

Leicester  
City Council

**WARDS AFFECTED**  
All Wards

Cabinet

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**7 MARCH 2005**

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**STRENGTHENING COMMUNITY SAFETY**

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**Report of the Chief Executive**

**1. Purpose of Report**

- 1.1 To approve a new post of Community Safety Service Director to strengthen the drive to improve Community Safety and manage relevant services.

**2. Summary**

- 2.1 Crime and the fear of crime is one of the two major concerns raised by the public in the recent MORI survey of Leicester residents. The Council has many services that support Community Safety, which have growing and more challenging requirements.
- 2.2 At present the Service Director for Regeneration manages the Community Safety Team and co-ordinates and drives forward the Council's support for Community Safety and the Crime and Disorder Reduction Partnership. However, the regeneration agenda is very demanding. The Housing Department leads an innovative service that tackles ASB and has a high national profile of Good Practice. The Youth Offending Service and Drug and Alcohol Action Team, both have nationally driven targets with substantial work programmes, managed within the Social Care and Health Department, with management boards chaired by the Deputy Chief Executive.
- 2.3 However many other Councils, including the County Council have a dedicated senior officer for Community Safety who leads these services. Some crime is growing in Leicester and the Home Office have set very demanding targets which will require all available resources being better co-ordinated to be successful.
- 2.4 The recent Audit Commission inspection of Community Safety rated this service as fair with uncertain prospects for improvement citing the lack of consideration of Community Safety in all aspects of its business and the dispersed nature of leadership and delivery.
- 2.5 For these reasons, it is proposed that a new post of Service Director (Community Safety) be created with the job description at Appendix A. The post would be located in whichever department was responsible for Adult Social Services – currently Social Care and Health. This would require the Council's protocol for staffing reviews to be applied to bring together in one branch under the new Service Director the Leicester Anti Social

Behaviour Unit (from Housing), the Drug and Alcohol Action Team and Youth Offending Service (from Social Care and Health), the Community Safety Team and CDRP support team (from Regeneration and Culture). This will take place after the Service Director is in post.

### **3. Recommendations**

3.1 It is recommended that:

- a) a new post of Service Director (Community Safety) be established in accordance with this report and that subject to 3.1(d) a members appointment panel be convened
- b) Cabinet determines whether the post should be filled permanently or on a temporary one year basis (as discussed at para 1.11)
- c) relevant services be brought together under the management of the new Service Director as shown in the report once a permanent officer is in post and a review in accordance with the Council's staffing protocol has taken place
- d) Cabinet determines whether the funding for this post be provided as set out in paragraph 4.1 or alternatively that implementation be deferred until alternative funding can be identified.

### **4. Financial Implications (Rod Pearson Ext 7108)**

- 4.1 The additional cost of a Service Director is £81k a full year and estimated to be £67k in 2005/06. No additional provision is required for secretarial and administration support costs as existing resources will be utilized. The cost could be funded in 2005/06 from unutilized NRF resources allocated to the CDRP for 2005/06 of £17k with the balance of £50k being met from the Councils provision of £100k for Community Safety, which has not yet been allocated for 2005/06. From 2006/07 ongoing the £50k of the £100k provision could continue to be used with the balance of £31k being met from the budget of the Department where the new post is located. Other bids have been made for the £100k provision as referenced at paragraph 1.12, and this funding source for the Service Director post would reduce the funding available for other bids.
- 4.2 The ASB service costs £435k per annum and is currently funded from NRF (£247k), Home Office (£32k), Braunstone Community Association (£96k) and the Housing Revenue Account (£60k). Apart from the Housing Revenue Account provision all the funding ceases after 2005/06. Provision of £200k has been made in the Housing Department General Fund Revenue Strategy for 2006/07 onwards. Unless further funding is identified the work of the ASB team will reduce.
- 4.3 The CDRP Support team costs £210k and is currently partly funded £100k from the CDRP element of the NRF, which will cease after 2005/06. Unless further funding is identified this role will reduce.

4.4 The Community Safety Support Team, Drug and Alcohol Action Team and Youth Offending Service do not have identified future funding shortfalls, which would affect the current level of service.

**5. Legal Implications (Rebecca Jenkyn – Ext 6378)**

5.1 Local Authorities are subject to a duty contained in Section 17 of the Crime and Disorder Act 1998 to “exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all it reasonably can to prevent, crime and disorder in its area.

