both for the partnership and the Local Authority);
- Consultation with stakeholders;
- Structured discussions with key people;
- “How could the basic requirements be met, and prioritised options for future structures, posts that would enhance ability to address the issues?”

Associated work on information and information systems

- ◆ An analysis of national and local information requirements that the partnership has to satisfy;
- ◆ Mapping current partnership information sources, systems, use and sharing;
- ◆ An analysis of the fit for purpose of existing information gathering and sharing;
- ◆ Consideration of future partnership information needs.

Safer Neighbourhoods Executive (Oct/Nov '04)

◆ Agreed in principle – infrastructure:

- Develop an integrated (multi-organisations partnership) infrastructure to support N Lincs Safer Neighbourhoods architecture enhancing capacity and capability, performance and delivery with sufficiency to manage the system (the HUB);
- Define the partnership model – its resourcing (real or in kind) and the competencies required including posts and costs.
- Develop functionality of the HUB:
 - ◆ Identify options for partnership sustainability;
 - ◆ Identify capacity gaps;
 - ◆ Identify actual and potential contributions currently provided;
- Single site working – single management representing the partnership.

Safer Neighbourhoods Exec (Oct/Nov 04)

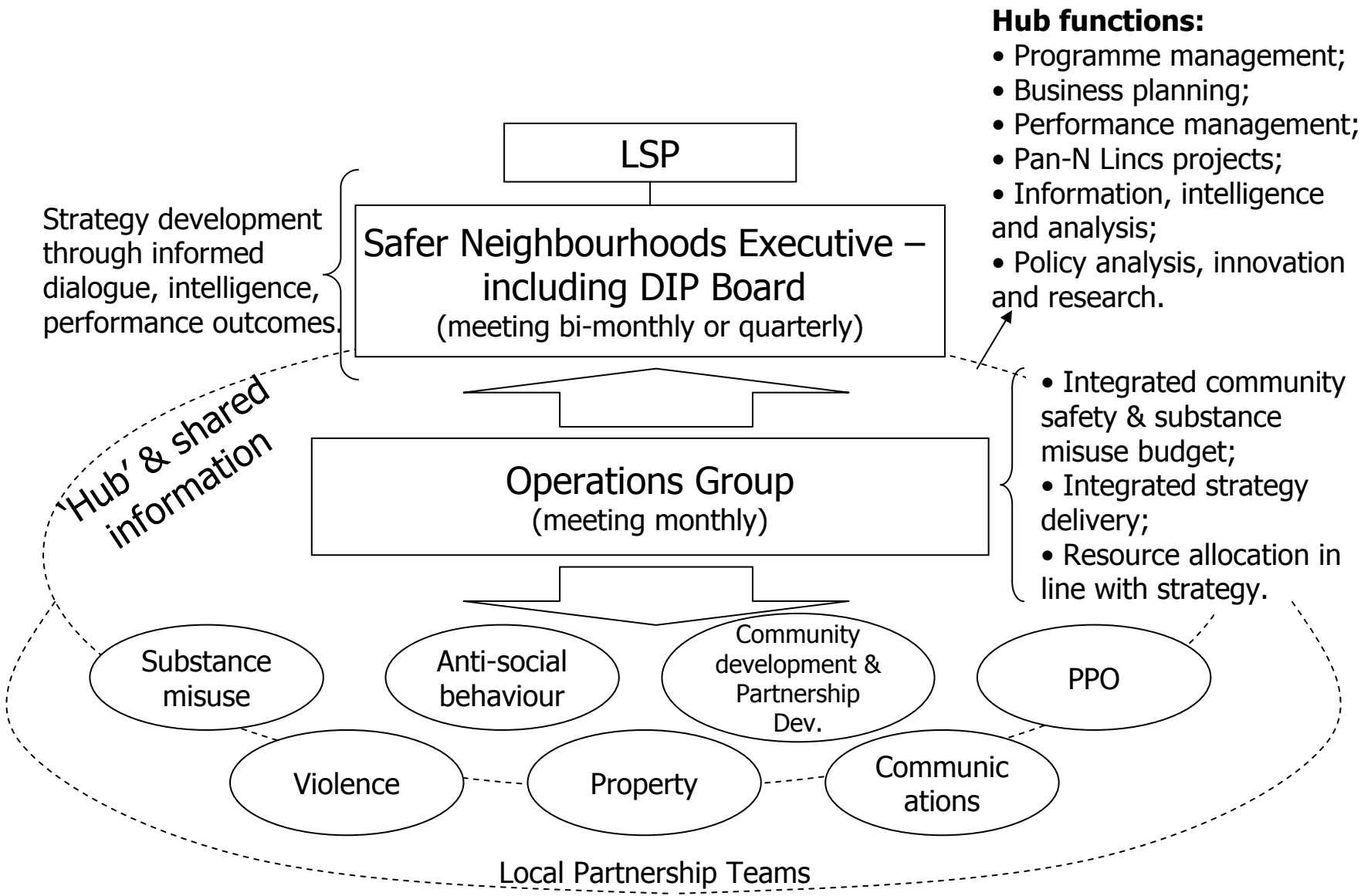
- ◆ Agreed in principle – substance misuse:
 - Avoid DAT terminology – adopt substance misuse;
 - Identify key themes of local strategy for substance misuse – build on needs analysis
 - Initiate 'task group' as Commissioning Group (Substance Misuse), set terms of reference, membership, ways of working, reporting systems etc;
 - Define for 2005/06 limited and complementary objectives for alcohol strategy including models of care.

