



SAFER HARTLEPOOL PARTNERSHIP AGENDA



Monday 6 December 2021

at 10.00 am

**in the Council Chamber,
Civic Centre, Hartlepool.**

A limited number of members of the public will be able to attend the meeting with spaces being available on a first come, first served basis. Those wishing to attend the meeting should phone (01429) 523568 or (01429) 523019 by midday on Friday 3 December and name and address details will be taken for NHS Test and Trace purposes.

You should not attend the meeting if you are required to self-isolate or are displaying any COVID-19 symptoms such as (a high temperature, new and persistent cough, or a loss of/change in sense of taste or smell), even if these symptoms are mild. If you, or anyone you live with, have one or more of these symptoms you should follow the NHS guidance on testing.

MEMBERS: SAFER HARTLEPOOL PARTNERSHIP

Responsible Authority Members:

Councillor Moore, Elected Member, Hartlepool Borough Council
Councillor Stokell, Elected Member, Hartlepool Borough Council
Denise McGuckin, Managing Director, Hartlepool Borough Council
Tony Hanson, Director of Neighbourhoods and Regulatory Services
Hartlepool Borough Council
Sylvia Pinkney, Assistant Director, Regulatory Services, Hartlepool Borough Council
Superintendent Emily Harrison, Community Safety, Cleveland Police
Jo Heaney, Chair of Youth Offending Board
Karen Hawkins, Director of Commissioning, Strategy and Delivery, NHS Tees Valley Clinical Commissioning Group
Ann Powell, Head of Stockton and Hartlepool Probation Delivery Unit
David Preston, Cleveland Fire Authority

Other Members:

Craig Blundred, Director of Public Health, Hartlepool Borough Council
Steve Turner, Office of Police and Crime Commissioner for Cleveland
Joanne Hodgkinson, Hartlepool Voluntary and Community Sector Representative, Chief Executive, Safer Communities
Angela Corner, Head of Community Resilience, Thirteen Group
Sally Robinson, Director of Children's and Joint Commissioning Services, Hartlepool Borough Council
Jill Harrison, Director of Adult and Community Based Services, Hartlepool Borough Council



1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To confirm the minutes of the meeting held on 18 October 2021.

4. PRESENTATION

- 4.1 Draft Community Integrated Risk Management Plan 2022-26 – *Cleveland Fire Authority*

5. ITEMS FOR CONSIDERATION

- 5.1 Community Safety Plan 2021-2024 – *Director of Neighbourhood and Regulatory Services*
- 5.2 Safer Hartlepool Partnership Performance – *Director of Neighbourhood and Regulatory Services*
- 5.3 Evaluation of the Integrated Community Safety Team 2021 – *Neighbourhood Safety Group*

6. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

7. LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006

EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006

8. PRESENTATIONS

- 8.1 Serious Violence in Cleveland – *Cleveland Police (para. ? – needs clarifying at Pre Agenda*

For information

Next meeting date –

Monday 7 March, 2022 at 10.00 am in the Civic Centre, Hartlepool.



SAFER HARTLEPOOL PARTNERSHIP

MINUTES AND DECISION RECORD

20 SEPTEMBER 2021

The meeting commenced at 10.00 am in the Civic Centre, Hartlepool.

Present:

Responsible Authority Members:

Councillor Moore, Elected Member, Hartlepool Borough Council (Chair)
Councillor Stokell, Elected Member, Hartlepool Borough Council
Denise McGuckin, Managing Director, Hartlepool Borough Council
Tony Hanson, Director, Neighbourhood and Regulatory Services,
Hartlepool Borough Council
Sylvia Pinkney, Assistant Director, Regulatory Services, Hartlepool Borough
Council
Chief Inspector Simon Smart, Serious Violence Prevention Lead, Cleveland
Police / Office of the Police and Crime Commissioner
Karen Hawkins, NHS Tees Valley Clinical Commissioning Group
Nick Jones, Cleveland Fire Authority

Other Members:

Craig Blundred, Director of Public Health, Hartlepool Borough Council
Joanne Hodgkinson, Voluntary and Community Sector Representative,
Chief Executive, Safe in Tees Valley
Angela Corner, Director of Customer Support, Thirteen Group
Sally Robinson, Director of Children's and Joint Commissioning Services,
Hartlepool Borough Council
Jill Harrison, Director of Adult and Community Based Services, Hartlepool
Borough Council

Also Present:

Cath Wohlers, Liaise Manager, England Illegal Money Lending Team
Councillor Rob Cook, Chair of the Audit and Governance Committee

Officers: Danielle Swainston, Assistant Director, Joint Commissioning Services
Ronnie Checksfield, Youth Offending Service Team Manager
Joan Stevens, Statutory Scrutiny Manager
Rachel Parker, Community Safety Team Leader
David Cosgrove, Democratic Services Team

13. Apologies for Absence

Superintendent Sharon Cooney, Neighbourhood Partnership and Policing Command, Cleveland Police

14. Declarations of Interest

None.

15. Minutes of the meeting held on 19 July 2021

Confirmed.

16. Stop Loan Sharks *(Representative of the Illegal Money Lending Team)*

Issue(s) for consideration

The Liaise Manager from the England Illegal Money Lending Team gave a presentation to the Partnership on their work in tackling illegal money lending including some case studies showing the effects that illegal money lending could have on individuals and the local community. The Liaise Manager highlighted that illegal money lending was no longer just the local door to door cash lending with extortionate interest rates. Loan sharks were now using the internet and social media to market their loans and using it also to pressurise people if they struggled to make payments.. The type of money lender was also changing with a case study showing a NHS surgeon that had been prosecuted for illegal money lending.

The Chair thanked the representative from the England Illegal Money Lending Team for a very informative presentation and considered that it would be beneficial for the same presentation to be given to all elected members to highlight the scale of this problem and how it could destroy people's lives so very quickly. The Police representative also commented that he would be recommending this presentation to all Cleveland Police's 35 Neighbourhood Policing Teams. In debate concern was expressed around the potential for illegal money lending to fill the gaps when the Universal Credit Covid-19 uplift was removed and also its impact on child poverty, which the Chair of the Audit and Governance Committee indicated was his committee's major scrutiny investigation area this municipal year.

Decision

That the England Illegal Money Lending Team be thanked for their very informative presentation and that the presentation be shared with Members of the partnership.

17. Domestic Abuse Needs Analysis (*Director, Children's and Commissioning Services*)

Purpose of report

To provide an update report to the partnership.

Issue(s) for consideration

The Assistant Director, Joint Commissioning Services gave a presentation to the Partnership in which she reported that the initial requirement for a revised local area domestic abuse strategy had been for it to be published by end of October 2021. However, recent information indicated that the statutory guidance (yet to be published) would require a draft strategy to be published by beginning of November to be followed by a 10 week consultation with a finalised strategy to be published in January 2022.

Together with the change to the timeline for the publication of the Strategy, the Assistant Director also indicated that the legislation placed the duty on the local authority to produce the strategy, so the finalised document would be submitted to Finance and Policy Committee for approval prior to being referred to full Council for adoption.

The draft Needs Assessment had already been published on the Council website and the Assistant Director requested that partners review the Needs Assessment, forwarding any comments to the department as soon as possible.

The Assistant Director went on to outline the impact of domestic abuse in the Hartlepool community indicating that a cost estimate placed a £50m impact on agencies budgets for Hartlepool alone. There were very high levels of repeat referrals and also a significant number of dropping out before becoming service clients. There was also a huge impact on children with 45.9% of all completed children and families assessments in 2020/21 having domestic violence as a factor.

The Chair requested that Partner Agencies review the Needs Assessment and return comments to the department as soon as possible to allow the circulation of the draft strategy document as soon after the receipt of government guidance as possible.

Decision

That the presentation and update be noted.

18. Serious Violence Statutory Duty (*Office of the Police and Crime Commissioner for Cleveland*)

Purpose of report

To provide an update to the Partnership.

Issue(s) for consideration

The Serious Violence Prevention Lead reported that a formal presentation on serious violent crime would be made to a future meeting of the Partnership as Parliament was to approve a new duty for partners to develop a strategy for the reduction of serious violent crime. The current timeframe was for the new duty to be approved ahead of Christmas.

Decision

That the report be noted.

19. Youth Justice Plan 2021-2023 (*Director, Children's and Joint Commissioning Services*)**Purpose of report**

The purpose of the report was to consult with members of Safer Hartlepool Partnership on the Youth Justice Strategic Plan for 2021-2023.

Issue(s) for consideration

The Director of Children's and Joint Commissioning Services reported that the meeting of Hartlepool Borough Council on 4 November would be requested to adopt the Youth Justice Strategic Plan for 2021-2023, a copy of which was appended to the report. The recommendations made by Safer Hartlepool Partnership, Finance and Policy Committee, Children's Services Committee and Audit and Governance would be considered in the final plan presented to Council. The final version of the Strategic Plan would also be sent to National Youth Justice Board.

Decision

That the report be noted.

20. Cleveland Divert – Adult Deferred Prosecution Scheme (*Office of the Police and Crime Commissioner for Cleveland, Probation Service, Cleveland Police*)**Purpose of report**

To provide an update to the Partnership.

Issue(s) for consideration

The Serious Violence Prevention Lead reported that the scheme had been delivered successfully in Hartlepool and had recently received further funding. The Youth Offending Service Team Manager and the service Board were highlighted as providing an excellent service which was well integrated with partners. It had to be acknowledged that many offenders were also actually victims and the service provided to them in Hartlepool was a flagship for the Cleveland force area.

The Chair welcomed the comments and supported the important impact the service was making in the community. Sometime it didn't always need to be about punishment but supporting people through crises.

Decision

That the report be noted.

21. Anti-Social Behaviour Investigation – Monitoring of Scrutiny Recommendations / Action Plan Update

(Audit and Governance Committee)

Purpose of report

To provide the Safer Hartlepool Partnership with an update in relation to the implementation of the recommendations formulated by the Audit and Governance Committee following completion of its investigation in to Anti-Social behaviour in Hartlepool.

Issue(s) for consideration

The Chair of the Audit and Governance Committee provided an update on the implementation of the committee's recommendations and an updated action plan was submitted with the report. The Chair of Audit and Governance Committee particularly thanked the Thirteen Group for their input.

The Chair of Audit and Governance Committee commented that young people had highlighted issues around sexual harassment during the investigation which was of great concern. The investigation had also highlighted the impact of diversionary activities and training such as the Anti—Social Behaviour Awareness training provided in schools and activities like the Crucial Crew. It was necessary to provide as much support for these activities as possible together with the excellent diversionary schemes undertaken by Cleveland Fire and the Neighbourhood Policing Teams.

The Chair of Audit and Governance Committee also thanked those working with the volunteers on the Big Town Tidy.

Decision

That the report be noted.

22. Hartlepool Community Safety Team – Neighbourhood Policing *(Temporary Chief Inspector Mark Haworth)*

Purpose of report

To provide an update on Hartlepool Neighbourhood Policing to the Safer Hartlepool Partnership for information.

Issue(s) for consideration

The Temporary Chief Inspector provided an update on the work of the Community Safety Team over recent months and highlighted the new officers and PCSO's that had joined. The work around the recent issue in the Belle Vue area were also outlined to the Partnership.

The Chair highlighted recent issues with off-road motorcycles in the Headland area and how these had been addressed by the Team. The Temporary Chief Inspector indicated that the use of CCTV had been very beneficial as had the support for the local community in tackling the problem. Any further incidents should continue to be reported either directly to the Community Safety Team, online or via 101.

Decision

That the report be noted.

23. Safer Hartlepool Partnership Terms of Reference – Membership Refresh *(Director of Neighbourhood and Regulatory Services)*

Purpose of report

To consider a refresh of the Safer Hartlepool Partnership Terms of Reference to reflect changes in membership.

Issue(s) for consideration

The Director of Neighbourhood and Regulatory Services reported that since the last review in 2018, some Members of the Partnership and the posts designated to represent organisations had changed and in order to reflect these changes, the Terms of Reference, submitted as an appendix to the report, had been amended.

The Director indicated that, as outlined in the Terms of Reference the Leader of the Council is the Chair of the Safer Hartlepool Partnership with the Vice Chair of the Partnership being agreed on an annual basis who must be from one of the responsible authorities other than the Council. The current Vice Chair of the Partnership was Cleveland Police Chief Superintendent of Neighbourhoods and Partnerships, however it was

proposed that this position be taken over by the Cleveland Police Superintendent of Community Safety for the year 2021/22.

Decision

1. That the report and the revised Terms of Reference be noted.
2. That the Cleveland Police Superintendent of Community Safety be appointed Vice-Chair.

24. Safer Hartlepool Partnership Performance *(Director of Neighbourhood and Regulatory Service)*

Purpose of report

To provide an overview of Safer Hartlepool Partnership performance for Quarter 1 – April to June 2021 (inclusive).

Issue(s) for consideration

The Assistant Director, Regulatory Services provided the Partnership with an overview of Safer Hartlepool Partnership performance for Quarter 1 – April to June 2021 (inclusive) against key indicators linked to the priorities outlined in the draft Community Safety Plan 2021/24. The Assistant Director highlighted that given the impact that COVID had during Q1 of 2020/21, figures for some of the indicators had been included from Q1 of 2019/20 to provide a more representative comparison. The Assistant Director also highlighted the work of the sub groups on Fly-Tipping, Deliberately set Fires and Off-Road vehicles.

Decision

That the report be noted.

25. Any Other Items which the Chairman Considers are Urgent

None.

26. Date and Time of Next Meeting

The Chair reported that the next scheduled meeting would be held on Monday 18 October at 10.00 am in the Civic Centre.

