

**Ward:** All

**Portfolio:** Transformation,  
Governance, Assets and  
Public Spaces and  
Regulatory Services

**Report Author(s):** Cllrs Philip Ham, John Parham and Nigel Taylor  
**Meeting Date:** 23 May 2016

**SUBJECT: Shape Mendip Neighbourhoods – Phase 2**

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	Corporate Manager	Donna Nolan and Stuart Cave	09/05/16
	Portfolio Holder	Cllrs Tom Killen and Nigel Taylor	09/05/16
	Ward Member(s)	N/A	
<b>Summary:</b>	<p>In November 2014 Cabinet approved in principle a new change programme aimed at integrating council services that address public concerns around nuisance, community safety and anti-social behaviour with neighbourhood policing in the district.</p> <p>The first phase of the project is now well established. Significant business improvements have been achieved through working more closely with the Police to develop and establish relationships and improve communications and co-ordinated operational delivery at an officer level.</p> <p>This progress in joint operational working has now been incorporated into 'business as usual' and provides a solid basis for moving the project to the next phase. The proposed Phase 2 of the programme comprises two complementary work streams:</p> <ul style="list-style-type: none"> <li>• Shape Mendip Neighbourhoods (SMN) Teams</li> <li>• Shape Mendip One Team</li> </ul> <p><i>SMN Teams</i></p> <p>A key objective of the programme is to create neighbourhood teams that provide a visible presence in communities to tackle and prevent nuisance and antisocial behaviour. Drawing in and empowering the Core Services Contract's existing neighbourhood teams, and entering into discussions with Somerset County Council regarding jointly commissioned contractors and other relevant partners, has potential to bring much needed capacity and</p>		

	<p>extended reach to the SMN Teams.</p> <p><i>Shape Mendip One Team</i></p> <p>The proposal is to create a One Team, based on the partnership models in operation elsewhere in Somerset. These multi agency partnerships, led by Avon and Somerset Constabulary (the Police) aim to develop an integrated model of neighbourhood service delivery to reduce demand and prevent crime and disorder within an area.</p> <p>Due to the geography, demographics and relatively low crime rates in Mendip, the proposed Shape Mendip One Team will operate slightly differently to the other One Teams in that it will not be focused on one particular location and is likely to make greater use of virtual communications rather than physical co-location. The objectives and terms of reference will however be very closely modelled on those of the existing One Teams.</p>
<b>Recommendation:</b>	<p>Cabinet is asked to support the development of Phase 2 of the Shape Mendip Neighbourhoods Programme by resolving to:</p> <ul style="list-style-type: none"> <li>• agree to the preparation of a full business case to demonstrate the feasibility of the extended Neighbourhood Teams arrangement, including how savings as a result of early intervention and prevention can be used to offset any additional contract costs</li> <li>• endorse the establishment of a Shape Mendip One Team in the district.</li> </ul>
<b>Direct and/or indirect impact on service delivery to our customers and communities:</b>	<p>Public consultation undertaken by the council consistently demonstrates that the services in scope are priority services for local communities. Programme objectives include improving access to services at a local neighbourhood level, reducing avoidable contact (being passed from pillar to post), swifter resolution of queries and complaints and assurance of quality cost effective services.</p>
<b>Legal Implications:</b>	<p>The main legal considerations will relate to cross- delegation of powers between MDC and the Police and contractors.</p>
<b>Financial Implications:</b>	<p>The programme can be substantially delivered within existing staff resources; however there are potential financial implications that would result from any changes to the Core Services Contract. The business case will seek to demonstrate how these can be offset through savings as a result of intervention and prevention</p>
<b>Value for Money:</b>	<p>Early resolution of issues will result in efficiencies to the council, the Police and other partners.</p>
<b>Equalities</b>	<p>The programme aims to sustain and improve service delivery to</p>