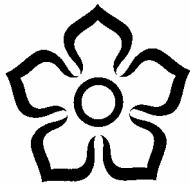
The creation of this post would appear to be in furtherance of the satisfaction of this duty.

**6. Report Author/Officer to contact:**

Mike Forrester  
Corporate Director of Housing  
Ext 6800

**DECISION STATUS**

<b>Key Decision</b>	No
<b>Reason</b>	N/A
<b>Appeared in Forward Plan</b>	No
<b>Executive or Council Decision</b>	Cabinet



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**STRENGTHENING COMMUNITY SAFETY**

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**SUPPORTING INFORMATION**

**1. Report of the Chief Executive**

- 1.1 The Council is required under s17 of the Crime and Disorder Act 1998 to “ensure that community safety is considered in all aspects of its decision making and service delivery”.
- 1.2 The Council has responded to this requirement with the Community Safety Team and the CDRP support team under the Service Director for Regeneration in the Regeneration and Culture Department. Various Corporate Directors have taken a corporate lead for crime and disorder reduction since S17 was introduced.
- 1.3 The Council is a key partner in the Crime and Disorder Reduction Partnership that is chaired for a year by a senior police officer and the next year by the Cabinet Member with Community Safety responsibilities; currently the Chair is Councillor Corral.
- 1.4 The Council has also set up a Performance Management Group that supports the CDRP and is currently chaired by a senior police officer.
- 1.5 The regeneration work of the Service Director for Regeneration has increased significantly and it is likely to continue at this level for the foreseeable future.
- 1.6. The work of Community Safety has increased and is growing as follows:
- creation of the Community Safety Programme Board
  - performance and delivery team
  - tougher Government targets/LPSA targets
  - increased public concerns
  - higher national profile
  - greater need to co-ordinate the work of the Council's services
- 1.7 The recent Audit Commission Inspection of Community Safety rated this service as fair with uncertain prospects for improvement citing the lack of consideration of community safety in all aspects of its business.

1.8 To increase capacity to effectively deal with the Council's S17 duties for Community Safety, it is proposed to create a new post of Service Director for Community Safety. A job description is shown at Appendix A. This post would be located in whichever department was responsible for Adult Social Services – currently Social Care and Health.

1.9 The Council has numerous services that impact on Community Safety and some of the main services need to be brought together under the management of the new Service Director, as follows:

Community Safety Team	-	Regeneration and Culture
CDRP Support Team	-	Regeneration and Culture
Drug and Alcohol Team	-	Social Care and Health
Leicester Anti Social Behaviour Unit	-	Housing
Youth Offending Team	-	Social Care and Health

Licensing services (Regeneration and Culture) might be considered as appropriate within the new branch but at this stage no change is proposed.

1.10 The Council provides many other services not identified in paragraph 1.9, that support Community Safety as well as delivery of their own services, e.g.

- better education leads to less crime
- youth service
- truancy / YOS / Community Safety
- neighbourhood housing offices deal with low level ASB
- home security – uPVC windows/doors and locks
- CCTV
- planning new development design
- elderly/vulnerable people alarm systems

1.11 The Council is facing some change in service delivery structures arising from the Children's Act. The need for this post is strong and the work and profile of the post is high. Accepting this Corporate Directors Board felt Cabinet should reflect on the possibility that this job might change once the outcomes of implementation of the Children's Act are known. If members felt this was a likely outcome, then Corporate Directors felt the post should be filled on a temporary basis to facilitate more responsibilities being added to the job or taken away from the job without the difficulties a permanent post would create.

1.12 The Council has an ongoing budget provision of £100k for Community Safety Work. Each year the Council determines how to spend it and seeks bids from Departments. This report proposes that £50k of that provision should be permanently used to fund the new Service Director post. In order to consider this members may wish to also consider other bids that have been put forward as shown at Appendix B. Clearly if £50k ongoing is used to part fund the new Service Director post, less will be available for other purposes.