The meeting concluded at 11.40 am

CHAIR

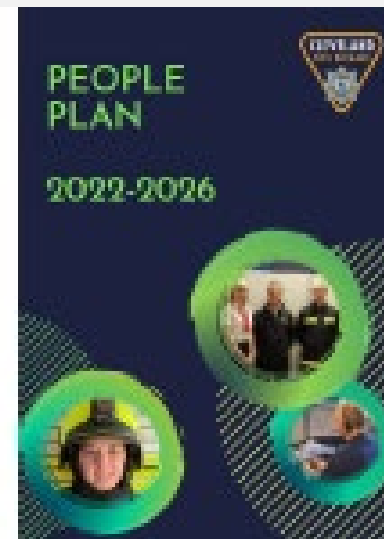


DRAFT COMMUNITY INTEGRATED RISK MANAGEMENT PLAN

2022 -26

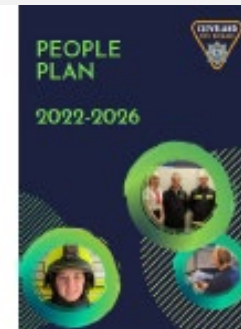


Our Community Risk Management Plan 2022 -2026



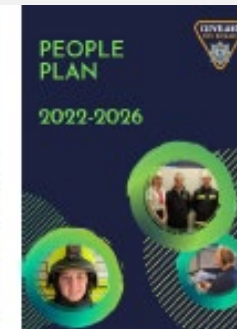
Our Plans are Built on Complying with our Statutory Duty

- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- The Regulatory Reform (RRO) (Fire Safety) Order 2005
- The 'Fire and rescue national framework for England' 2018

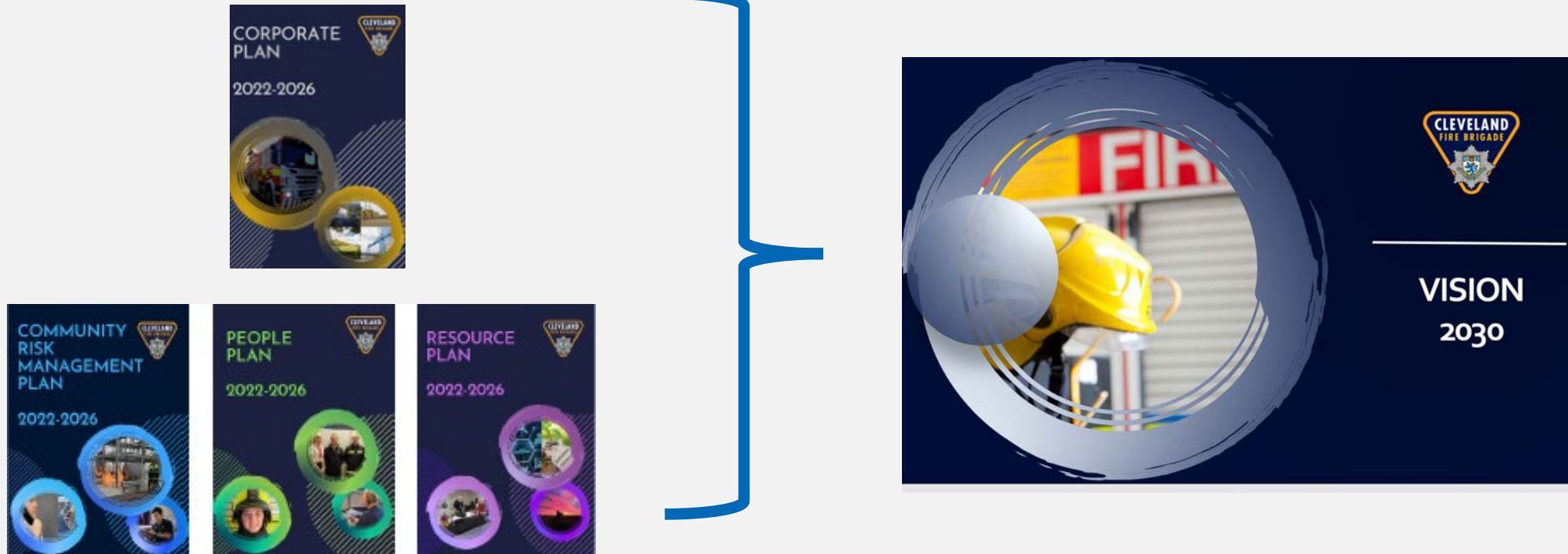


Our Plans are Built on Valuable Insight

- Our Community and Risk Profiles
- Outcomes from our environmental scanning exercise - 'Changing Landscapes'
- Our performance status 2020/21
- Our financial resources - MTFS 2022/24
- Community and staff feedback
- HMICFRS Inspection Outcomes
- Fire Standards (Gap Analyses)
- Internal Audit Reports
- Evaluation Reports



Our Plans are Built to Support Our Vision 2030



Making **TEESSIDE** **SAFER & STRONGER**

*Everything we do should be
done with this in mind*

First and foremost our purpose is to **save lives** and **make people safe**. This is our day job whether that's responding to 999 calls or preventing emergencies happening in the first place.

Our work expands beyond this though, we are **changing lives** whether its protecting businesses, improving life chances for young people or supporting our partners in health care.

Our purpose therefore extends to **making** our communities **stronger** places for our future generations



Our Vision

is to be a leading fire and rescue service where.....



our communities

feel safe and
protected



our people

are professional,
proud and passionate



our organisation

is welcoming, trusted
and respected



our business

is built on learning
and innovative, digital
approaches



our future

is 'greener' and bright

Fire incidents, deaths and injuries are at an all time low – our Safety Plans are working.

‘Safety conversations’ are happening everywhere – in our homes, businesses, schools and on our streets.

Front line teams are quick to respond to a wide range of emergencies – they are good at what they do.

People in our communities are telling us that they feel safe and protected.



our
communities
feel safe and
protected



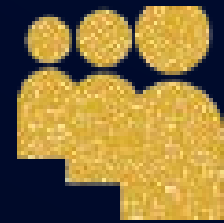
People who work for Cleveland Fire Brigade radiate professionalism – in their skills and competencies – in their dress and appearances – in the ways that they behave. They are caring and passionate and come to work every day to make a difference.

Outstanding leaders demonstrate resilience and drive...they 'dare to be different' continually exploring new ideas and innovative practices.

People say that Cleveland Fire Brigade is great place to work.



our people are
professional,
proud and
passionate



Everyone who comes into contact with Cleveland Fire Brigade is made to feel important, included and welcome.

People trust us – they engage with us – they listen to us – and in their time of need – they look to us.

Partners, businesses and other blue light services want to work with us because they respect us – *they know that we are a high performing fire and rescue service.*



our organisation
is welcoming,
trusted and
respected

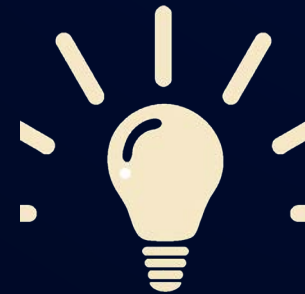


our business is built on learning and innovative, digital approaches

Learning comes naturally to us – it is embedded within our policies, procedures, guidance and training – shared learning with others is part of our culture.

At the heart of our business approach lies innovation that is enabled through digital technology – this is evident in our transformed service provision and our flexible ways of working.

Learning experiences and innovative, digital approaches have made Cleveland Fire Brigade more efficient and effective.



Our climate change plans are bearing fruits - our carbon emissions have significantly reduced.

Financial investment in risk management and people development has accelerated our ambitions to keep our communities safe.

Cleveland Fire Brigade is contributing to a more sustainable future for our next generations.



our future is
'greener' and
bright



Goals



Safer, Stronger Communities

Strategic Outcomes

- Safer Homes
- Safer Buildings
- Safer Roads
- Safer High Hazard Industries
- Safer Neighbourhoods and Environment
- Supported National Resilience
- Improved Health Outcomes



Professional, Proud, Passionate People

Strategic Outcomes

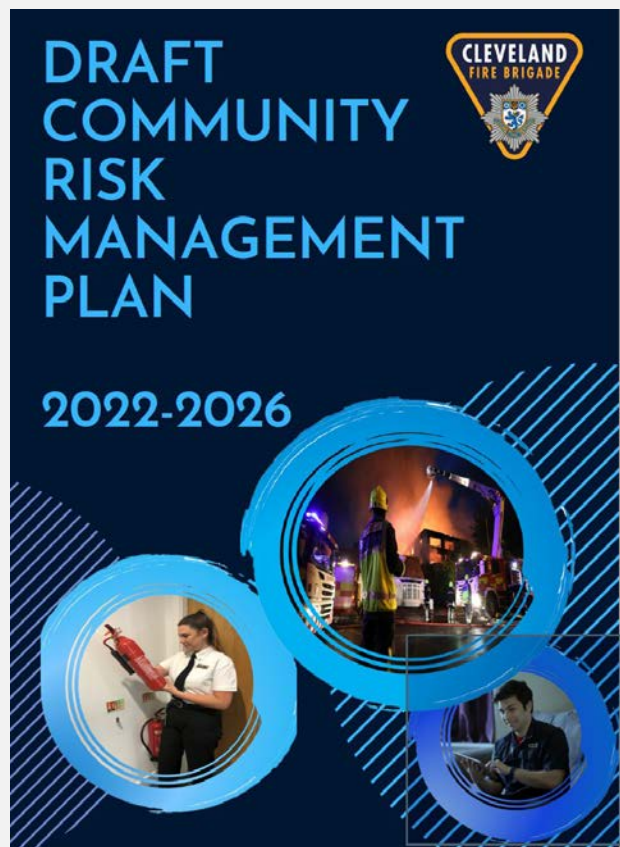
- A Safe Workforce
- A Healthy Workforce
- A Competent and Trained Workforce
- Outstanding Leaders
- A Diverse Workforce
- An Inclusive Culture



Efficient, Sustainable Resources

Strategic Outcomes

- Sound Financial Management
- Efficient and Effective Procurement
- Optimum Use of Human Resources
- 'Fit for Purpose' Assets
- Innovation enabled through Technology
- Better Use of Resources through Partnership and Collaboration
- Reduced Carbon Emissions



Strategic Goal: 'Safer, Stronger Communities'

Corporate Objective: 'to minimise fire and rescue related risks in the community'

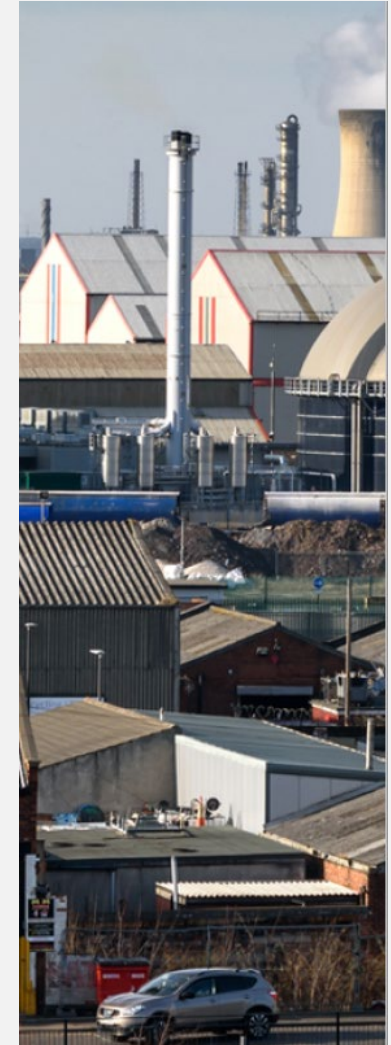
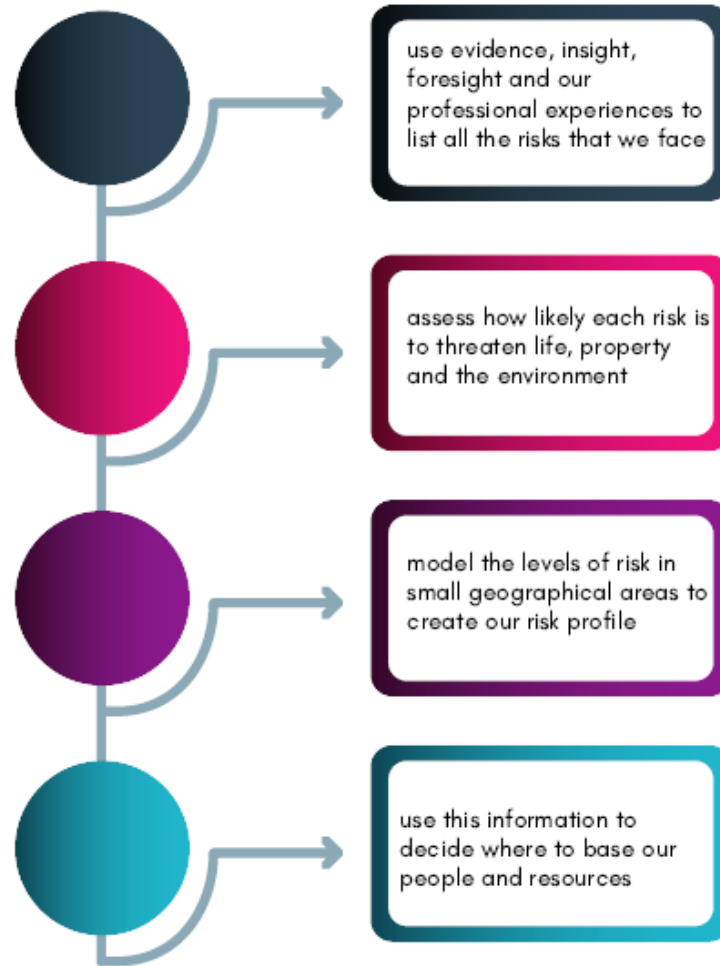
Risk Management Objectives

- identify and assess all foreseeable fire and rescue service risks that our communities face
- reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by:
 - responding quickly and effectively
 - providing education and advice to help our communities prevent fires and other emergencies and stay safe from harm
 - supporting the business sector to help people stay safe in their buildings and comply with fire safety standards
 - maintain fire and rescue service national resilience assets in a high state of readiness
- work with emergency services and other local, regional and national partners to improve the effectiveness of the service

Risk Management Objective

‘To identify and assess all foreseeable fire and rescue service risks that our communities face’

Risk Identification and Assessment Process



Five Main Types of Identified Risks



National Risks



Cleveland Area Risks



Organisational Risks



Types of Identified Risks continued



Operational Risks



Emerging Risks



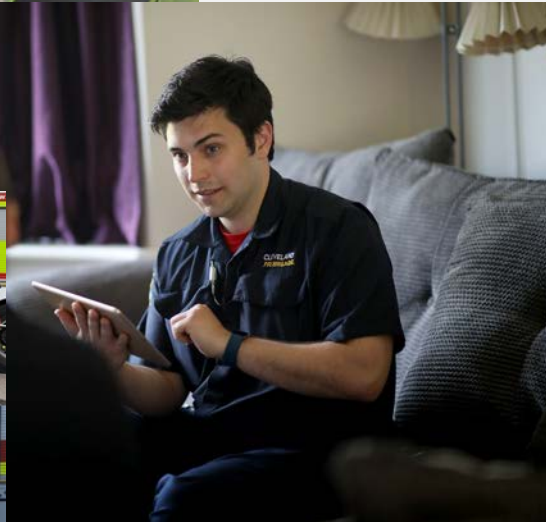
Risk Management Objective

‘To reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by:

- responding quickly and effectively
- providing education and advice to help our communities prevent fires and other emergencies and stay safe from harm
- supporting the business sector to help people stay safe in their buildings and comply with fire safety standards
- maintain fire and rescue service national resilience assets in a high state of readiness



Prevention



Pages 24-27 set out our prevention approach

- ✓ Safer Homes Visits
- ✓ Road Safety
- ✓ Safeguarding
- ✓ Tackling Arson and Deliberate Fire Setting
- ✓ Community volunteers
- ✓ Evaluation of prevention activities
- ✓ Use of Digital Technology
- ✓ Community Engagement



Protection



Pages 28-31 set out our protection approach

- ✓ Support Businesses to be Legally Compliant
- ✓ Use a Risk Based Inspection Programme which prioritises higher risk buildings
- ✓ Responding to Statutory and Non Statutory Consultations
- ✓ Implementing our Strategy for Unwanted Fire Signals
- ✓ Use of Digital Technologies
- ✓ Promotion of Automatic Suppression Systems

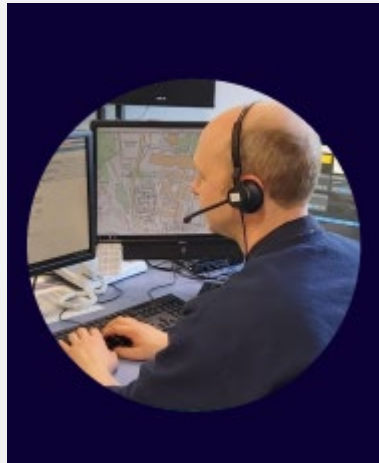


Emergency Response



Pages 32 -36 set out our emergency response approach

- ✓ 24 hours a day, 365 days a week emergency response service
- ✓ emergency response standard based on 'equal entitlement'
- ✓ Built on effective operational preparedness arrangements for incidents in Teesside and across its Borders
- ✓ Health and safety is a priority
- ✓ Public is kept informed
- ✓ Supporting U.K. Resilience



1. Our identified risks



3. Considers our Medium Term Financial Position i.e. what financial envelope are we working within Pages 49 and 50 gives details.