Safer Neighbourhoods



Future arrangements





The HUB

◆ Why? - national

- Local Area Agreements;
- Convergence;
- Effective Partnership models;
- Criminal Justice Bill;
- Best practice – focus – knowledge on key areas of social policy.

The HUB

◆ Why? – local

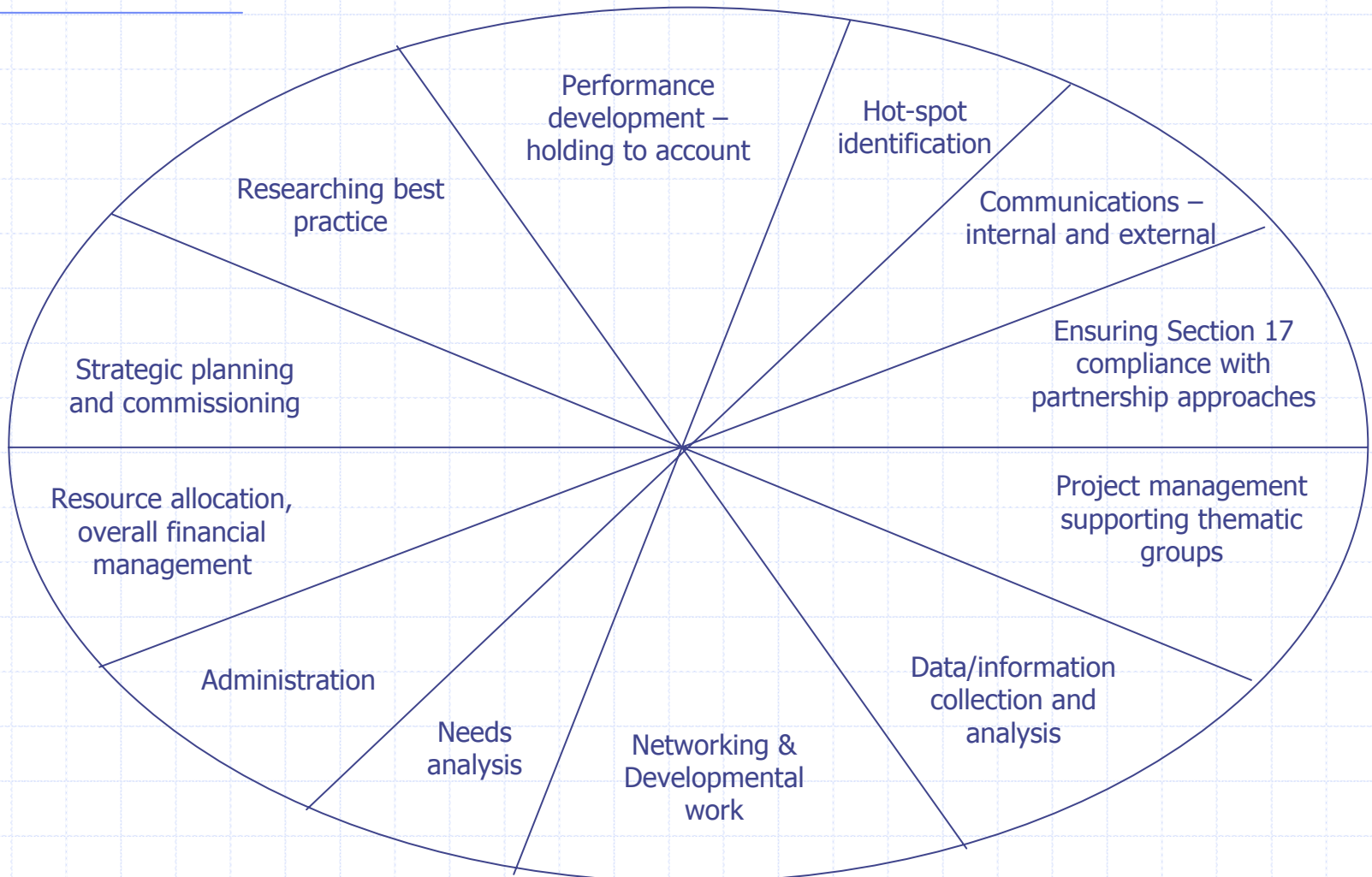
- Current architecture;
- Findings from DAT Health-check:
 - ◆ Improving performance management;
 - ◆ Improving delivery;
 - ◆ Aligning spending to strategy, and partnership objectives to common purpose;
 - ◆ Business planning and project management processes;
 - ◆ Need to share, analyse and apply information and intelligence;
 - ◆ Hot-spot identification and fast response.