<b>Implications:</b>	<p>local communities. Through cross agency support to those impacted by crime and nuisance behaviour, the development of a Shape Mendip One Team is likely to have a positive impact on vulnerable or disadvantaged groups within the district.</p> <p>A full Impact Assessment will be completed in relation to Phase 2 of the SMN programme.</p>
<b>Risk Assessment and Adverse Impact on Corporate Actions:</b>	<p>As for SMN phase 1, a full risk assessment will be undertaken and a risk register created. Key risks already identified and being managed for Phase 2 relate to failure of partners to engage and failure to demonstrate a clear business case for incorporating the Core Services contract neighbourhoods teams within the Shape Mendip Neighbourhood teams.</p>
<b>Scrutiny Recommendation (if any)</b>	<p>Subject to Cabinet approval, this report will be considered by Scrutiny Board in July, when officers should be in a position to update on early progress of the Shape Mendip One Team.</p>

## **INTRODUCTION**

In November 2014 Cabinet approved in principle a new change programme aimed at integrating council services that address public concerns around nuisance, community safety and anti-social behaviour with neighbourhood policing in the district.

The aim of the project was to provide local people with improved services through the creation of multi-agency neighbourhood teams.

The starting point for the programme was to build upon the strong strategic partnership already existing between the council and the Police and to strengthen collaborative working between the council's licensing and enforcement teams and police staff.

The second phase of the programme would be to engage other 'blue light' services, contractors and third sector organisations with a role in addressing anti-social behaviour and promoting community safety in Mendip.

## **PROGRESS UPDATE**

The first phase of the project is now well established. Significant business improvements have been achieved through working more closely with the Police to develop and establish relationships and improve communications and co-ordinated operational delivery at an officer level.

This has been facilitated by the Police relocating to the Shape Mendip Hub site in 2015 and reinforced through joint workshops, the establishment of regular briefing meetings, and the agreement that MDC staff can be located within the Police's offices on site.

As a result:

- All staff across both agencies have a better understanding of services, staff roles and priorities
- There is improved trust and information sharing across both agencies
- Common training opportunities are being identified
- Joint operational protocols have been developed or reviewed
- Customers can access Police services through the council's meet and greet service.

This progress in joint operational working has now been incorporated into 'business as usual' and provides a solid basis for moving the project to the next phase.

## **SMN PHASE 2**

The proposed Phase 2 of the programme comprises two complementary work streams:

- SMN Teams
- Shape Mendip One Team

### **SMN Teams**

The strong operational service delivery arrangements now established between MDC and the Police are resulting in the ability to tackle incidents of nuisance much more swiftly and effectively, and minimise duplication. However, both partners have limited numbers of officers, so ensuring a consistent presence out in the geographically-dispersed communities of Mendip is challenging.

The Landscape Group (TLG), that delivers the council's Core Services Contract, have a significant number of employees who work across the district within neighbourhoods. These people represent a pool of as yet untapped additional 'eyes and ears' in terms of identifying and addressing incidences of antisocial behaviour, with the potential to significantly enhance the capacity and reach of the Shape Mendip Neighbourhood Teams, from reporting undesirable activity through to being cross-delegated to issue fixed penalty notices.

This phase will also involve the council entering into discussions with Somerset County Council about the potential to include relevant jointly commissioned contractors within the programme.

This in turn will provide opportunities to draw in elected members, parish and town councils and community groups such as Neighbourhood Watch to improve co-ordination, share information, remove duplication and be more effective in nipping problems in the bud.

Early informal discussions with TLG indicate a willingness to engage in the programme. Recent realignment of staff resources in the client team for the Core Services Contract will facilitate links between TLG, the Police and the council's compliance and enforcement functions.

The proposal is now to develop a full business case to demonstrate the feasibility of the extended Neighbourhood Teams arrangement, including how savings as a result of early intervention and prevention can be used to offset any additional contract costs resulting from TLG staff expanding their remit.