2. Managed through our Approach of Prevention, Protection and Emergency Response

4. Determines our resource allocation to emergency response, prevention, protection and enabling services and the design of Cleveland Fire Brigade

Pages 39-44 gives details

ALLOCATING OUR RESOURCES





Risk Management Objective

'To work with emergency services and other local, regional and national partners to improve the effectiveness of the service'



- ☐ Statutory duty under the Policing and Crime Act 2017 to keep collaborations under review, notify other Emergency Services of proposed collaborations, and give effect to proposed collaborations where they would be in the interests of efficiency or effectiveness.
- ☐ A framework for joint and integrated working exists in Teesside.
- ☐ Community Safety Partnerships bring together different public services to address local problems collectively.
- ☐ Placed based teams exist across our area, tackling local problems together, sometimes in an integrated way, where officers from different organisations serve as a single purpose team, with the same priorities, aims and outcomes.
- ☐ Wider collaboration exists with other Fire and Rescue services e.g. with the North East Fire and Rescue Services (JESIP, ESMCP) and Shropshire (Fire Control)

Pages 45,46 give details

Our people are essential to the achievement of our organisational success; they provide the inspiration, creativity, vision and motivation that keeps the organisation alive and the skills and competencies necessary to make it work.

THE IMPORTANCE OF OUR PEOPLE



The SIX themes of our People Plan



Our People Plan* is available here and should be read in conjunction with this CRMP.

*to be published



Our Proposals to 2026



Proposals to 2026

01

To Develop our Approach to Risk Management to Reflect Good Practice and Improve the Safety, Health, Wellbeing and Economic Prosperity of our Communities

Key Improvement Actions - We will:

- work with Partners to gather better insight relating to our diverse and 'hard to reach' communities
- use the outcomes from the NFCC CRM work to develop enhancements in our approach to risk management
- develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires



Proposals to 2026

02

To Build on our Successful Approach to Helping People Stay Safe in their Homes

Key Improvement Actions - We will:

- work with Partners to deliver 20,000 Safer Homes Visits per year, targeting the most vulnerable
- undertake an independent assurance review of our safeguarding arrangements



Proposals to 2026

03

To Tackle Arson and Deliberate Fires

Key Improvement Actions - We will:

- continue to implement our Arson Reduction Strategy with Partners
- support Cleveland Police and work to an accredited standard for fire investigation
- expand our fire setter intervention service to include adults
- work with NEFRSs to understand, through academic research, the science behind why the NE experiences significant higher levels of arson than other parts of the country



Proposals to 2026

04

To Ensure our Prevention Activities Remain Efficient, Effective and Deliver Value for Money

Key Improvement Actions - We will:

- evaluate our prevention activities
- establish a Community Volunteer Scheme
- further explore innovative and digital solutions
- continue to improve our engagement with our communities in line with good practice



Proposals to 2026

05

To Enhance our Risk-Based approach to Support Businesses to Keep their Buildings Safe in line with the Fire Safety Order 2005

Key Improvement Actions - We will:

- support businesses to be legally compliant with the Fire Safety Order 2005 and will use enforcement as necessary
- embed and evaluate the effectiveness of our new RBIP in prioritising premises that are of the highest risk
- actively implement learning from major national events such as the Grenfell Tower and the Cube
- introduce a systematic approach to engagement with smaller businesses
- further explore innovative and digital solutions
- continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators



Proposals to 2026

06

To Be Better Prepared to Deal with Incidents Involving Buildings where the Height can have a Serious Impact on Firefighting and Evacuation

Key Improvement Actions - We will:

- implement the learning from Major National Events such as the Grenfell Tower and The Cube to ensure that our emergency response capabilities remain effective.



Proposals to 2026

07

To Ensure That our Firefighters Plan and Prepare to Respond Effectively to Operational Incidents Including Those Across Our Borders

Key Improvement Actions - We will:

- continue to implement our programme of joint training exercises
- continue to share risk information with our neighbouring FRs
- strengthen our JESIP, National Operational Guidance and National Operational Learning arrangements



Proposals to 2026

08

To Develop Options for Improving the Efficient Deployment of our Emergency Response Resources to Flexibly Meet Current and Future Risks and Demands

Key Improvement Actions - We will:

- use the outcomes from the Independent Review of the strategic collaborative options with CDDFRS to inform the nature of our future provision of Fire Control call handling and mobilising services
- continue to develop our digital monitoring system to gain a better understanding of operational firefighter capacity and productivity
- use the outcomes from the Independent Emergency Response Deployment Review to develop options for improving the efficiency and effectiveness of our emergency response cover to meet current and future risks and demands
- use the outcomes from our On-call Review to increase the availability of our on-call fire engines.



Proposals to 2026

09

To Be 'Better Together - Working in Partnership'

Key Improvement Actions - We will:

- continue to pursue opportunities to collaborate with other organisations in order to improve outcomes and value for money for the people within our communities
- finalise the implementation of our new governance framework to ensure partnerships are managed and reviewed to evidence that community and service outcomes are 'Better by Working Together'.

Next Steps

Consultation

- 29th Oct 2021 – 21st Jan 2022
- To full range of stakeholders
- Via many and varied means
- Central to Consultation will be our 'Have Your Say' document and our Survey
- EIA has been completed and will be refined if necessary following consultation
- Comprehensive Spending Review due Dec 2021
- Feedback to everyone Feb 2022
- CFA to approve final CRMP Mar 2022
- CRMP to be published Ap 2022



Consultation

Draft Community Risk
Management Plan Proposals
2022 -26



Have your
say



2026

LET THE JOURNEY BEGIN



SAFER HARTLEPOOL PARTNERSHIP

6th December 2021



Report of: Director of Neighbourhood and Regulatory Services

Subject: **COMMUNITY SAFETY PLAN 2021-2024**

1. PURPOSE OF REPORT

- 1.1 Non key decision. To present and seek approval from the Safer Hartlepool Partnership for the final draft of the Community Safety Plan 2020-21 (see **Appendix 1**).

2. BACKGROUND

- 2.1 The Crime and Disorder Act 1998 established a statutory duty for Local Authorities, Police, Fire Brigades, Probation Trusts (including Community Rehabilitation Companies) and Clinical Commissioning Groups to work together to address local crime and disorder, substance misuse and reoffending issues. Collectively the organisations are known as the “Responsible Authorities” and make up the Safer Hartlepool Partnership.
- 2.2 In accordance with the Crime and Disorder Act 1998 and the Crime and Disorder Regulations 2011, Community Safety Partnerships (CSPs) have a statutory responsibility to develop and implement a Community Safety Strategy setting out how it intends to address crime and disorder, substance misuse, and re-offending issues.
- 2.3 The Safer Hartlepool Partnership Community Safety Plan 2020/21 came to an end in March 2021 and at its meeting in July 2021, the Partnership approved the draft plan for 2021/24 for consultation.

3. DEVELOPMENT OF THE COMMUNITY SAFETY PLAN 2021-24

- 3.1 The Community Safety Plan 2021-24 provides an overview of some of the recent activities undertaken to improve community safety in Hartlepool, and key findings from the Partnership’s Strategic Assessment and public consultation.

3.2 The plan sets out the Partnership's strategic objective for 2021/24 and the key priorities that the Partnership will focus on as detailed below.

3.3 The Safer Hartlepool Partnership strategic objective for 2020-21 is: -

“To make Hartlepool a safe, prosperous and enjoyable place to live, work and visit”

3.4 The key priorities for the Partnership in 2021/24 are: -

- Drugs and Alcohol
- Anti-social Behaviour
- Domestic Violence

4. CONSULTATION

4.1 Following agreement of the Safer Hartlepool Partnership strategic objective and priorities in July 2021, the first draft of the Community Safety Plan was published for public consultation from 17th September to 10th November 2021.

4.2 The public consultation included an on-line survey, of which paper copies were made available in the five Community Hubs, and direct consultation with Hartlepool Borough Council's Finance and Policy and Audit and Governance committees. Partnership members and the Voluntary and Community Sector were also asked to take part and promote the consultation within their own organisations.

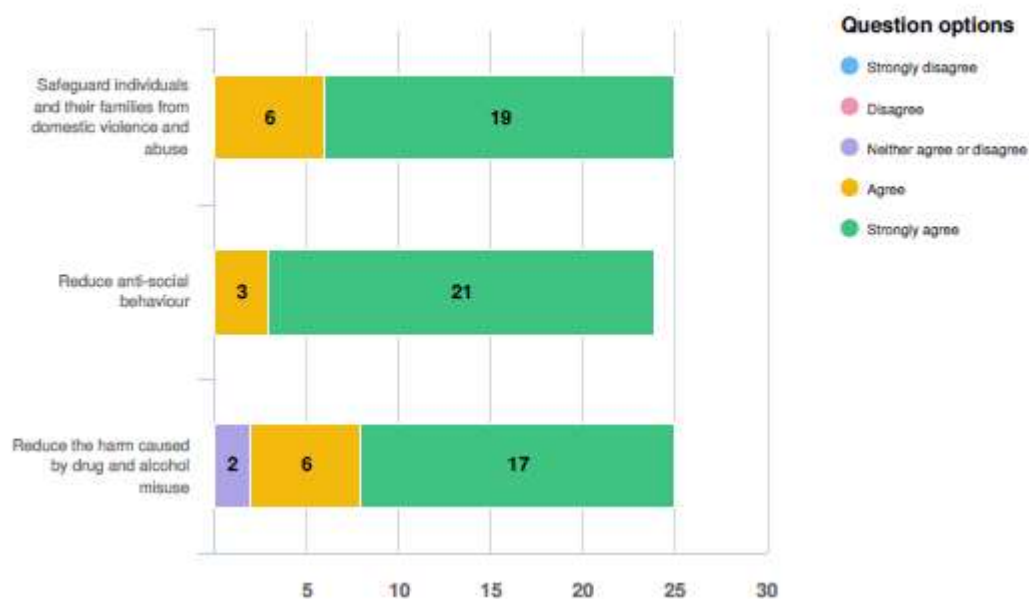
4.3 Due to continuing concerns relating to the COVID 19 pandemic, the Partnership's annual Face the Public event also moved online. The event ran for a period of two weeks from 11th to 25th October on the Council's digital engagement platform, “Your say, our future” and enabled participants to:

- Read the draft Community Safety Plan for 2021-24.
- Complete an online survey – which included questions on the draft plan.
- Use the ideas board to make suggestions as to how the Safer Hartlepool Partnership can work with residents and partners to deliver on the priorities identified in the draft Community Safety Plan.
- Ask a question of the Safer Hartlepool Partnership.

Disappointingly, only a very small number of surveys were completed and engagement in the Face the Public event was low which could be attributed to this method being very new and not yet embedded across the town.

4.4 Those who did respond to the survey mainly strongly agreed or agreed with each of the priorities identified in the Community Safety Plan for 2021-24.

Q1 To what extent do you agree with each of the priorities identified in the draft Community Safety Plan 2021-24



4.5 Examples of what the respondents felt were missing from the priorities included:

- Reducing crime and reoffending
- Provide greater visible police presence
- Reduce street harassment
- Challenge behaviours that make women and girls feel unsafe; and
- Reduce criminal damage

4.6 Examples of how respondents felt that the Partnership could work with residents and partners to deliver the priorities include:

- Recognise the value of the Voluntary & Community Sector
- Involve communities regularly, not just once a year
- Make the case for better funding or services, particularly preventative and youth services
- Drop in events to allow residents to remain anonymous whilst giving their views

4.7 These survey responses will be taken into consideration when developing plans and delivering activity to tackle the priorities

5. DELIVERY AND PERFORMANCE MONITORING

5.1 Delivery of the Community Safety Plan will be via existing agencies, organisations and partnerships and, where necessary, the development of new working groups shall be monitored by the Safer Hartlepool Partnership.

- 5.2 Upon approval by the Safer Hartlepool Partnership, the Community Safety Plan will be presented to full council for adoption in December 2021 before being published on the Safer Hartlepool Partnership web pages.

6. SECTION 17 CONSIDERATIONS

- 6.1 Failure to develop a Community Safety Plan would undermine the Safer Hartlepool Partnerships ability to fulfil its statutory responsibilities to set out a strategy for the reduction of crime and disorder, combating substance misuse and reduction in re-offending in Hartlepool.

7. LEGAL CONSIDERATIONS

- 7.1 In accordance with the Crime and Disorder Act 1998 (as amended) the Safer Hartlepool Partnership is required to produce a Community Safety Plan to set out how it intends to address crime and disorder, substance misuse, and re-offending issues.