Partnership Business Management process

◆ Essential to:

- Assess and evidence threats and opportunities;
- Programme manage the delivery of the wide (including drugs) safer neighbourhoods interventions. Ensures the management of delivery plans;
- Provide a rationale for resource allocations;
- Allow for the implementation of a qualitative and quantitative performance process;
- Integrate LSP/5N's approaches;
- Enhance and facilitate the communications approach and dissemination of information.

Functions of the HUB



Key working principles (1)

- ◆ A single overall 'lead' for the HUB, with day to day management experience;
- ◆ Overall accountability to the Safer Neighbourhoods Executive, with a recognition of its independence from a single organisation;
- ◆ Single site accommodation for location;
- ◆ Secondment or appointment but no 'call back' – formal transfer of day to day management responsibility;
- ◆ Phased three year approach but basic staffing profile in place in year 1.

Key working principles (2)

- ◆ Operations Group holding the key on implementation, resource allocation, strategy adjustment, performance and delivery – this body being the primary relationship for the HUB;
- ◆ Partnership contributions by 'in kind', financial support, secondment contracts, SLA contributions;
- ◆ Applying a network methodology towards and within organisations.

HUB – personnel

- ◆ Head of Safer Neighbourhoods Partnership;
- ◆ Lead for performance and commissioning;
- ◆ Lead for strategy and implementation;
- ◆ Programme Managers (x6);
- ◆ Financial Manager;
- ◆ Commissioning/contracting manager;
- ◆ Intelligence/information analysis (x3);
- ◆ Performance management (x3);
- ◆ Administration (x5).

Current staff profile	Proposed staff profile
<p>Community Safety: 1.0wte Safer Neighbourhoods Co-ordinator 1.0wte Community Safety Worker manager 1.0wte Police secondee (*) 1.0wte ASB co-ordinator (*) 1.0wte Domestic Violence Co-ordinator (*) 0.5wte Information Officer (*) 0.5wte Information Officer 1.0wte Information Officer (*) (Humberside Police based) 1.5wte admin posts</p> <p>Crime Reduction and Community Cohesion Unit/Admin: 3wte Humberside Police Officers 0.5wte administration</p> <p>DAT: 1.0wte DAT Co-ordinator 1.0wte Performance and Contracting 1.0wte Models or Care Implementation Manager 0.5wte Commissioning Manager 2.0wte Administration</p> <p>DIP: 1wte DIP Manager 1wte information Manager 1wte Administration</p>	<p>Head of Safer Neighbourhoods Partnership; Lead for performance and commissioning; Lead for strategy and implementation; Programme Managers (x6); Financial Manager; Commissioning/contracting manager; Intelligence/information analysis (x3); Performance management (x3); Administration (x5).</p> <p><u>For discussion</u> re inclusion of HEMLAG.</p> <hr/> <p>1wte Domestic Violence Co-ordinator (18 months) 0.5wte Arson Control Officer</p>

* = vulnerable to either short term funding or other organisational demands – in some instances resources are associated with full time permanent post, but not in current role.

Comment

- ◆ Smarter management of resources focussed on priorities and strategy;
- ◆ Strengthening delivery through programme management and driving task group work;
- ◆ Balancing prevention and sustainable long term approaches with hot-spot management;
- ◆ Horizontal and virtual performance management process recognising interdependencies.