### **Shape Mendip One Team**

A number of relatively new partnerships have been created within Somerset, known as One Teams. The first of these was 'Halcon One' based in the Halcon Estate in East Taunton, with other teams now established in Yeovil and Wellington and North Taunton. Normally led by the Police, these multi agency partnerships aim to develop an integrated model of neighbourhood service delivery to reduce demand and prevent crime and disorder within an area. They operate by:

- Using shared intelligence and knowledge base to develop a single vision and plan to tackle the causes of crime, anti-social behaviour and deprivation in a particular area
- Aligning frontline staff from different services in a single, dedicated team and hub, building capacity to deliver improvements for the community
- Proactively tackling causes and cycles of local deprivation that are associated with antisocial behaviour and crime
- Targeting the cause of top demand locations, offenders and victims

- Building community resilience and increases early intervention to reduce overall demands and cost of delivering public services.

Peer assessment and evaluations of the established One Teams have demonstrated clear tangible benefits. For example five years after being established, crime associated with the Halcon Estate was down by 28%, and the 'Halcon One Team' was nominated for a national Police problem-solving award.

One factor the existing One Teams have in common is that they are focussed on a particular geographical area, usually an estate or town centre characterised by high levels of deprivation coupled with high levels of crime and antisocial behaviour.

The Police are keen to create a similar partnership within Mendip. Due to its dispersed population and relevant affluence, Mendip does not have the same levels of concentrated deprivation or criminal activity as other districts. Significant problems do however arise from time to time, requiring a targeted and responsive multi agency approach. Examples of such incidences include drug dealing where, in addition to the Police having to tackle the criminal activity, there are often associated issues relating to safeguarding, health, education and housing need.

The proposal is therefore to establish a more 'virtual' One Team, whereby relevant partners sign up to sharing information and providing a rapid response to crime and antisocial behaviour issues as and when the need arise, but without the focus on one particular area or estate. The Police have indicated that they will provide administrative support to the One Team for the first six month, with other partners including MDC being asked to provide support thereafter. This is not expected to be particularly burdensome and could form part of an existing role.

A launch event is planned for 20 May 2016 to bring potential partners together to secure commitment to the proposal, undertake a desktop exercise to demonstrate how it could work in practice and move towards formalising arrangements with agreed terms of reference. A verbal update on the outcomes of this event will be given to Cabinet members on 23 May.

## **OPTIONS CONSIDERED**

The council could decide that the significantly improved communication and operational collaboration between MDC and Police staff represent sufficient progress and outcomes for the Shape Mendip Neighbourhoods project at this time.

The risk of limiting the scope of the project in this way is that opportunities will be missed to exploit the current potential and willingness of public and private sector partners to collaborate in making the district an even safer and more pleasant place to be. The Police in particular are committed to the establishment of a One Team in the district. These kinds of opportunities are exactly what the Shape Mendip ethos represents and they have the potential to significantly contribute to the council's priority of Health and Wellbeing whilst supporting the promotion of the district's reputation as a great place to do business.

Furthermore, the cost to the council and its partners of antisocial behaviour and nuisance, which includes fly tipping, graffiti and litter, is considerable. Empowering multi agency teams to take timely intervention and prevention measures within

communities has the potential to save money and avoid more problems further down the line, as well as creating a deterrent through clearly demonstrating that the partnership will take action against perpetrators.

## **RECOMMENDATIONS**

Cabinet is asked to support the development of Phase 2 of the Shape Mendip Neighbourhoods Programme by resolving to:

- agree to the preparation of a full business case to demonstrate the feasibility of the extended Neighbourhood Teams arrangement, including how savings as a result of early intervention and prevention can be used to offset any additional contract costs
- endorse the establishment of a Shape Mendip One Team in the district.

## **REASONS FOR RECOMMENDATIONS**

To enable the delivery of the agreed objectives for the Shape Mendip Neighbourhoods programme including:

- Improving the quality and customer perception of services through improved responsiveness and local visibility
- Reducing levels and impact of nuisance and anti-social behaviour in the district
- Improving operational and inter agency efficiencies enabling any resultant cost savings to be reinvested into frontline services, integrated processes, systems and access channels.

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**List of background Papers:**