8. EQUALITY AND DIVERSITY CONSIDERATIONS

- 8.1 The Community Safety Plan 2021/24 will ensure that the needs of all sections of the community are considered when formulating and implementing the Plan.

9. OTHER CONSIDERATIONS

Risk Implications	No relevant issues
Financial Considerations	No relevant issues
Child/Family Poverty Considerations	No relevant issues
Staff Considerations	No relevant issues
Asset Management Considerations	No relevant issues

10. RECOMMENDATION

- 10.1 That the Safer Hartlepool Partnership approve the Community Safety Plan 2021/24

11. REASON FOR RECOMMENDATION

- 11.1 The Safer Hartlepool Partnership has a statutory duty to develop and implement a Plan to reduce crime and disorder, combat substance misuse, and reduce re-offending.

12. CONTACT OFFICERS

Tony Hanson
Director of Neighbourhoods and Regulatory Services
Hartlepool Borough Council
Email: tony.hanson@hartlepool.gov.uk
Tel: 01429 523400

Rachel Parker
Community Safety Team Leader
Hartlepool Borough Council
Email: rachel.parker@hartlepool.gov.uk
Tel: 01429 523100



Safer Hartlepool Partnership



Community Safety Plan

2021 - 2024



CONTENTS

Section	Heading	Page
1	Foreword	3
2	Introduction	4
3	Local Context	5
4	Summary of the 2020/21 Plan	6
5	Strategic Assessment 2020	7
6	Public Consultation	8
7	Strategic Objective 2021/24	9
8	Priorities 2021/22	9
9	Delivering the Plan	10
10	Monitoring Performance	11



1. FOREWORD

As Chair, I am pleased to present the Community Safety Partnership (CSP) Plan for 2021 – 2024 on behalf of The Safer Hartlepool Partnership (SHP).

The Partnership Plan brings together our aims, ambitions and priorities for the next three years. We will work in Partnership to tackle the issues which impact on, and matter to local people.

The Community Safety Plan retains the strategic objective and priorities of the 2021/24 plan, reflecting the outcomes of the 2020 SHP Strategic Assessment and ongoing analysis of emerging issues across the Town. Utilising this data and information enables the SHP to deliver a holistic approach to address the priorities, with a greater emphasis on prevention and reducing harm.

The SHP has faced many new challenges in recent years, not least the difficult circumstances presented by the Coronavirus Pandemic. There has been a significant change in issues that are presented to partners to address, whilst also tackling substantial resource pressures. Important matters such as anti-social behaviour, substance misuse, domestic violence and responding to those members of our communities with specific vulnerabilities understandably take priority.

The SHP will continue to look at new and innovative ways of working collaboratively to reduce crime and disorder, substance misuse and re-offending, and most importantly, improving the quality of life for the people who live and work in and visit Hartlepool.

Councillor Shane Moore

Chair, Safer Hartlepool Partnership



2. INTRODUCTION

The Safer Hartlepool Partnership (SHP) brings together a number of agencies and organisations concerned with tackling crime and disorder in Hartlepool. As defined by the Crime and Disorder Act 1998, the Partnership comprises members from each of the “responsible authorities”; Hartlepool Borough Council, Cleveland Police, Cleveland Fire and Rescue Service, The Probation Service and Hartlepool and Stockton Clinical Commissioning Group. In addition, a range of other stakeholders from the public and voluntary sectors are also represented and include Thirteen Group, Safe In Tees Valley and the Police and Crime Commissioner for Cleveland.

Our key role is to understand the kind of community safety issues Hartlepool is experiencing; decide which of these are the most important to deal with; and then decide what actions we can take collectively, adding value to the day-to-day work undertaken by our individual agencies and organisations.

We detail these actions in our Community Safety Plan. To help us do that we undertake a Strategic Assessment which analyses a range of detailed information that exists about crime, disorder, substance misuse, re-offending and other community matters that are affecting Hartlepool.

The outcomes of the assessment form recommendations about how to keep the Community Safety Plan priorities relevant.

In producing our plan we are also mindful of the pledges of the Police and Crime Commissioner in the Police and Crime Plan and the requirement to 'have regard' to the priorities established by this plan.

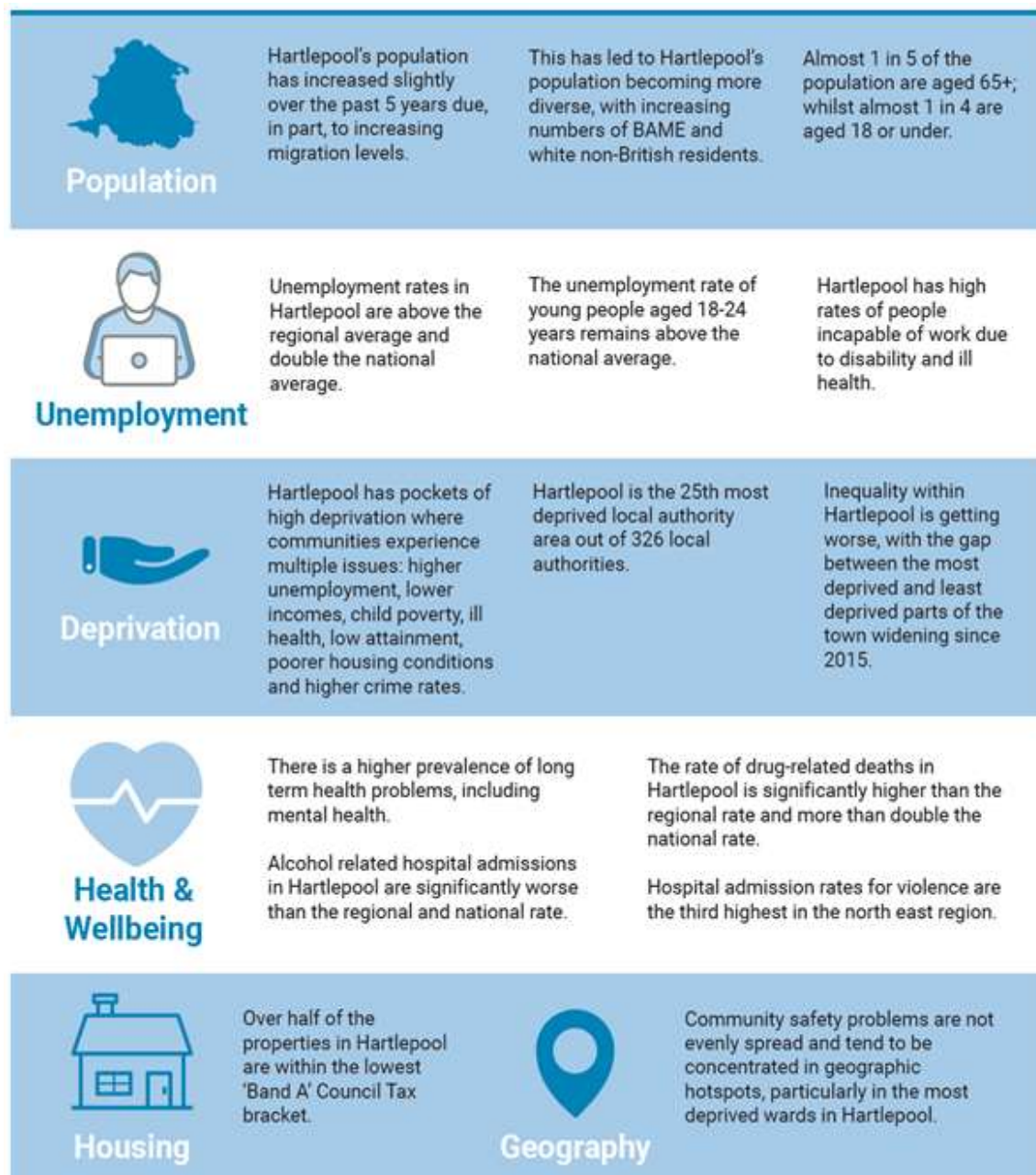
The community safety landscape continues to evolve and partners continue to face challenges in having to adapt the way services and initiatives are delivered. Since the introduction of the Crime and Disorder Act 1998, legislative changes have amended our focus, and also the statutory partners we work with, but the principles of working together remain at the heart of tackling crime and disorder.

The strategic objective of the Safer Hartlepool Partnership remains unchanged and is still as important as it ever has been:

“To make Hartlepool a safe, prosperous and enjoyable place to live, work and visit”

3. LOCAL CONTEXT

Hartlepool is the smallest unitary authority in the North East region and the third smallest in the country comprising of some of the most disadvantaged areas in England. Issues around community safety can be understood by a number of contextual factors:





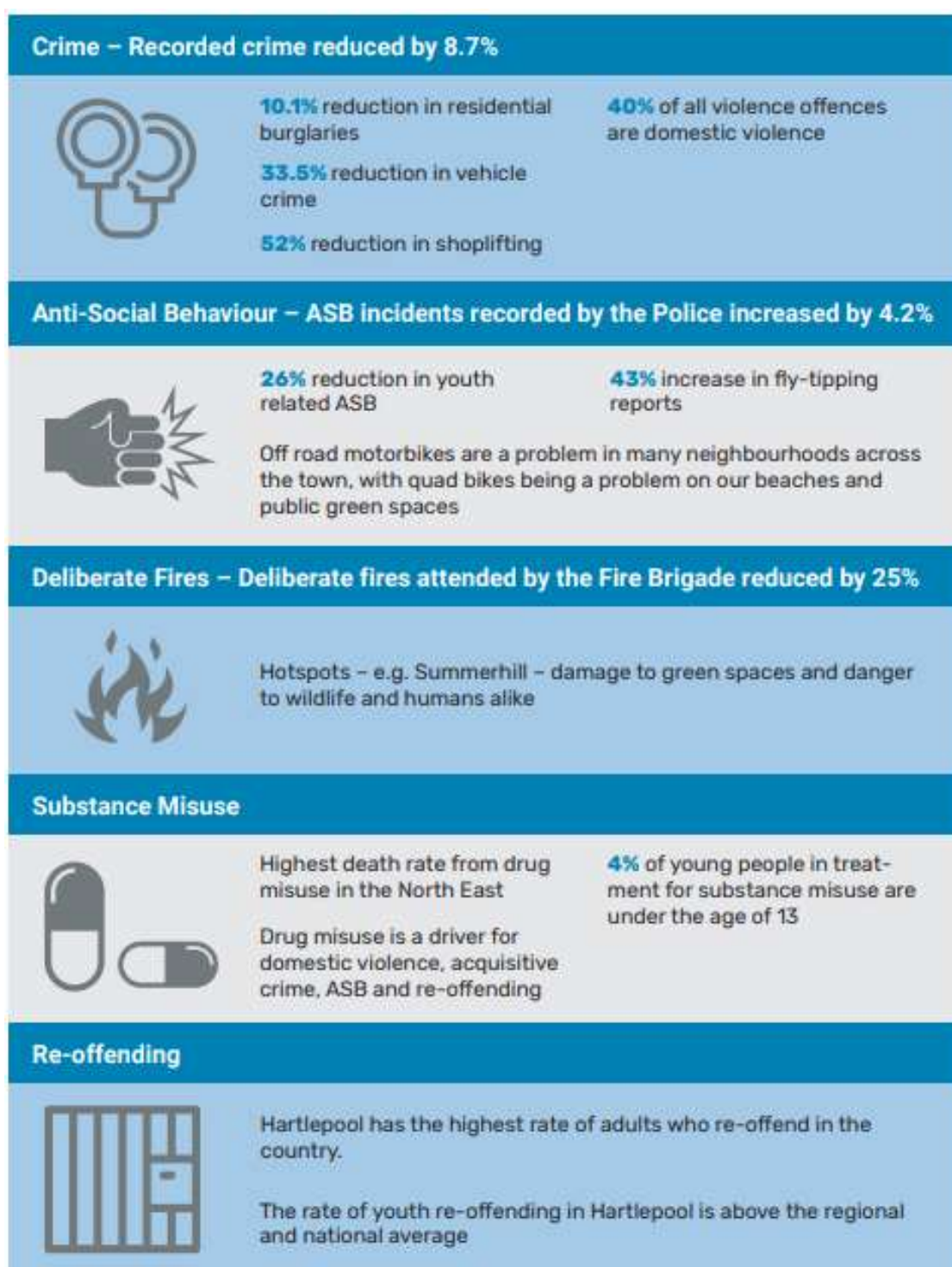
4. SUMMARY OF THE 2020/21 PLAN

Despite the COVID-19 pandemic the SHP continued to focus on the priorities in the Community Safety Plan 2020-21 and some of the work undertaken to make Hartlepool a safe place for residents, workers and visitors included:-

Priority	Activity
Anti-Social Behaviour	<ul style="list-style-type: none"> • Delivery of early intervention, diversionary, educational and positive activities through the deployment of the Targeted Youth Outreach Team • Provision of home and personal crime prevention advice, target hardening and emotional support to victims of crime and anti-social behaviour. • Co-ordination multi-agency “Days of Action” to target anti-social behaviour and environmental issues in hotspot locations • Development and delivery of multi-agency action plans to address unacceptable behaviour by adults and young people occurring in the Town’s parks and green spaces • Formation of working groups to specifically focus on fly-tipping, deliberate fires and nuisance vehicles.
Drugs and Alcohol	<ul style="list-style-type: none"> • Launch of an integrated drug and alcohol treatment service, START – Supporting Treatment and Recovery Together • Successfully obtained 6 premise closure orders for residential properties concerned in the supply of illegal drugs
Domestic Violence and Abuse	<ul style="list-style-type: none"> • Formation of a Domestic Abuse Local Partnership Board to assess the need for Domestic Abuse Support Services in Hartlepool and publish a strategy to meet assessed need. • Development of a “Grab Bag” project which enables our specialist domestic abuse support service, Harbour, to provide individuals fleeing abuse with basic essentials when they arrive at the refuge or other safe accommodation.

5. STRATEGIC ASSESSMENT

The Partnership conducts an annual assessment of the levels and patterns of crime and disorder, substance misuse and re-offending in Hartlepool to identify and address the community safety issues that impact upon and really matter to the local community. Key findings from the 2020 assessment are outlined below:





6. PUBLIC CONSULTATION

The Safer Hartlepool Partnership has a statutory obligation to engage and consult with the communities of Hartlepool about community safety priorities.

The annual Community Safety Survey is designed to assist the Partnership to:

- Gain a wider understanding of public perception of crime and anti-social behaviour in the local area;
- Understand what makes people feel safe and unsafe; and
- Understand which issues cause most concern

Analysis of the results of the survey conducted in 2020 highlighted that, although many residents perceive crime and anti-social behaviour to be a problem in their area, more than half of respondents said they had not been a victim of crime in the previous 12 months.