Issues

- ◆ Finance Manager;
- ◆ Associate functions:
 - Needs assessment;
 - Communications – requires formal agreement.
- ◆ Subscription model on sliding scale;
- ◆ DIP/SN Exec Boards/Chair.

Year 1 – key tasks (2005-06)

- ◆ Phase 1 of HUB infrastructure;
- ◆ Develop shared information strategy to complement HUB philosophy;
- ◆ Develop, agree and implement single shared budget;
- ◆ Develop single strategic framework through task groups;
- ◆ Appraise priorities for Year 2 and adjust expenditure/strategy;
- ◆ Reconfigure membership of Safer Neighbourhoods Exec Board and regularity;
- ◆ Re-appraise membership of Operations Group;
- ◆ Implement all Task Groups.

Year 2 – key tasks (2006/07)

- ◆ Complete HUB infrastructure;
- ◆ Commence implementation of shared information approach;
- ◆ Implement converged budget approach and identify proposed changes for year 3;
- ◆ Invest in priority delivery mechanisms through subscription resources.

Enablers

- ◆ Health Act Flexibilities – convergence of funding;
- ◆ Single site working – single leadership, partnership subscription;
- ◆ Local Area Agreement;
- ◆ Safer, Stronger Community funds – 2006-08.

Recommendations - HUB

1. Adopt HUB infrastructure profile – resolve financial manager post and develop integrated partnership management.
2. Converge budgets into single entity acknowledging above/below line approach.
3. Identify process for implementation.
4. Adopt subscription model for future development.
5. Initiate single site working.
6. Integrate DIP Board and Safer Neighbourhoods Executive into single entity.
7. Adopt independent chair of integrated Board.

North Lincolnshire

Reviewing future options for dealing
with violence issues

Brief



Work would involve:

- An analysis of national and local statutory and other requirements (both for the partnership and the Local Authority);
- Consultation with stakeholders;
- Structured discussions with key people;
- “How could the basic requirements be met, and prioritised options for future structures, posts that would enhance ability to address the issues?”

Context for Partnership (1)

◆ Criminal Justice Bill

- Significant new powers to deal with domestic violence;
- Code of protection for victims of violence (Domestic Violence, Crime and Victims Bill);
- Increased drug testing;
- Generic community sentences;
- Parenting Orders.

Context for Partnership (2)

◆ Developing Domestic Violence Strategies – A Guide for Partnerships:

- Link between success and presence of D.V. Coordinator.
- Requires a specific strategy embraced by all partners;
- Three key areas: prevention and early intervention; protection and justice; support for victims;
- Addressing the issues of data collection and data storing;
- Engagement of the business or commercial sectors in workforce practice.

Context for Partnership (3)

- ◆ Primary Care Trusts: Guidance on Commencement of Responsible Authority Status within Partnerships
 - Responsible authorities to carry out audit to identify extent of crime, anti-social behaviour, misuse of drugs, and develop strategies;
 - Need to integrate health and crime agenda.

"Societal and individual beliefs about the links between alcohol and violence may encourage a person to drink to find courage to commit violent behaviour. Potentially violence men may drink to provide themselves with an excuse for violent behaviour."

Finney, 2004, Home Office findings.

Context for Partnership (4)

- ◆ Making the links between domestic violence, drugs and alcohol
 - 1 in 4 women likely to experience DV at some point in life;
 - 2.9m people in UK dependent on alcohol = 1 in 13 of adult population;
 - Alcohol misuse amongst perpetrators may be up to x7 higher than in general population.

Context for Partnership (5)

- ◆ 50 to 90% of women in drug and alcohol treatment have experienced physical, sexual or emotional abuse;
- ◆ 12% of specialist substance misuse midwifery referrals in N Wales cited domestic violence as an issue;
- ◆ DV and drug or alcohol abuse are both likely to occur in the home;
- ◆ Worker and client similarities;
- ◆ Evidence available of what works.

Context for Partnership (6)

◆ Domestic Violence Causes Mental Health Problems:

- Magnitude: a large association between variables;
- Consistency: replicated over places, persons, times;
- Temporality: mental health symptoms generally occur after, not before, the onset of domestic violence;
- Gradient: greater exposure to violence is linked to greater risk of mental health symptoms;
- Experimental: when violence stops, mental health improves: when violence returns, mental health deteriorates.

