

1. Name of SOA case study

Establishment of a Combined and Co-Located Community Safety Unit and Generic Wardens Service in the Scottish Borders.

2. What was the local need addressed by this SOA case study?

The Scottish Borders Community Safety Partnership aims to make the Scottish Borders the safest place to live, work and visit in mainland Scotland. The Partnership has recognised that provision of community safety services was fragmented and lacked capacity. There was also a need to introduce an intelligence-led and problem solving approach that would enable the much greater targeting of resources towards individuals, groups and geographical areas in greatest need of intervention to tackle community safety issues.

As a result of changes to funding arrangements and the development of the Scottish Borders Single Outcome Agreement, the opportunity was taken to establish an intelligence-led Co-Located Community Safety Unit and generic Wardens service. The Unit brings together the Council's community safety, antisocial behaviour service, a consolidated Wardens Service as well as the Safer Communities Department of the Borders Division of Lothian and Borders Police (LBP). It is intended, in the medium term, to encourage other Council and agencies services linked to community safety to co-locate within the Unit.

The Unit will effectively contribute to the delivery of the outcome 'We live our lives safe from crime, disorder and danger' in the Scottish Borders Single Outcome Agreement. More specifically it is intended that the outputs of the Unit will lead to:

- a reduction in serious anti-social behaviour and crime incidents across the Borders
- a significant reduction in high and low level anti-social behaviour incidents in areas where Community Wardens are in operation.
- increase access for the first time to domestic abuse support services
- a significantly increased number of diversionary activities for young people
- a greater awareness of road and home safety issues, especially by young people
- increased security in the home especially for elderly residents

3. What was done – and by which partners?

The process involved two projects managed under Prince 2 project management principles. The first project involved a thorough review of Community Safety which was carried out in 2007/08 by a multi-agency group of officials from Scottish Borders Council, Lothian and Borders Police, Lothian and Borders Fire and Rescue Service, NHS Borders and the voluntary sector. The results of this review were discussed with the Scottish Borders Community Safety Partnership and with Council members.

The second project began in January 2009 once approval in principle for funding of both the co-located unit and the generic Wardens

service were given from Scottish Borders Council and Lothian and Borders Police. The Project Board was chaired by the Council's Head of Business Improvement and comprised Heads of Services in the Social Work and Technical Services Departments

This project has involved the:

- Formal approval of the proposals by Scottish Borders Council and Lothian and Borders Police – end of March 2009
- Implementation of the agreed staffing structure for the Community Safety Unit which has involve job matching and an interview process
- Establishment of effective management procedure for both Council and Police staffing in the Unit to be implemented by the Safer Communities Manager that would be joint funded by Scottish Borders Council and Lothian and Borders Police (The post-holder is a Chief Inspector in Lothian and Borders Police)
- Provision of effective reporting lines for the Safer Communities Manager to the Council and Lothian and Borders Police. The Manager is accountable to the Council's Head of Business Improvement and the Divisional Commander for the Borders in Lothian and Borders Police
- Establishment of a generic Wardens Service. Senior Wardens will be co-located within the Unit and will form a key part in the operation of the intelligent tasking process
- Provision of appropriate communication and consultation with staff affected by the changes and effective consultation with trade unions
- Identification of satisfactory accommodation for the Unit with essential IT and other equipment. The Unit is located within the Council Headquarters to enable effective dialogue with other Council and agency services and senior officers and members.
- Provision of effective governance structure and processes for the Community Safety Partnership to the Council and it's members, Lothian and Borders Police and other agencies
- Active encouragement of other community safety related services to be co-located with the Community Safety Unit

4. What is the evidence of the benefits for communities – or if the benefits are still to be delivered, what is the timeline for that?

The benefits of the co-located Community Safety and generic Wardens service are planned as follows:

Benefits of the Co-located Community Safety Unit :

- A reduction in serious anti-social behaviour and crime incidents
- A significant reduction in high and low level anti-social behaviour incidents in areas where Wardens are in operation.
- Increased access for the first time to domestic abuse support services
- An significantly increased number of diversionary activities for young people
- A great awareness of road and home safety issues, especially by young people
- Increased security in the home especially for elderly residents
- A more efficient and effective response to problem solving in relation in community safety

Benefits of the Generic Wardens:

There are no longer wardens dealing solely with single issues e.g. Dog Fouling. Wardens within the new generic service in the new structure are able to deal with a range of issues when tasked with this, via the intelligence-led tasking system or when time permits, and cover the following:

- Antisocial behaviour
- Reassurance to repeat victims of antisocial behaviour
- Alcohol, drugs and substance misuse
- Vandalism, litter, waste and graffiti
- Abandoned vehicles
- Dog fouling/dog nuisance

5. What added value has the SOA process brought to the delivery of these benefits?

- **Stronger leadership to be given to community safety** by bringing together the existing Council's Community Safety and Antisocial Behaviour Units and all elements of the local Police Safer Communities Department
- **More effective and visible accountability of community safety** as the Unit will be the main driver for taking forward community safety in the Borders and the service will be the main instrument for delivering community safety within the Scottish Borders Single Outcome Agreement. The Agreement has been developed on the basis of the five national priorities one

of which is a Safer and Stronger Scotland and the Community Safety Unit will have an important role in delivering the local outcome 'We live our life safe from crime, disorder and danger'

- **The provision of effective Intelligence led Business Processes.** The co-location of both Council and Police Community Safety services will lead to a greater sharing of information. The employment of a Partnership Analyst within the Unit together with an Information Officer will enable the much greater targeting of resources towards individuals, groups and geographical areas in greatest need of intervention to tackle community safety issues
- **More effective and responsive service delivery.** This will be the main outcome of the intelligent targeting of resources with staff resources being focused on the areas of most need and individuals and groups with the greatest problems
- **More priority being given community engagement** by more targeted community safety initiatives that maximise resources from partners and external funding.
- **The most effective use to be made of the skills and knowledge of staff** involved on Community Safety.

6. What next steps are you taking to meet this local need?

The intelligence led and problem solving approach will enable the much greater targeting of resources towards individuals, groups and geographical areas in greatest need of intervention to tackle community safety issues.

A Partnership Analyst is employed to provide effective intelligence information, especially real time data, for individuals and geographic units with the following benefits:

- An ability to effectively prioritise tasks to tackle community safety and antisocial behaviour issues on an ongoing basis
- More effective monitoring and evaluation of ongoing work
- Use of wider datasets from a range of partner organisations
- More formalised data sharing
- Development of skills and knowledge in data analysis and problem solving.
- Capacity to undertake annual partnership strategic assessments

The information from the Partnership Analyst will be provided to a monthly Tasking and Coordinating (TAC) Group meeting chaired by the Safer Communities Manager. The intention is to fully develop into a Partnership TAC, comprising of relevant senior officials from the Chief Executive's, Technical Services, Education and Social Work Departments, Lothian and Borders Police, NHS Borders and Lothian and Borders Fire and Rescue Service and the Borders Housing Network.. Information will also be provided for daily tasking of the Unit (now known as the Safer Communities Team).

It is intended that other community safety related services would be encouraged to co-locate with the Unit.

Contact details of lead officer.	Chief Inspector Paula Clark, Safer Communities Manager Tel: 01835 824000 Ext: 5369 e-mail: Paula.Clark@scotborders.gsx.gov.uk