**4. Other Implications**

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	No		
Policy	No		
Sustainable and Environmental	No		
Crime and Disorder	Yes	1.1	
Human Rights Act	No		
Elderly/People on Low Income	No		

**5. Background Papers – Local Government Act 1972**

None

**6. Consultations**

Corporate Directors Board



## SERVICE DIRECTOR – OUTLINE JOB DESCRIPTION

**Job Title:** SERVICE DIRECTOR (Community Safety)  
**Reports to:** Corporate Director

### Purpose of Job:

1. To lead on the corporate delivery of Section 17 of the Crime & Disorder Act 1998 to ensure that community safety is considered in all aspects of its decision making and service delivery.
2. To direct and deliver specified services and meet specified operational targets, outcomes and financial budgets; currently these services are the operation of a reactive & proactive response to anti-social behaviour, the management of Drug and Alcohol Action initiatives, Youth Offending Service, provision of the Community Safety Service and support to the Crime and Disorder Reduction Partnership.
3. To support Corporate Directors, in providing leadership across the Council, by promoting strategic perspectives, integrated cross-service working, neighbourhood responsiveness and performance rigour, so that Leicester is transformed, through strategic direction that adds value to, and ensures continuous improvement in, the pursuit of agreed strategic goals.

### Specific Responsibilities

1. To lead and to ensure the effective working of the Leicester Partnership against Crime and Disorder and its various member sub groups, the Youth Offending Service Partnership and Drug & Alcohol Action Team Partnership.
2. To strengthen strategic co-ordination and implementation of policy by co-ordinating the work of all the teams within the Branch, and establishing effective working relationships with all other relevant services.
3. To co-ordinate community safety activities across the range of Council Services in order to meet Section 17 requirements of the Crime and Disorder Act 1998.
4. To advise the Corporate Director, Chief Executive, Members and Directors on national policy and statutory responsibilities in relation to Community Safety, and to co-ordinate the City Council's response.
5. To work with communities and stakeholders in order to provide a better and safer city.
6. To lead, develop and review as appropriate the Strategies of all 3 partnerships on behalf of the City Council.

7. To work jointly and effectively with partners, particularly the police, health, probation, fire & rescue service, Crown Prosecution Service, courts and the voluntary sector.
8. To provide a re-active and pro-active response to crime and anti-social behaviour
9. To determine the needs of victims and witnesses of anti-social behaviour, and develop support plan responses, in conjunction with other appropriate agencies.
10. To manage the Neighbourhood Renewal Fund or other identified funding streams in relation to the Crime and Disorder Reduction Strategy, Youth Offending Service and Drug & Alcohol Action Team.
11. To ensure that maximum use of funding opportunities are taken up, and to monitor and evaluate spending by all of the three partnerships.
12. To deputise for the Corporate Director, as required.

**Principal Responsibilities:**

1. To ensure the effective and efficient operational delivery of services, to specified outputs. Such services may vary, from time to time, according to Council policy.
2. To contribute to the development and implementation of Council strategies and values.
3. To promote a cross-service and partnership style of working and to foster positive external relationships.
4. To advise and support Elected Members, ensuring that they receive unified officer advice, particularly on matters concerning the delivery of services.
5. To ensure that employees are motivated, informed and sufficiently skilled to achieve high standards of work, pursue the Council's objectives and uphold its values, particularly in relation to equalities.
6. To ensure that employees and resources are deployed in the most effective and efficient manner, and that working procedures are sound and monitored.
7. To be an ambassador for the Council and for Leicester, maximising their influence and promoting a positive image of both, locally, regionally and nationally.
8. To maintain and promote high standards of probity and integrity.
9. To manage, monitor and evaluate key performance data, securing performance management and conforming to the rules contained in the Council's Constitution, Employment Policies, Health & Safety, Emergency Planning and Project Management Standards, and to ensure commitment to them, by Service Managers and Project Managers.



## STRENGTHENING COMMUNITY SAFETY

### BIDS FOR ADDITIONAL REVENUE

The Council has a budget allocation of £100k for 2005/06 ongoing to be spent on Community Safety.

The following bids have been received.

	2005/06 £k	Ongoing £k
Service Director Community Safety	50	50
Community Safety Team	66	66
Post ASBO support pilot	30	-
Youth Offending Service	96	116
Total of Bids received	<u>242</u>	<u>232</u>

More details of the bids are as follows.

- Service Director (Community Safety)**  
See this report
- Community Safety Team.**

The Crime & Disorder Best Value Review and the subsequent inspection found that the City Council was not adequately meeting its obligation under Section 17 of the Crime and Disorder Act. If the Council is to ensure that it meets its obligations under Section 17, then this is a crucial time, the Crime and Disorder Strategy for the City is currently under review and a new strategy for the period 2005 to 2008 is being drafted for consultation.