When asked about feelings of safety, most respondents said they feel safe being outside during the day and after dark. Those who said they felt unsafe stated this was due to poor street lighting, lack of police, suspicious people hanging around and people dealing drugs.

Due to the ongoing COVID-19 pandemic, an online Face the Public Event was held.



7. STRATEGIC OBJECTIVE 2021-2024

Based on the findings of the 2020 Strategic Assessment and consultation with the local community and other stakeholders, the Safer Hartlepool Partnership's Strategic Objective 2021-2024 is: -

**To make Hartlepool a safe, prosperous and enjoyable
place to live, work and visit**

8. PRIORITIES 2021 - 2022

As with any town, Hartlepool faces many challenges and must work within an environment of conflicting demands and limited resources.

The Partnership recognises that there are many issues that impact on the lives of some, or all, of Hartlepool's residents and continued efforts will be made by all Partnership members to address these in a focussed and effective manner.

Issues such as violence (particularly serious violence) and exploitation are significant in both the local and national context and the Partnership recognises the need to work both individually and collectively to address them.

However, the Partnership also recognises the benefits of identifying those issues that have the greatest impact on the town and the need to target resources and efforts to deal with them effectively and efficiently.

To do this, the Safer Hartlepool Partnership will continue to focus activity on three key priority areas – each of which contributes towards a wide range of community concerns. The three key priority areas for 2021-22 are: -

Anti-Social Behaviour	By adopting an intelligence led problem solving approach, the Partnership will work to tackle anti-social behaviour (ASB) across the town by deploying resources and undertaking targeted activity to address the issues that cause concern for our residents and communities and negatively impact on their quality of life.
Drugs and Alcohol	Through targeted partnership working, focussed efforts will be made to reduce both the demand for, and the supply of, illegal drugs in Hartlepool. The Partnership will also work together to reduce the negative social, personal and health consequences caused by the misuse of alcohol in the town.
Domestic Violence and Abuse	The Partnership will work together to safeguard individuals and their families from domestic violence and abuse.



9. DELIVERING THE PLAN

The Safer Hartlepool Partnership has the responsibility to deliver the priorities that are set out within this plan. There are governance structure is outlined below. This chart outlines the Partnership delivery and reporting structure. Recognising its responsibility to reduce re-offending, the SHP sub groups will include re-offending as a specific area of focus. Performance monitoring will be undertaken on a quarterly basis to assess progress against key priorities drawn from the strategic assessment and identify any emerging issues.



10. MONITORING PERFORMANCE

Performance of the Community Safety Plan will be monitored by the Safer Hartlepool Partnership against a range of key performance indicators for each of the priorities which include:

Priority	Indicator
Anti-Social Behaviour	ASB incidents reported to the Police
	Rate of ASB per 1,000 population
	Number of noise complaints received
	Number of fly-tipping reports received by the Council
	Number of Deliberate Secondary (F3) fires
	Number of Deliberate Vehicle Fires
Drugs and Alcohol	Drug Offences - Possession
	Drug Offences - Supply
	% of opiate drug users that have successfully completed drug treatment
	% of non-opiate drug users that have successfully completed drug treatment
	% of alcohol users that have successfully completed alcohol treatment
	% of young people that have successfully completed treatment
	Number of young people known to substance misuse services
	% of people dependent on alcohol and not in the treatment system
	% of people dependent on opiates or crack and not in the treatment system
Domestic Violence	Domestic Abuse incidents reported to the Police
	Rate of Domestic Abuse incidents per 1,000 population
	Repeat Incidents of Domestic Abuse
	Rate of repeat Domestic Abuse incidents per 1,000 population



For further information contact:

The Safer Hartlepool Partnership

Civic Centre

Victoria Road

Hartlepool

TS24 8AG

Tel: 01429 523100

Email: community.safety@hartlepool.gov.uk



SAFER HARTLEPOOL PARTNERSHIP

6th December 2021



Report of: Director of Neighbourhood and Regulatory Services

Subject: **SAFER HARTLEPOOL PARTNERSHIP PERFORMANCE**

1. PURPOSE OF REPORT

- 1.1 For information. To provide an overview of Safer Hartlepool Partnership performance for Quarter 2– July - September 2021 (inclusive) against key indicators linked to the priorities outlined in the draft Community Safety Plan 2021/24. Given the impact that COVID had during Q2 of 2020/21, figures for some of the indicators have been included from Q2 of 2019/20 to provide a more representative comparison.

2. BACKGROUND

- 2.1 In July 2021, a draft Community Safety Plan for 2021/24 was presented to the Partnership with a strategic objective to “make Hartlepool a safe, prosperous and enjoyable place to live, work and visit”. Members agreed that the priority areas of focus to achieve this objective should be Anti-Social Behaviour, Drugs and Alcohol and Domestic Violence and approved the plan for consultation.

3. PERFORMANCE REPORT

- 3.1 The report attached (**Appendix A**) provides an overview of performance against key indicators linked to the agreed priorities during Quarter 2 of 2021, with comparisons made to the same time period in the previous year, where appropriate.

4 OTHER CONSIDERATIONS

Risk Implications	No relevant issues
Financial Considerations	No relevant issues
Legal Considerations	No relevant issues
Consultation	No relevant issues
Child/Family Poverty Considerations	No relevant issues
Equality and Diversity Considerations	No relevant issues
Section 17 of The Crime And Disorder Act 1998	No relevant issues

Considerations	
Staff Considerations	No relevant issues
Asset Management Considerations	No relevant issues

5. RECOMMENDATIONS

- 5.1 That members of the Safer Hartlepool Partnership note and comment on the information provided for Quarter 2.
- 5.2 That members consider the inclusion of additional performance indicators for future reports to assist them in monitoring the success of the Community Safety Plan.

6. REASON FOR RECOMMENDATION

- 6.1 The Safer Hartlepool Partnership is responsible for overseeing the successful delivery of the Community Safety Plan.

7. BACKGROUND PAPERS

- 7.1 The following background papers were used in the preparation of this report:-
Safer Hartlepool Partnership – Draft Community Safety Plan 2021/24

8. CONTACT OFFICERS

Tony Hanson
Director of Neighbourhood and Regulatory Services
Hartlepool Borough Council
Email: Tony.hanson@hartlepool.gov.uk
Tel: 01429 523400

Rachel Parker
Community Safety Team Leader
Hartlepool Borough Council
Email: Rachel.parker@hartlepool.gov.uk
Tel: 01429 523100

Safer Hartlepool Partnership Performance Indicators**Quarter 2 - July to September 2021****Community Safety Plan Priority – Anti-Social Behaviour (ASB)**

The following indicators have been identified to assist in the monitoring of this priority area.

During this quarter, ASB incidents reported to the Police reduced in all four Local Policing Area across Cleveland. The lowest reduction in the actual number of incidents, Hartlepool continues to have the second highest ASB rates per 1,000 population as detailed in the tables below:

Indicator - ASB Incidents reported to the Police	Year to Date Apr – Sep 21	Jul – Sep 19	Jul – Sep 20	Jul – Sep 21	Difference	% Difference
Hartlepool	2046	1327	1187	983	-204	-17
Redcar & Cleveland	2878	1672	1644	1423	-221	-13
Middlesbrough	3950	2567	2409	1980	-429	-18
Stockton	3430	2316	2386	1671	-715	-30

Police Anti-Social Behaviour Incident rate per 1,000 population	Hartlepool	Redcar & Cleveland	Middlesbrough	Stockton
	10.5	10.4	14.0	8.5

Anti-social behaviour incidents reported to the Police in Hartlepool reduced by 17% when compared to the previous year. All 3 categories of ASB incidents reduced as outlined in the following table:

ASB Incident Category	Jul – Sep 20	Jul – Sep 21	Difference	% Difference
Environmental	63	16	-47	-75
Nuisance	954	878	-76	-8
Personal	148	95	-53	-36

Police data is now available for the new ward boundaries that came in to effect in May 2021 as detailed in the following table.

Recorded ASB Incidents by Ward	Number of Incidents	% Town Total
Burn Valley	134	14
De Bruce	93	9
Fens & Greatham	29	3
Foggy Furze	131	13
Hart	31	3
Headland & Harbour	140	14
Manor House	93	9
Rossmere	75	8
Rural West	22	2
Seaton	37	4
Throston	64	7

Recorded ASB Incidents by Ward	Number of Incidents	% Town Total
Victoria	134	14
Grand Total	983	100

More than half (55%) of ASB incidents occurred in 4 wards; Burn Valley, Foggy Furze, Headland & Harbour and Victoria. Incidents in the Burn Valley, Foggy Furze and Headland & Harbour wards predominantly related to vehicle nuisance and youth related ASB. Incidents in Victoria were predominantly alcohol related and mainly reported as occurring in residential areas, with only 15 incidents linked to the night time economy within the Town Centre.

Number of ASB complaints received by the ASBU	Year to Date Apr – Sep 21	Jul – Sep 19	Jul – Sep 20	Jul – Sep 21	Difference	% Difference
	192	128	140	105	-35	-25

Anti-social behaviour complaints received by the Council's Anti-Social Behaviour Unit also reduced by 25% in this quarter compared to the same period in the previous year.

ASB complaints have been aligned to the new ward boundaries and analysis identifies that 7 of the 12 wards reported less than 10 complaints as outlined in the following table.

ASB Complaints by Ward	Number of Complaints
Burn Valley	10
De Bruce	16
Fens & Greatham	<10
Foggy Furze	14
Hart	<10
Headland & Harbour	<10
Manor House	13
Rossmere	<10
Rural West	<10
Seaton	<10
Throston	<10
Victoria	20
Grand Total	105

Complaints received in this quarter predominantly related to nuisance behaviour (25 complaints), rowdy behaviour (12 complaints), drug misuse (13 complaints) and intimidation/harassment (11 complaints).

Number of ASB cases opened by Thirteen	Year to Date Apr – Sep 21	Jul – Sep 20	Jul – Sep 21	Difference	% Difference
	Not available yet				

Data not available yet

Indicator	Year to Date Apr-Sep 21	Jul – Sep 19	Jul – Sep 20	Jul – Sep 21	Difference	% Difference
Number of noise complaints received by the Council	274	149	179	147	-32	-18

Noise nuisance complaints received by the Council's Public Protection Team reduced by 18% when compared to the previous year, but remained stable in comparison to the same period in 2019 (pre COVID).

Noise nuisance complaints have been aligned to the new ward boundaries and whilst 6 of the 12 wards reported less than 10 complaints, analysis identifies that 46% of complaints were received from the Headland & Harbour, Burn Valley and Victoria wards as outlined in the following table.

Noise Complaints by Ward	Number of Complaints
Burn Valley	11
De Bruce	11
Fens & Greatham	<10
Foggy Furze	18
Hart	<10
Headland & Harbour	17
Manor House	15
Rossmere	17
Rural West	<10
Seaton	<10
Throston	11
Victoria	23
Grand Total	147

More than half of all complaints received in this quarter cited barking dogs (46 complaints) and music (44 complaints) primary issue.

Indicator	Year to Date Apr-Sep 21	Jul – Sep 19	Jul – Sep 20	Jul – Sep 21	Difference	% Difference
Number of fly-tipping reports received by the Council	560	517	848	560	-288	-34

The Council's Contact Centre recorded a 34% reduction in fly-tipping reports during this quarter compared to last year. Despite the reduction, fly-tipping continues to be a

significant blight on the local environment, creates potential danger to public health, and is a source of pollution and hazard to wild life.

Based on the ward boundaries prior to May 2021, analysis identifies that more than half (54%; 305 incidents) of all fly-tipping complaints were reported in the Victoria, Headland & Harbour and Manor House wards as outlined in the following table:

Fly-tipping Reports by Ward	Number of Incidents
Burn Valley	27
De Bruce	59
Fens & Greatham	38
Foggy Furze	39
Hart	23
Headland & Harbour	98
Manor House	47
Rossmere	27
Rural West	19
Seaton	15
Throston	54
Victoria	145
No ward recorded	11
Grand Total	602

Indicator	Year to Date Apr – Sep 21	Jul – Sep19	Jul - Sep	Jul – Sep 21	Difference	% Difference
Number of Deliberate Secondary (F3) fires	396	121	137	167	30	22
Number of Deliberate Vehicle Fires	35	14	14	10	-4	-29

Deliberate secondary fires (F3) are any non-accidental fires that do not involve property or casualties/rescues or where four or fewer appliances attend. Deliberate F3 fires in Hartlepool are predominantly refuse (rubbish) fires and grassland.

Deliberate F3 fires during Q2 have increased by 22%. More than two thirds (69%, 115 incidents) of deliberate fires in Hartlepool involve rubbish and grassland being set alight.

Fire Brigade data identifies that deliberate vehicle fires have reduced by 29% when compared to the same period in 2019 and 2020.

Fire Brigade data is now aligned to the new ward boundaries that came in to effect in May 2021. Analysis identifies that more than half (56%) of all deliberate F3 fires occurred in the De Bruce, manor House, Headland & Harbour and Hart wards as displayed in the following table. Of note, when compared to Q1 of 2021/22, deliberate F3 fires attended by the Fire Brigade reduced by 27% equating to 62 less fires.

Deliberate Fires by Ward	Number of Incidents
Burn Valley	15
De Bruce	25
Fens & Greatham	<10
Foggy Furze	10
Hart	21
Headland & Harbour	23
Manor House	25
Rossmere	14
Rural West	<10
Seaton	13
Throston	<10
Victoria	<10
Grand Total	167

Problematic locations for repeat incidents in these wards are identified as Mainsforth Terrace (Burn Valley), Gulliver Road (Manor House), Brus Tunnel (De Bruce) and Crocus Gardens (Hart).

Community Safety Plan Priority – Drugs and Alcohol

The following indicators have been identified to assist in the monitoring of this priority area.

Indicator	Year to Date Apr- Sep 21	Jul - Sep 19	Jul - Sep 20	Jul - Sep 21	Difference	% Difference
Drug Offences - Possession	125	64	73	61	-28	-16
Drug Offences – Supply	64	22	29	32	3	10

Responding to community intelligence a number of warrants were carried out during this period with positive results, particularly in respect of the identification and disruption of cannabis farms often linked to Organised Crime Groups (OCG's)

Complete Q2 data for the following indicators will not be released until 25th November. July – August data has been populated where available. However, the Public Health Analyst has confirmed that the drug and alcohol service is seeing improvement on the same period last year almost universally. There are more people in treatment, more successful discharges, and fewer re-presentations.