Context for partnership (7)

◆ Nationally:

- 1 in 4 women and 1 in 6 men will experience domestic violence (Day to Count. Home Office).
- One woman is killed every three days by a violent partner or ex-partner (Home Office).
- 64,000 women and children stayed in refuges in England last year (Women's Aid).
- 70% of children in refuges have also been abused (Women's Aid).

◆ Locally (Police statistics):

- Annual incident stats 1999 – 2002 = 1,236/1,000/940/1,114;
- Annual crime stats 1999 – 2002 = 101/237/415/518.

Cost to the economy:

- ◆ The human cost of domestic violence cannot be calculated. Statistics show that 1 in 4 women and 1 in 6 men will experience some form of domestic violence at some stage in their life. Recent Government commissioned research estimates the financial cost of domestic violence to services at £3.1billion, with loss to the economy at £2.7billion. The costs are broken down as follows:
 - Criminal justice - £1billion, nearly a quarter of its total budget for violent crime;
 - NHS around £1.2billion for physical injuries;
 - Social services £250million a year;
 - Local housing authorities and housing associations £160million;
 - Civil legal services over £300million.

Context for Partnership (8)

◆ Child on Child:

- YOT;
- Bullying (DPES Anti—bullying Strategy);
- Mental health/suicide;
- Child Protection (ACPC role);
- Impact of domestic violence.

◆ Hate Crime:

- Sexual;
- Race;
- Harassment.

Context for Partnership (9)

- ◆ Review of the Policy and Development Scrutiny Panel: Crime and the fear of Crime within North Lincolnshire:
 - R1. “The Panel asks that the Cabinet recognises the key role of the SNP in delivering on the majority of crime reduction initiatives and support them in their valuable work. Members of the Panel would also ask the cabinet to continue their support for current and proposed mechanisms and structures, and allocate core funding appropriately.”
 - R3. The panel recommends that one or more community outreach posts should be filled to help residents associations ...
 - R17. That the cabinet negotiates LPSA based on targets to reduce crime and disorder.

Questionnaire/Discussions – Key Messages 1

◆ Communication

- Low rating almost universal: reactive not proactive;
- Greater publicity on approaches, the issues, ways of tackling, problems and successes;
- Promote partnership action, seen to be of real importance to all partners;
- One-day conference.

Key Messages 2

- ◆ Availability of information
 - Low rating: almost universal;
 - Lack of availability on the wider range of violence issues, need to be selective and focused;
 - Advise, help, experts.

Key Messages 3

◆ Prevention

- General criticism of being reactive, not proactive;
- Need much greater emphasis on schools and young people;
- Promote strategies of prevention through development of community networks and social cohesion;
- Joint agency training.

Key Messages 4

◆ Alcohol

- Improve joint action and regulate firmly;
- High consciousness issue: not a level of confidence that being tackled;
- What are the priorities?

Key Messages 5/6

◆ Young People

- Target more through varying range of methodologies;
- 'Hot-spot' action;
- Possibly the priority – ASB.

◆ Priorities (not in order)

- Anti-social behaviour;
- Domestic violence;
- Alcohol related violence.

Key Messages 6

◆ Summary:

- Focus more actively on information availability and communication;
- Upstream action linking prevention with community development approaches;
- Young people: education.

Observations (GL)

- ◆ Very successful approach to 'Domestic Violence':
 - Performance; Resource generation; Forum; Training (needs to be sustained: possibly 1 or 2 years and exit strategy agreed).
- ◆ But now a wider developmental and engagement of mainstream ownership required (both for domestic violence and violence in general);
- ◆ Humberside police contribution, focus, and responses well received and recognised.