The new strategy will be advocating an approach whereby the Crime and Disorder Reduction Partnership (CDRP) establish four theme groups. These will cover:

- Violent Crime
- Acquisitive crime and drugs
- Reassurance & anti social behaviour
- Offender management.

If the Council is to meet its statutory obligations, solutions need to be put in place, which deal with concerns over lack of corporate awareness and the expectations of the CDRP and the new Crime & Disorder Strategy. Currently the Council has made a commitment to provide funding contribution to the Crime & Disorder

Partnership for the recruitment of two Community Safety Development Officers, as agreed in the Best Value Review - this has led to the Community Safety Team in being under-resourced. An increase from 2 to 4 Community Development workers would cost £66k per annum.

### **3. Post ASBO Support pilot**

- 3.1 This bid seeks to establish funding for a post-ASBO Action Planning Officer. The responsibility of the Action Planning Officer will be to supervise Individual Support Orders (ISO) and Parenting Orders granted by courts on the back of Anti-Social Behaviour Orders (ASBO) and, where these have not been granted, to undertake action planning with perpetrators on a voluntary basis.
- 3.2 Anti-Social Behaviour Orders were introduced by the Crime & Disorder Act 1998. They can be used on anyone aged 10 or over. ASBOs are built around a series of negative or 'do not' conditions – i.e. 'do not enter X area'; 'do not associate with persons A, B, or C'; or 'do not engage in behaviour that may harass, alarm, or distress anyone'. The legislation does not allow for 'positive' clauses – i.e. clauses that require the perpetrator to do certain things. This left a gap which meant that if it was recognised that a perpetrator required anger management counselling or drug treatment, the court could not order them to undertake it.
- 3.3 To close this gap in the legislation, the Anti-Social Behaviour Act 2003 has introduced new powers allowing courts to grant Individual Support Orders (ISOs) on the back of ASBOs. ISOs are in effect court enforced action plans for changing the perpetrator's behaviour – they require the perpetrator to undertake counselling, treatment, etc to address the particular problems that lead to their anti-social behaviour. The legislation also introduced Parenting Orders, which require the parents of young perpetrators to take greater responsibility for their children. The types of requirements included in a Parenting Order might be attending counselling, taking parenting classes, or ensuring their child attends school.
- 3.4 Both ISOs and Parenting Orders are issued by the courts, but require a 'responsible officer' such as a YOS or Social Services officer to oversee delivery of the order. The Action Planning Officer will be placed with either the YOS, Social Care & Health, or Leicester Anti-Social Behaviour to undertake the action planning and delivery work required following an ISO or Parenting Order being granted. The Action Planning Officer will also be responsible for developing action plans with perpetrators on a voluntary basis where an ISO or Parenting Order has not been requested/granted, but where follow-up work with the perpetrator is felt appropriate. The 'voluntary action plan' approach is used by Manchester and others and is held up as best practice by the government.
- 3.5 The funding required for this post will be £30,000 p.a. This includes on costs for an SO1 scale position, with additional funding for training purposes.

#### **4. Youth Offending Service**

- 4.1 The Council is expected to implement the Prolific and Priority Offender Strategy launched by the Government in July 2004. It comprises three complementary parts, of which “prevent and deter” in respect of young people, is the responsibility of the Youth Offending Service to take forward.
- 4.2 “Prevent” is expected to require £150,000 per year, for a YISP Panel Co-ordinator, 4 preventative workers and admin support. Some Government funding may be forthcoming, other statutory agencies are also expected to contribute, and the YOS may be able to meet some of the costs in the earlier part of 2005/06 from existing resources. However, City Council funding of £30,000 will be required in 2005/06, and in 2006/07 (depending on the external funding position) approximately £50,000 will be required.
- 4.3 “Deter” will require £50k per year, for a Youth Offender Management Co-ordinator and admin support. Contributions from statutory partners through the shared element of the YOS budget will be sought, to which the City Council’s contribution would be 58%, i.e. £29,000. The YOS may be able to fund the 2005/06 contribution from an anticipated underspend in the current year, but a commitment for 2006/07 ongoing funding from all partners would be needed before staff could be employed in 2005/06. There will also be a need for more accommodation, which should also be a shared cost – the City Council’s contribution would be around £8,700 per year. Therefore, the total needed would be £37,700.
- 4.4 Further to this, £28,400 is sought as the Council’s 58% contribution towards the Deputy Head of Service and additional CRB checks and other assorted cost increases such as running costs.