Indicator	Baseline 2020/21	Jul – Aug 20	Jul – Aug 21	Difference	% Difference
% of opiate drug users that have successfully completed drug treatment	3.6	3.1	3.9	0.8	25.8
% of non-opiate drug users that have successfully completed drug treatment	28.3	25	29.1	4.1	16.4
% of alcohol users that have successfully completed alcohol treatment	33.9	27.2	35.2	8.0	29.4
% of young people that have successfully completed treatment	46				
Number of young people known to substance misuse services	61				
% of people dependent on alcohol and not in the treatment system	75.0				
% of people dependent on opiates or crack and not in the treatment system	46.8				

Community Safety Plan Priority – Domestic Violence

The following indicators have been identified to assist in the monitoring of this priority area.

Indicator	Year to Date Apr – Sep 21	Jul – Sep 19	Jul - Sep 20	Jul – Sep 21	Difference	% Difference
Domestic Abuse incidents reported to the Police	1646	944	883	806	-77	-9
Rate of Domestic Abuse incidents per 1,000 population	-		9.5	8.6	-	-
Repeat Incidents of Domestic Abuse	699	401	425	347	-78	-18
Repeat Domestic Abuse incident rate	-	42.5	48.1	43.1	-	-

In Hartlepool, Domestic Abuse incidents reported to the Police during quarter 2 reduced by 9%, 77 less incidents than in the same period in the previous year and resulted in the rate of domestic abuse incidents per 1,000 population reducing from 9.5 to 8.6.

In comparison to the other local policing areas, Hartlepool experienced the greatest reduction in incidents, but has the second highest rate of incidents per 1,000 population as identified in the following tables.

5.2 APPENDIX A

Domestic Abuse incidents reported to the Police	Year to Date Apr - Sep 21	Jul - Sep 20	Jul - Sep 21	Difference	% Difference
Hartlepool	1646	883	806	-77	-9
Redcar & Cleveland	2048	1017	1000	-17	-2
Middlesbrough	2890	1566	1504	-62	-4
Stockton	2821	1422	1375	-47	-3

Rate of Domestic Abuse incidents per 1,000 population April – June 2021	Hartlepool	Redcar & Cleveland	Middlesbrough	Stockton
	8.6	7.3	10.7	7.0

Repeat domestic abuse incidents reported to the Police during quarter 2 also reduced by 18%, equating to 78 less incidents than in the same period in the previous year.

Despite the reduction, Hartlepool has the highest repeat incident rate across the four Local Policing areas as identified in the following tables.

Repeat Incidents of Domestic Abuse	Year to Date Apr - Sep 21	Jul - Sep 20	Jul - Sep 21	Difference	% Difference
Hartlepool	699	425	347	-78	-18
Redcar & Cleveland	826	418	384	-34	-8
Middlesbrough	1172	713	586	-127	-18
Stockton	1119	584	530	-54	-9

Repeat Domestic Abuse Incident Rate	Hartlepool	Redcar & Cleveland	Middlesbrough	Stockton
	43.1	38.4	39.0	38.5

The number of victims who experienced repeat incidents was lowest in Hartlepool with 229 compared to 246 in Redcar, 357 in Middlesbrough and 338 in Stockton.

Harbour data for Q2 is unavailable

Number of Domestic Abuse cases opened by Thirteen	Year to Date Apr - Sep 21	Jul - Sep 20	Jul - Sep 21	Difference	% Difference

Data not available yet.



SAFER HARTLEPOOL PARTNERSHIP

6th December 2021



Report of: Neighbourhood Safety Group

Subject: **EVALUATION OF THE INTEGRATED COMMUNITY SAFETY TEAM 2021**

1. PURPOSE OF REPORT

- 1.1 To share the recent evaluation of the Integrated Community Safety Team and to ask the Safer Hartlepool Partnership to accept the recommendations and agree the proposed arrangements for their implementation.

2. BACKGROUND

- 2.1 In February 2018 the Safer Hartlepool Partnership received a report outlining a 'place based integrated community safety model' that would be delivered by key community safety partners in Hartlepool. The model was developed by the Safer Hartlepool Partnership Integrated Working Task and Finish Group, now the Neighbourhood Safety Group, and was formally launched at the Safer Hartlepool Partnership Face the Public Event on 26 February 2018. The initial project scope included the following three elements:
1. Development of a co-located community safety team which would be fully functional during 2018;
 2. The development of a Team Around the Individual approach for vulnerable individuals with complex needs which would be in place by November 2017;
 3. The development of a capacity building programme linked to community hubs from February 2018.
- 2.2 An interim review of the service was completed after the first 3 months of operation and reported to the Safer Hartlepool Partnership in August 2018. An action plan based on the recommendations from the interim review was developed to be overseen by the Neighbourhood Safety Group of the Safer Hartlepool Partnership. This identified that a full review of the model would

be undertaken during 2019/20 and with a completion date of December 2020.

- 2.3 Unfortunately, this review was delayed due to the Covid-19 pandemic. The evaluation proposal was considered and agreed by the Neighbourhood Safety Group in February 2021.

3. EVALUATION 2021

- 3.1 Research work for the evaluation began in March 2021 and included:
- Desk-based research using background papers (including the Project Initiation Document and Standard Operating Protocol), relevant committee and partnership reports and minutes, the previous evaluation, a review of relevant legislation and details of the various models that the Team utilises to assess risk and solve problems.
 - Interviews with those directly involved in the Team and representatives from partner agencies – in total 30 interviews took place.
 - A staff survey of those working within the Team – in total 29 staff took part.
- 3.2 The Evaluation Report (attached as appendix 1) was presented to the Neighbourhood Safety Group in October 2021. The report identifies a series of findings from across the breadth of the service and sets out 16 recommendations for the Neighbourhood Safety Group, Safer Hartlepool Partnership and individual partner organisations.

4. NEXT STEPS

- 4.1 It is proposed that the Neighbourhood Safety Group prepare an action plan setting out how the recommendations included within the evaluation will be responded to over the next 18 months and that this be brought to the next meeting of the Safer Hartlepool Partnership for approval. It is also proposed that progress updates be brought to the Safer Hartlepool Partnership by the Neighbourhood Safety Group twice a year on the implementation of the action plan.

5. OTHER CONSIDERATIONS

- 6.1 At this stage there are no relevant issues however the implementation of the recommendations in the evaluation may require consideration of the following:

Financial considerations	No relevant issues.
Risk considerations	No relevant issues.
Legal considerations	No relevant issues.
Child and family poverty considerations	No relevant issues.
Equality and diversity considerations	No relevant issues.

Staff considerations	No relevant issues.
Asset management considerations	No relevant issues.

6. RECOMMENDATIONS

- 6.1 The Safer Hartlepool Partnership is recommended to agree:
- the recommendations set out within the evaluation of the Integrated Community Safety Team (appendix 1) and agree to share the evaluation report within their individual organisations;
 - that the Neighbourhood Safety Group prepare an action plan to deliver on the recommendations of the evaluation and bring this to the next Safer Hartlepool Partnership meeting for approval;
 - to receive monitoring reports from the Neighbourhood Safety Group twice a year on the implementation of the action plan.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The Safer Hartlepool Partnership is responsible for overseeing the successful delivery of the Integrated Community Safety Team.

8. BACKGROUND PAPERS

- 8.1 Integrated Working – Neighbourhood Safety Group Update report to Safer Hartlepool Partnership 3rd August 2018.

9. CONTACT OFFICER

Tony Hanson
 Director of Neighbourhoods and Regulatory Services
 Hartlepool Borough Council
 Email: Tony.hanson@hartlepool.gov.uk
 Tel: 01429 523400

Integrated Community Safety Team Evaluation

August 2021

Catherine Grimwood
Performance and Partnerships Manager
Hartlepool Borough Council

1. Introduction

When the Integrated Community Safety Team was launched it was agreed that an evaluation would be undertaken by December 2020, just under 2 years into the lifetime of the project. Unfortunately, this evaluation was delayed due to the Covid-19 pandemic. The evaluation proposal was considered and agreed by the Neighbourhood Safety Group in February 2021 and work on the evaluation began in March 2021. Throughout this evaluation the Integrated Community Safety Team will be referred to as “the Team”.

The purpose of the evaluation was to:

1. Understand the service
2. Understand what works well (and what doesn't)
3. Identify learning points and recommendations

In order to inform this evaluation the following research methods were used:

- Desk-based research using background papers (including the Project Initiation Document and Standard Operating Protocol), relevant committee and partnership reports and minutes, the previous evaluation, a review of relevant legislation and details of the various models that the Team utilises to assess risk and solve problems.
- Interviews with those directly involved in the Team and representatives from partner agencies.
- Staff survey of those working within the Team.

Desk-based Research

The following appendices are included at the end of this report to provide context for the Team and this evaluation:

Appendix 1 – Integrated Community Safety Team Timeline

Appendix 2 – Summary of relevant legislation

Appendix 3 – Models the Team utilises to assess risk and solve problems

Interviews

In total 30 interviews were carried out and the original list of interviewees included in the evaluation proposal was expanded as interviewees identified others that it was felt were important to speak to. A list of the people who were interviewed is included as Appendix 4 and they are thanked for their time and contribution to this evaluation.

Staff Survey

In order to enable those working within the Team to share their views a staff survey was prepared and shared with the Team. In total 29 staff took part including 21 from the police, 5 from the Council and 3 others who didn't want to identify their employing organisation. A summary of the responses to the staff survey are included as Appendix 5.

2. Background

The development of integrated working in Hartlepool between the Police, Council and Fire Service was identified as a key deliverable in the Council Plan 2017-2020. Through discussions at the Safer Hartlepool Partnership (SHP) development day in May 2017 it was identified that the emphasis for integrated model should be on vulnerable localities and individuals and should work with the locality teams for children and adults and with the Community Hubs. Senior representatives of the Police, Council and Fire Service collectively examined how the services worked together and identified how this approach could be further enhanced in the future.

In July 2017 a Project Initiation Document was established setting out how partners would work together to create a 'place based' integrated service delivery model over the following year. The initial proposal brought together officers from Hartlepool Borough Council's Community Safety and Enforcement Services with the local Neighbourhood Policing Service from Cleveland Police and community focussed services from Cleveland Fire. The core offer of the Team was to include:

- Neighbourhood Policing
- Crime and Anti-Social Behaviour Prevention (including personal security and target hardening service)
- Victim Services and Crime Prevention
- Community Resolution and Mediation
- Car Parking Enforcement
- Environmental Crime
- Community Cohesion, Hate and Prevent
- Community Monitoring (CCTV)
- Building Resilience / Volunteering Opportunities
- Fire Service Advocacy (vulnerable adults)
- Fire Service Interventions (children)
- Community Liaison (fire safety)

The overall vision of the Team was to build safer, stronger neighbourhoods by contributing towards the delivery of the following outcomes:

- Improved safety in relation to the local environment

- Improved public confidence and cohesion

The initial project scope included the following three elements:

1. Development of a co-located community safety team which would be fully functional during 2018;
2. The development of a Team Around the Individual approach for vulnerable individuals with complex needs which would be in place by November 2017;
3. The development of a capacity building programme linked to community hubs from February 2018.

The Team was formally launched at the Safer Hartlepool Partnership Face the Public Event in February 2018 and they were co-located at Avenue Road Police Station.

An interim review of the Integrated Community Safety Model covering the first 3 months of operation was presented to the Safer Hartlepool Partnership in August 2018. This review identified that the model had largely been implemented as intended and within the anticipated timescale. It also identified some early benefits and some areas for improvement / further development which would be taken forward by the Neighbourhood Safety Group over the following year.

Since the interim review there have been a number of changes to the staffing within the Team. A Council restructure in late 2018 resulted in the Community Cohesion Officers being moved from the Team into a newly created Voluntary and Community Sector Support Team. Then during 2019 changes were made to the Neighbourhood Policing model by the Interim Chief Constable which resulted in Neighbourhood Police Constables being redeployed into Police Response Teams to address high levels of emergency demand. It was recognised that this change impacted on the effectiveness of the Integrated Community Safety Team until a number of Police Constables were returned to their previous Neighbourhood Policing roles. At the same time there were a number of further staffing changes for the Council element of the Team which resulted in vacancies in Civil Enforcement, Technical Support, Community Monitoring and the Victim Services and Analyst posts. In addition there have been four different Police Chief Inspectors managing the Team in the three years since it was launched.

The emergence of Covid-19 in March 2020 had a direct impact on the Team as resources in all partner organisations were refocused to respond to the unprecedented demand that the pandemic brought with it. Staff from the Council began working from home within days of the first lockdown and 16 months on have yet to return to the shared office full time. The need for social distancing and working from home across partner organisations has brought both challenges and new ways of working and there are a range of lessons that need to be learnt from this time.

APPENDIX 1

In September 2020 a report from the Chief Inspector of Cleveland Police to the Safer Hartlepool Partnership noted that the new Chief Constable, Richard Lewis, had publically stated his intention to re-establish Neighbourhood Policing. Following recent officer recruitment, the number of Neighbourhood Officers supporting the Integrated Community Safety Team was to increase. As of July 2020 the increasing resource allowed a return to 3 teams (from 2) covering 7 days/week. It was also noted that the supervision team was to expand with an additional Sergeant due to arrive in August 2020. In addition, the number of officers per team were expected to increase further with the aim of having 6 Police Constables on every team and increased numbers of PCSOs once their training was completed.

As we begin to emerge from the pandemic it is timely to take stock and evaluate the Team and its activity.

3. Findings

It has been evident throughout this evaluation that there is broad support for the Integrated Community Safety Team and it has frequently been recognised as a model of best practice. A number of elements have been identified as critical to the success of the Team both now and in the future. At the same time there are a number of threats and opportunities that the Team faces that will need careful consideration if the Team is to develop and improve. This section will set out the main findings of the evaluation bringing together the views expressed through the interviews and the staff survey with the desk based research that was carried out.

Understanding the purpose of the Team

A number of interviewees who were not involved in the initiation of the project identified that they were uncertain about the purpose of the Team. It is recognised that there needs to be clarity about what the Team is trying to resolve, who needs to be involved and who is responsible for leading it. In addition there is a need to clarify how it fits in with the wider agendas of the Safer Hartlepool Partnership, Health and Wellbeing Board and with individual partner agencies and other services within them including both Children's and Joint Commissioning Services and Adults and Community Based Services within the Council.

Some concerns were raised about the wider awareness of the Team with partners, the public and elected members. It was felt that there may be some misunderstanding about the Team's role and how they work particularly from senior managers in partner organisations who did not work closely with the Team and also from elected members. There is a need to develop a better understanding and

awareness of the purpose of the team in order to develop closer links within partner organisations and to facilitate improved sharing of data and intelligence.

