

## **Appendix 1: Draft proposals for Operational Delivery of CSP priorities at District level**

### **1 Introduction and Background**

1.1 Agreement has been reached in principle to establish a Norfolk (county-wide) Community Safety Partnership (CSP). The Partnership will meet as a strategic partnership responsible for delivering the 'Safer' outcome of Norfolk Local Area Agreement (LAA) and statutory requirements under the Crime & Disorder Act 1998.

1.2 A Working Group is meeting to prepare for the change from District based CSPs to a single county Partnership. The Group has been tasked with developing a structure to maintain and enhance operational delivery at local (District) level. New structures and processes will work to an evidence based approach taking account of the prevailing environment of financial efficiency and delivering better with less.

1.3 This paper is intended to provide more detailed proposals guiding partners towards a consensus as to how 'geographically based delivery processes' should work. The outline has already been agreed by the Safer Norwich Partnership although it is acknowledged that there needs to be a local fitness for purpose taking account of structures and differences in working practices at District level.

### **2 District Operational Partnership Team(s)**

2.1 Negotiations have been taking place between the Constabulary and District Authorities working towards collaborative or co-located partnership teams. In each District, Norfolk Constabulary has dedicated an Inspector lead from the Community Safety Team and specialist officers including; crime reduction, architectural liaison and ASB reduction to work alongside partner agency colleagues. The Police element of each Team provide day to day links with Safer Neighbourhood Teams (SNTs) as well as easy access to other policing services such as licensing, diversity, youth engagement, etc.

2.2 As the 'operational partnership teams' develop and become more efficient they will benefit from the same working relationships with other agencies such as Trading Standards, Norfolk Fire Service and local Childrens' Services providers as well as the third/voluntary sector within their District. It is intended that the Teams will make advances towards integrated service delivery. They will certainly become more effective at advocacy for partner agencies even when they are based elsewhere.

2.3 By definition these Teams need to be operationally focussed. As such there will be minimal administration and they should not be expected to devote time and resource away from that operational focus.

### **3 Role and responsibilities of Operational Partnership Teams**

3.1 The 'OPT' will have responsibility for assessing intelligence, risk and priority of:

- neighbourhood problems and issues,
- geographical hotspot locations,
- Vulnerable people including repeat callers and victims and perpetrators (including crime and asb).

3.2 Predictive trends evidenced by analysis will be integrated into the Strategic Assessment process allowing for multi-agency planning to meet future demand. The Team will work to a Control Strategy drawn from the District Strategic Assessment. This is a set of priorities based on evidence

shared and agreed coming out of the Strategic Assessment process. The Team will also be in a position to manage stakeholder enquiries including 'community call for action' by assessing and co-ordinating appropriate responses or signposting these to the best partner agency to do that.

3.3 Within the control strategy some operational priorities will emerge and the OPT will have responsibility for co-ordinating the most appropriate delivery mechanism:

- For high risk individuals this could be an ASBAG or other multi-agency arrangements relevant to the area which would be commissioned by the local ASB Co-ordinator or that person's representative.
- For neighbourhood management or locational issues there could be a District wide Partnership Operation Group (POG formerly called PTCG) or an enhanced version of a local partnership meeting/ group such as a local Panel involving the District Councillor.
- The assessment process may also identify the need for more of a multi-agency Command Team, this would be relevant in the early stages of response to a critical incident.

3.4 With regards to who would Chair these multi-agency meetings it really depends on the issue. However, decision making for each OPT will go via the Senior Officer representative from participating agencies to make sure that the right level of resource are available for use.

3.5 Due to the dynamic nature of Operational Partnership Team work and the availability of analysis from daily to long term context, it is not proposed to fix a schedule of meetings but take a flexible approach. In addition the team will work to a 'predictive calendar' of demand and hotspots occurring throughout the year. The Team supervisor will be responsible for notifying Senior Officer leads of events and priorities necessitating a meeting (of one of the types above).

## **4 Accountability for delivery**

4.1 OPTs will have a nominated person who will be responsible as the single point of contact (SPOC) leading dialogue with partner stakeholders. The SPOC will be agreed in local dialogue with partners at District level. In some cases the individuals are already in place as Police Sergeants have been dedicated to the Teams. Norfolk Constabulary has committed to provide a manager (Inspector or Chief Inspector) overseeing each OPT and working directly to the Senior Officer representative in Norfolk CSP.

4.2 The Constabulary has already committed analytical support to deliver the Strategic Assessment and 'Tactical Assessment' products for each District allowing Teams to identify priorities and scope issues for problem solving. It is intended that performance in solving local problems will be tracked using analytical products 'results analysis' and via the actions log from relevant 'Partnership Operations Group' meetings.

4.3 A pilot is under way in Breckland OPT to collaborate, sharing partner data on anti-social behaviour. This is being overseen by the QUEST Team on a consultancy basis on behalf of the Constabulary and partners in the District. Subject to success in the pilot, QUEST will facilitate roll out of data sharing to enable a more holistic neighbourhood problem solving process for all partner stakeholders.

4.4 Outcome measures will be found in the benchmark analysis in the Strategic Assessment and performance monitoring reports for the County CSP.

## **5 Future proofing – Neighbourhood Management**

5.1 Bearing in mind the backdrop of improving both efficiency and effectiveness of delivery, it has been recognised that OPTs present an opportunity to act as the operational hub for neighbourhood management in its broader sense.

5.2 By extending the remit of the Team to incorporate current and future neighbourhood management processes there can be synergy and economies of scale 'assessing intelligence, risk and priority' of local concerns raised through SNTs, local Housing Authority, RSL's, Neighbourhood Engagement Officers, etc.

5.3 It is felt that the core work in reducing crime and anti-social behaviour and improving public confidence could easily be built on to cover local issues outside of these areas.

5.4 This would then lend itself to local public facing engagement events, under the Norfolk Community Safety Partnership umbrella, 'Community Safety Fora'. These are already seen in other parts of the country as good practice in community priority setting and for multi-agency consultation satisfying statutory requirements and partners' ambition to face the public in the most cost effective way.

## **6 Branding of District Operational Partnership Teams**

6.1 The 'OPT' label has been chosen to best represent the make up and aims of District based co-located Teams. In most of the existing District CSPs there is a brand identity already in use, for example, 'the Safer Norwich Partnership'.

6.2 It is proposed that formal documentation from OPTs are branded with the District logo and the logo representing the Norfolk CSP.

6.3 Communication and marketing involving OPTs should also promote these brand logos.