Observations 2

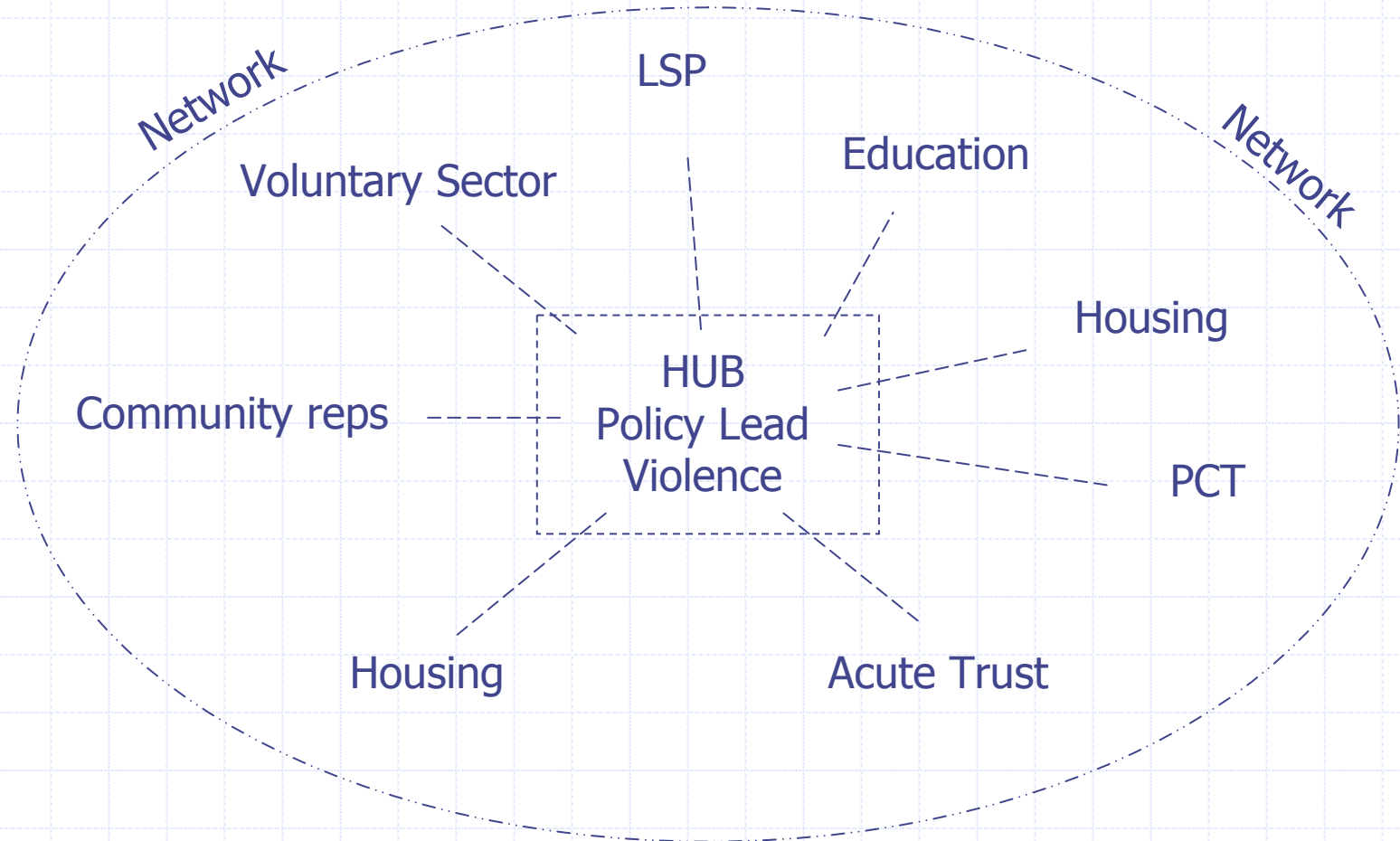
- ◆ Range of key individuals taking forward related violence policy areas, but unconnected and fragmented - isolation;
- ◆ Information sharing not developed, but recognition of need to address connecting key areas of data;
- ◆ Requires a strategy framework to be developed in which the disparate elements can co-exist, and where the co-relationships are visible.

Observations 3

- ◆ Lack of visible engagement of the commercial and business world on the need for workforce strategies to counter violence;
- ◆ Clear links between partners for gains to be made through integrated approach, and the need to bring together the skills and knowledge across the different elements.

Network Model

- Named links – organisational resource persons;
- Pathfinders;
- Influences.



Recommendations – violence (1)

1. Confine continued funding for Domestic Violence Coordinator post - revise job outline and reestablish as North Lincolnshire Council post;
2. Confirm lead strategic policy person in the HUB on Violence;
3. Adopt network model with all partner agencies identifying lead individual who is resource person to the organisation, and 'pathfinder' for developing policy in the area (see next slide);
4. In the information review take account of this area of policy;
5. Attract resources through PSA targets in this area.

Recommendations - violence (2)

6. Promote 'employers' charter/protocol for policy approach to domestic violence;
7. Widen task group representation to include housing and education;
8. Prioritise development of an approach to communication and information in line with strategic action intentions: focus on young people;
9. Prevention/social cohesion.