It is understood that initially, the idea was to create a shared Team who would focus on problem solving and downstream prevention work by identifying emerging trends and community tensions. They would then allocate resources or identify and source additional funding to enable action to be taken. Fundamentally this has not changed. However, there are a number of elements that need to be in place in order for the purpose of the Team to be clear and easily articulated to both those within the Team and to partners working with or alongside the Team. These elements are outlined in further later within this section of the report.

Long Term Plan and Performance Management Framework

One area of concern is the lack of a clear performance management framework for the Team. A number of interviewees recognised that a long-term plan for the Team with clearly identified priorities and measureable outcomes is needed. Unfortunately, it is not possible at the moment to clearly demonstrate the impact that the Team is having on community safety priorities as it is not clear what success should look like. There needs to be a clear vision of where partners collectively want the Team / Hartlepool to be in 10 years' time.

A number of interviewees felt that the Team was very reactive to issues that occurred but did not focus sufficiently on longer-term problem solving. Again, this is reflective of the lack of long-term vision and priorities for the Team.

It was recognised that the individual organisations making up the Team might have conflicting priorities. One example that was provided as evidence of this was the Police's move to redirect their staff from Neighbourhood Policing to response in 2019 to address high levels of emergency demand. Although it is recognised that these staff have since been returned to the Team. While there needs to be an understanding that each individual organisation will have their own priorities and might need or want to achieve different things from joint working there needs to be a shared vision and commitment for the Team to work. When the Team was first established a project initiation document was prepared but times change and so do priorities and resources so it would be helpful for all partners to get together to share their individual organisations priorities as they stand now and have an informed discussion about what the Team can achieve going forward. It is anticipated that there will be a lot of overlapping priorities particularly around domestic abuse, safeguarding children, vulnerable adults and anti-social behaviour.

In terms of data it was recognised that a lot of the performance data that is shared with the Safer Hartlepool Partnership is police-based. Although moves have been

made in recent months to bring in other indicators of community safety there is still work to do to reflect the wider issues facing Hartlepool. Whilst reports on performance are taken quarterly to the Partnership these do not solely reflect the work of the Team and there needs to be clearer demonstration of how the Team impacts on community safety indicators.

There is clearly a role for senior leadership to play in setting this long-term plan for the Team and in reviewing progress on a regular basis. This includes the Assistant Chief Constable / Chief Super Intendent / Super Intendent of the Police, Managing Director / Director from the Council and the Assistant Chief Fire Officer, Director of Community Protection / Senior Head of Prevention, Protection & Engagement from Cleveland Fire. Whilst there is representation from all partners on both the Safer Hartlepool Partnership and the Neighbourhood Safety Group this is not always at the most senior level and there are concerns about frequency of attendance. In order to ensure that all partner organisations are truly bought in to the Team there is a need for those particular individuals identified earlier to have an oversight of the long-term plan for the Team and the progress being made towards it.

In addition there is a need for this long-term plan and performance management framework to filter down to individual Team Leaders and their Teams so that each area within the wider Team has a clear idea of what they are working towards and how this fits with the overall bigger picture.

Leadership and Governance

Some concerns were raised about strategic leadership and governance in relation to the Team and its work. It was felt that, at times, there was no clear direction provided by senior leaders and that there was no formal accountability in place to either the individual partner organisations or to them collectively as a group.

A number of interviewees highlighted the need for a recommitment to the approach from partner agencies. It was felt that this should be done publically and used as an opportunity to promote the Team, its work and how others could get involved. This should also be taken as an opportunity to clarify the role, purpose and function of team with a briefing prepared for elected members and staff within partner organisations.

The role of the Neighbourhood Safety Group was questioned. Although there were terms of reference developed it is unclear whether they were formally adopted and whether the meetings follow their original purpose which was to:

- To develop and monitor a single integrated co-located Community Safety Team.

- To monitor a multi-agency 'Team Around Approach' for individuals with complex needs living in vulnerable localities.
- To oversee and monitor performance of Hartlepool Community Safety Team (HCST).

There is a need to revisit the terms of reference for the Neighbourhood Safety Group in order to confirm the purpose and membership of the Group. The creation of a long term plan and performance management framework for the Team should be a priority for the Group in the coming months and they should assume responsibility for holding the Chief Inspector to account as lead officer for the Team. It was suggested that the Chief Inspector and Community Safety Operations Manager could present regular updates on progress made on the plan to the Group and that they could use this as an opportunity to highlight issues of concern so that they could be escalated.

It should then be the responsibility of the Neighbourhood Safety Group to report progress on the Team to the Safer Hartlepool Partnership and for individual members to report progress back into their respective organisations. With this role in mind it is recognised that the representatives at the Neighbourhood Safety Group should be sufficiently senior to be able to fulfil this role.

In addition the Neighbourhood Safety Group should be looking at longer term trends and regularly reviewing the long term plan to ensure that the Team maintains a focus on those community safety priorities which require a longer-term, proactive approach and does not become a solely reactive service.

In order to ensure strategic oversight of the work of the Team within the Council it was suggested that a Community Safety challenge session could be held between the Managing Director and Director for Neighbourhoods and Regulatory Services. This approach is already in place between the Managing Director and the Directors of Children's and Adult Services. This could focus on the delivery of the Team Plan and specifically the priorities of the Council.

Day-to-day leadership of the Team is provided by the Chief Inspector from the Police. Having this senior police role in charge of the Team enables additional resources to be brought in to support the work of the Team such as Police Specials and other police functions such as the off-road bike section. However, due to the turnover of staff in this position new Chief Inspectors are not always aware of the full remit of their role or the fact that they have management responsibility for non-police staff. Concerns around the level of turnover and the awareness of incoming Chief Inspectors is picked up in more detail later in this section of the evaluation. In relation to leadership it was questioned by some interviewees whether it may be better for the leader of the Team to be someone who is not in the police but who is jointly appointed by the all the partners collectively. This is something that could be explored through the longer-term development of the Team.

Safer Hartlepool Partnership

Whilst the focus of this evaluation is the Integrated Community Safety Team some concerns have been raised about relationships at a strategic level through the Safer Hartlepool Partnership. The Partnership is seen, at times, to be a Council meeting and not the strategic partnership that it should be. The requirement for Community Safety Partnerships is set out in the Crime and Disorder Act 1998 with 6 responsible authorities originally identified:

- Police
- Local Authority
- Fire and Rescue Service
- Probation Trust
- Primary Care Trust – replaced by Clinical Commissioning Groups
- Police Authority – ceased to exist and not replaced

Whilst partners are regularly represented at the meetings it is unclear how the work of the Partnership feeds into partner organisations and it is felt by some that the level of representation from partners is not always sufficiently senior enough.

Many interviewees identified the need for private meetings or conversations away from the public arena of the Partnership meeting. It was recognised that it was not always possible to hold each other to account and that having detailed and difficult conversations in an open forum was not appropriate. One suggestion was that the first part of the meeting was closed to the public and then following a short break the formal meeting began to enable this discussion to happen. Alternatively, a separate meeting could be arranged as required for this discussion to take place and this could possibly be less frequent and involve more senior representatives of partner organisations. Whilst each of these suggestions have their merit it may be worth considering how the Neighbourhood Safety Group can provide a safe space for the more challenging conversations that need to occur as this is already established and has a formal route back into the Partnership to ensure accountability.

Meetings / Groups around the ICST

When the Team was established there were a range of groups and meetings that were in place that the Team fed in to or led. Over time these groups have changed and many have been phased out because activity was happening on a daily basis through an agile approach to project working within the Team. However, it is recognised that there may still be a need for more formal working groups to be in place to ensure that partners outside of the Team are involved in this work.

Through the desk based research the following groups / meetings were identified:

- Neighbourhood Safety Group

- Anti-Social Behaviour Group – working group of the Safer Hartlepool Partnership with 3 further sub groups established focusing on Off-Road Vehicles, Deliberate Fires and Drug-related ASB
- Morning Meeting
- Tactical Coordination Group – Police led
- Prevent Operational Meeting – Bronze Group
- Areas of Focus Meetings – previously known as Joint Action Groups (JAGs) or Ward Priority Meetings
- Vulnerable Victim Group
- Troubled Families Top 10
- Team Around the Individual (TATI)
- Serious & Organised Crime – Police led
- VEMT (Vulnerable, Exploited, Missing, Trafficked) group
- Rough Sleeper Action Group

It is unclear which of these groups / meetings are still in operation, how they fit together and what role the Team has within them. A mapping exercise is needed to understand what groups / meetings are in place, what their remits are and who goes to which so that clarity can be provided and to ensure that there is no overlap or duplication between them. Some groups are considered in more detail later in this section of the report.

The importance of the Team being involved in other groups which are led by partners or teams from partner agencies was identified. This includes groups such as the VEMT (Vulnerable, Exploited, Missing, Trafficked) group which at present has Police representation from the specialist Cleveland-wide team but no representation from Neighbourhood Policing.

In addition, during the interviews it was identified that there was a need for a joint working group between the Health and Wellbeing Board and the Safer Hartlepool Partnership focusing on the issue of drugs. The importance of bringing together education, treatment, wider community support for rehabilitation and enforcement activity was recognised as key to being able to successfully deliver activity to reduce the impact of drugs on the community and wider community safety priorities such as acquisitive crime and ASB. The intention of the Director of Public Health to bring this proposal forward to both partnerships is noted.

Morning Meeting

The morning meeting has been identified as a real positive of integrated working with the opportunity to consider and respond to issues as they come in. The move to a 10am start, the sharing of paperwork in advance of the meeting and holding the meeting online have all been welcomed as this allows people to review the

APPENDIX 1

paperwork before the meeting starts and come prepared to discuss key issues. It was identified that there had been a move towards partners bringing problems to the table through the morning meeting and this should continue to be encouraged.

The need for the right people to be involved in the morning meeting is vital to making it work. Sharing the paperwork in advance with a broad range of partners enables individual representatives to identify if their presence is required and therefore ensures that they don't spend time in meetings that are not relevant to them. It is recognised that individuals will disengage from the process if they repeatedly feel that they have no role to play in the morning briefings. A number of interviewees questioned whether the right representatives were attending or whether additional representatives should be involved. It was suggested that there may be value in reviewing the attendance list and consideration given to inviting representatives from the Children's Hub, Youth Offending and Homelessness Teams at the Council. Although these additional representatives may not always need to attend it will be useful to get early sight of an issues coming their way for example Public Protection Notices for Youth Offending.

In a post-pandemic world it will be important not to simply revert back to old ways of working. The ability to attend the morning briefing in a virtual meeting room rather than having to physically be in the Police Station should continue. This approach enables those whose remit is wider than just Hartlepool or community safety to get involved more easily and makes it less likely for them to disengage with the meeting.

There are some concerns about the morning meetings being cancelled when the Chief Inspector is called away or unavailable. Cancelling these meetings should be a last resort and in the Chief Inspectors absence these meetings should be delegated to the Community Safety Operations Manager or Neighbourhood Policing Inspector. However, in order to ensure that the Community Safety Operations Manager can lead these morning briefings effectively it would be helpful for him to have access to the Police system so that he can dig a little deeper and analyse what needs to be shared and discussed as the Chief Inspector and Neighbourhood Inspector currently do.

Areas of Focus Meetings – previously known as Joint Action Groups (JAGs) or Ward Priority Meetings

One group / meeting that was recognised as important to the work of the Team was the Area of Focus Meetings which brought together representatives of a range of partners. Informed by intelligence around ASB hotspots and vulnerable and repeat victims these meetings enabled the development of partnership activity in response to areas of concern. Unfortunately, it appears that these meetings no longer happen in part due to the success of the Team at working together informally and through

the morning briefings to respond to issues. However, there may be a benefit in reinstating these meetings with a focus on issues and priorities which require a longer-term response. They could also be used as an opportunity to engage elected members and the community and voluntary sector at a more local level to inform that response.

An output of these meetings was often 'days of action' within particular localities and focused on particular issues such as off-road vehicles. It should be noted that these 'days of action' continue to happen and are working well with police officers now back to having responsibility for individual wards. Working together with the Civil Enforcement Officers they continue to target areas based on intelligence. However, at the moment these intelligence reports are police based due to the lack of a Research Analyst being in post within the Team.

Team Around the Individual (TATI)

One of the three elements of the initial project scope was to develop a Team Around the Individual (TATI) approach for vulnerable individuals with complex needs. This was established in the early days of integrated working and was recognised as having improved coordination on the ground and ensuring that safeguarding risks were shared between agencies. The role of the TATI group was to oversee this work with meetings taking place on a bi-monthly basis. Initially this group was chaired by the Community Safety Manager but this was transferred to the Assistant Director – Adult Services when she retired and her post was deleted from the structure. Admin support to this group was initially provided by the Team but as an interim arrangement, while the admin function was understaffed, it was agreed that this support would be provided by the PA support team of the Assistant Director – Adult Services.

The individuals who are the focus for the TATI are those who are:

- Repeat victims of crime or anti-social behaviour OR
- Repeat perpetrators of crime or anti-social behaviour OR
- Considered vulnerable to exploitation by others

And/or experience a combination of at least three of the following issues:

- Mental ill health
- Housing problems
- Problematic substance misuse
- Frequent attendance at A&E (subject to the availability of data)

Individuals can be referred to TATI by any agency using a referral form however the individuals themselves must be motivated to change and consent to being involved in the TATI process. The working group considers the referral and determines

whether the criteria are met and whether the approach is likely to be beneficial. A lead practitioner is identified who will then pull together a TATI meeting to ensure actions are progressed. It was intended that the Neighbourhood Safety Group would oversee the work of TATI.

During the evaluation concerns were raised that the number of referrals to TATI had reduced and it was unclear whether this was because individuals were not being picked up or that they were being dealt with separately without the need for TATI intervention. There was also concern about a lack of buy in from partners with the Group now being very much seen as Adult Social Care particularly as it is currently chaired by the Assistant Director – Adults and supported by his PA support team.

Through the interviews it was identified that there is also a Rough Sleeper Action Group in place which works in a TATI style approach to support those who are or are believed to be homeless, particularly the 5% most persistent and difficult to work with. The Group meets weekly in order to meet MHCLG requirements to track cases and interventions etc. There is one PC who links in to the Group and the Housing Advice Team in the Council. It is recognised that this works well but there is concern that this is very much down to individual relationships that have been built and that this link may be lost if that individual moved on.

The importance of the TATI approach and the ability to pull together the full spectrum of partnership agencies is recognised. Unfortunately, over time partners have disengaged from the process and there is reduced awareness of the approach and what it can offer. It is unclear whether the introduction of the Rough Sleeper Action Group has duplicated the TATI offer or is focused on individuals who would not be eligible for the traditional TATI approach. It may be that the Rough Sleeper Action Group is effectively the Lead Practitioner meeting for a set of vulnerable adults whose main issue is unstable accommodation or homelessness.

It is recommended that as part of the recommitment to integrated working partners are also requested to recommit to the TATI approach and that consideration be given to appointing a new, rotating chair for the TATI group so that all partners have the opportunity to lead the group and all are equally held to account. There is also a need to formalise the reporting from TATI into the Neighbourhood Safety Working Group and clarify who is responsible for supporting the Chair in preparing this and in coordinating all the TATI paperwork. Finally, as part of the recommitment partners should identify who needs to be involved from their individual organisation and recognise that for some partners there may be more than one representative. It is likely that there will be a need for a training session to take place for those involved in TATI to understand the purpose of the group, what their role is and what their role may be if they are identified as a lead practitioner.

Troubled Families – Top 10 Meetings

Work in relation to troubled families has evolved into the Think Family approach and is led by the Council's Children's Services with members of the Team being part of the virtual 'Think Family' team working on issues related to Anti-Social Behaviour. Concerns were raised that the dedicated police officer has gone and that there are no Top 10 meetings happening to discuss those families of greatest concern. These concerns will be shared with the Director - Children's and Joint Commissioning Services rather than be considered as part of this evaluation.

Prevent Operational Meeting

Concerns were raised that whilst this meeting is still taking place there is no formal plan in place and no identified resources in place to drive forward an action plan. Unfortunately, there is no one person who's full time job is to lead on this work and therefore with pressure from other areas of responsibility there is no clear ownership of this agenda. These concerns will be shared with the Assistant Director - Regulatory Services rather than be considered as part of this evaluation.

Co-Location

Throughout the interviews the importance of co-location was highlighted and was recognised as a major factor in the success of the Team. It was felt that being in the same space enabled the Team, at all levels, to build close working relationships, understand each other's roles, avoid duplication of effort, improve communication and the sharing of information, and facilitated an office based problem solving approach without the need for this to be done through scheduled meetings. This approach was identified as the reason that many of the working groups in the original plan for the Team had been phased out because this activity was happening on a daily basis through an agile approach to project working.

However, there were concerns raised about how the pandemic had impacted on this particularly as Council staff had been advised to work from home. It was felt that the move to home working, although temporary, had a noticeable effect on the delivery of Team activities. It is hoped that as the restrictions ease and the Team comes back together in the shared office that they will quickly get back to full delivery. Being able to directly speak to people, review the property risk register, discuss shared priorities and influence where extra patrols are made means that emerging issues can be dealt with straightaway, actioned quickly and updates received directly.

There were also concerns raised about potential changes to the co-location arrangements instigated by the police. It was felt that any move to separate the

Team into different areas of the Police Station would have a detrimental effect on partnership working and this opinion was voiced by representatives from each partner agency. Whilst it is recognised that the police have accommodation needs that must be met the fact that the Team's shared office is potentially under consideration has raised questions about the level of commitment the Police have to integrated working and whether the role of the Team is fully appreciated across the wider police force.

It was noted that there had been some changes around who had desks within the Team office. Cleveland Fire, who were originally allocated four desks, now have only one officer based consistently in the Team. This individual is now the main point of contact into the Fire Service. There have also been moves to bring other partners into the office including most notably from Thirteen Housing Group. There is potential for this to expand further and for other partners or services to have a physical presence although possibly not full time. Following a move to home working for the Housing Services Team from Thirteen there is potential that they may be able to be present one day a week in the Team office. This would allow relationships to be built between Thirteen's patch officers and the PCSO's covering their areas.

During one interview it was suggested that colocation could possibly extend to other strategic managers possibly for a day or two a week. It was felt that this would help to build relationships and help other strategic managers understand what and how the integrated approach was working.

Relationships

The whole essence of the Team is built on relationships both within the Team itself and with others outside who work closely with them. Close working relationships exist across the Team and one example that was highlighted as working particularly well was the joint visits carried out by the Safer Communities Victim Care Officer and the Victim Services Officer. By working together and bringing their individual skills and resources together victims are receiving a better, more joined-up service. It was recognised that when the Team was initially brought together civil enforcement felt a bit 'out on a limb' however that has changed and relationships have developed to the point that they are working more closely with the other areas of the Team.

A number of relationships to develop and grow were identified through the interviews including:

- With the Council's Homelessness Team;
- With the Council's Victoria Ward Team;
- between PCSO's and patch officers in Thirteen's Housing Services Team;

APPENDIX 1

- with commissioners in partner organisations so that the links are made to the work of the Team in the contracts for drugs and alcohol services, domestic abuse services etc;
- with Mental Health service providers;
- with probation to raise awareness of what probation does and can offer including Integrated Offender Management (IOM), drug support, Divert project etc. The role that Probation can play in establishing rehabilitation activity requirements and tagging of offenders that can be requested in court e.g. alcohol abstinence or geo-tagging.

Some interviewees questioned whether there was a need and benefit to working in a more joined up way across Cleveland like there is already in place for adult and child safeguarding. This could be around particular cross-geographical issues such as domestic abuse or prevent or a wider adoption of the integrated Team approach working at a Cleveland level rather than just covering Hartlepool. There may be benefit in discussing this with Community Safety Partnership managers across Cleveland informally to see if it is worth exploring more formally.

Promotion of the Team's Activity and Campaign Work

It was recognised that the Team needed to be more proactive and promote their activities and achievements. Unfortunately, the previous Research Analyst used to oversee the preparation and delivery of a coordinated plan for communications and since she left post this hasn't been picked up consistently. It is clear that a joint communications and engagement plan is needed for the Team that looks forward across the year and can be aligned with the wider Safer Hartlepool Partnership one (although it's not clear if this is still in place). The responsibility for preparing this plan needs to clearly sit with an individual within the Team although all members of the Team should be expected to contribute towards it. It is noted that communications support is provided from the Communications and Marketing Team in the Council but there is also a need for the Communications Teams in other partner organisations to engage with this process to ensure that the work of the Team is promoted as widely as possible.

Prior to covid the then Chief Inspector introduced a bi-monthly newsletter for each ward with support from the Council Director's Personal Assistant. This was sent out to all Councillors and was really well received. This needs to be picked back up and not just be a police document but a wider Team communication reflecting the full range of activity that the Team is undertaking. Once established this could be used as a vehicle to promote some of the key Performance Indicators of the Team.

Understanding of each other's role within the Team

In order to work effectively there needs to be a clear understanding of what individual roles within the Team do and what they can bring to the table. It was highlighted that not all staff understand what each other does and at times the same people are repeatedly approached when there may be others in the Team able to help.

As there is a high rate of staff turnover this should be captured in a shared location and made available to all new staff and partners. It should also be regularly reviewed to ensure it is kept up to date. It was identified that this should include names, job titles, photos of individual team members, their contact details, a summary of their job role, details of the groups and networks that they are involved with and details of any shift or working patterns. There should also be an updated version of the Team family tree prepared which reflects the Team as they currently are and details the lines of management responsibility clearly.

In response to the concerns around leadership from partner organisations it is felt that this should also include details of the senior leaders who have roles related to the Team. This should set out who they are, how they are connected to the Team and its work and the role that they play. It may be helpful if the family tree diagram is expanded to include these individuals.

At the moment, there are no regular Team meetings in place. Whilst it is appreciated that this will be difficult due to shift patterns it is felt that the introduction of quarterly whole Team meetings would be worthwhile. Although individual relationships do exist there is a need to bring the Team together as a whole to enable them to understand how their individual roles fit together, discuss their successes and identify areas of challenge that may take a longer-term approach.

In addition to understanding each other's role within the Team there is a need for those who sit outside of the Team (in the wider Council, Police or Fire for example) to understand the role that the Team, and the individuals within it, can play in work that is wider than the Team. This will ensure that all partners are aware of the opportunities that working with the Team can bring.

Impact of shift working on responding to issues

The handover of work between shifts was identified as an area for improvement with plans already in place to ensure that this was addressed. Due to the nature of shift patterns and the often long breaks away from work due to rotation of shifts there were concerns that issues could be dropped or delayed and lose momentum. The changing of personnel dealing with issues can be problematic but with clear recording of issues and clarity about the next steps that need to be taken this can be

overcome. This is an issue of concern for both Neighbourhood Policing and Civil Enforcement. The Acting Chief Inspector and Community Safety Operations Manager both confirmed that a handover process was being introduced to ensure different shifts worked in the same way. The three neighbourhood sergeants will be expected to maintain one live working document in addition to the ward noticeboards on display in the shared office which identify the three current ward priorities and the ASB whiteboard which is used to identify hotspots and people or things that have come to notice.

There may be a role for the admin function within the Team to support this work particularly around environmental crime cases so that these investigations don't go cold on the off shift days of the Civil Enforcement Officers. Alternatively it may be worthwhile introducing a dedicated investigation officer whose role is to lead investigations and gather evidence together into a case file.

Changes in staffing and staff turnover

Throughout the lifetime of the project changes have been made by partner organisations that have impacted on the Team.

During 2019 changes were made to the Neighbourhood Policing model by the Interim Chief Constable which resulted in Neighbourhood Police Constables being redeployed for 3 months into Police Response Teams to address high levels of emergency demand. It was recognised that this change impacted on the effectiveness of the Integrated Community Safety Team until a number of Police Constables were returned to their previous Neighbourhood Policing roles.

At the same time there were a number of staffing changes for the Council element of the Team which resulted in the loss of Community Cohesion Officers from the Team and vacancies in Civil Enforcement, Technical Support, Community Monitoring and the Victim Services and Analyst posts.

There is a high rate of staff turnover throughout the Team. Since the introduction of the Team in 2018 there have been four Chief Inspectors leading the Team and there have been frequent vacancies for civil enforcement and administration roles. The constant turnover of senior police has caused frustration and it was identified by one interviewee that the service could “fly or die” under the right or wrong management. It is recognised that it takes time to re-start, build relationships, develop trust and understanding and then agree a strategic long-term plan before being able to implement it. This lack of continuity from the police can be demoralising to those within the Team.

One particular issue of concern has been the length of time it can take to get police clearance for new staff in non-police roles particularly civil enforcement. Unfortunately, some potential new staff have dropped out or gained other employment due to this wait.

Handover and understanding of Chief Inspector Role

It is recognised that it is not often possible to have a Chief Inspector appointed who will remain in that role for a prolonged length of time. The rank of Chief Inspector is often a springboard to further promotion within the Police and is also the level at which the individual is more likely to be moved by the senior leadership team into other roles where their knowledge and experience is needed. This transfer around the Police can often be at very short notice. The Assistant Chief Constable offered to include a representative from the Safer Hartlepool Partnership or the Director / Assistant Director from the Council in the selection process for the post in future. This provides an opportunity to ensure that the incoming Chief Inspector is aware of the full remit of the role in terms of managing the Team in its widest sense i.e. the non-policing side.

In order for the Chief Inspector to be able to hit the ground running it is recommended that a short induction process be established so that it can be delivered within the first month of a new Chief Inspector being in post. This should include introductory meetings with the Director and Assistant Director from the Council, the Community Safety Operations Manager and Neighbourhood Policing Inspector and the three team leaders (Civil Enforcement, Neighbourhood Safety and Community Safety).

A pack of information should be prepared that can be shared with the Chief Inspector on appointment and this should include:

- A clear explanation of the role and function of the Team;
- A copy of the Team structure with clear explanation of management responsibilities which include non-police staff;
- A copy of the long term plan and performance management framework for the Team and any associated strategies and action plans that the Team is responsible for or contributes towards;
- A copy of the groups / meetings that surround the Team and details those meetings that the Chief Inspector is expected to attend with clear guidance about their role in those meetings e.g. attending the Safer Hartlepool Partnership as the Cleveland Police representative.

Consideration should also be given to the introduction of a non-police partnership mentor for the new Chief Inspector. This should be someone of a similar or higher level of seniority who can be a sounding board to the new Chief Inspector and provide advice and challenge as appropriate.

Research and Intelligence

A number of interviewees highlighted the need for a strong research and intelligence role within the Team. It was recognised that there was a full time research analyst role within the Team structure however this has been vacant for over 2 years. Unfortunately, it is not felt that the Team is forward looking enough at the moment.

The analyst has a role to play in looking to identify the correlation between issues and problems and dig deeper to inform how the Team's limited resources can best be targeted. It is a proactive role in identifying hotspots and emerging issues. At a neighbourhood level a dedicated analyst is key as the analytical capacity of Cleveland Police is focused on serious and organised crime. One example was provided by an interviewee where using research and intelligence deliberate fires and domestic abuse cases were overlaid on a map to identify if there was a correlation between the two are there were concerns that children from dysfunctional families (those with Adverse Childhood Experiences (ACEs)) were going out and setting fires to vent their frustration.

The input and sharing of intelligence from all parts of the Team could be improved. Both civil enforcement officers and neighbourhood policing have a role to play in feeding in intelligence that they gather through their work out and about within the neighbourhoods. They should be gathering intelligence and checking out areas of interest for crime, anti-social behaviour and environmental issues whilst on their patrols. This intelligence can be used to inform the displays which are already in place within the shared office to highlight current issues and people of interest in each of the wards.

There is also a role for the analyst in undertaking longer-term data analysis and linking in with other intelligence officers to inform the approaches in Public Health, the Strategic Assessment and the Joint Strategic Needs Assessment as well as on specific shared issues.

Civil Enforcement

Concerns were raised about the volume of work that the Civil Enforcement Team had and the level of expectation on them from elected members and the public. It was identified that the Civil Enforcement Coordinator has to have a detailed knowledge of the legislation in order to understand what can and can't be done by his officers. The following list sets out the range of things that the Civil Enforcement Team is expected to respond to:

- Parking
- Dog Control Orders / Public Space Protection Orders

APPENDIX 1

- Public Space Protection Orders for parks, recreation grounds and Seaton – fines for riding bikes or skateboards in a manner to cause annoyance, camping, riding motorbikes or quadbikes and anti-social consumption of alcohol.
- Untaxed and abandoned vehicles
- Unauthorised encampments of Gypsy, Roma or Travellers
- Section 46 notices (household waste)
- Section 47 notices (trade waste)
- Fly tipping – fines / duty of care fines
- Anti-Social Behaviour
- Community Protection Warning (CPW) / Community Protection Notice (CPN)
- Sale of vehicles / repairing on the public highway
- Control of pollution
- Stray and Tethered horses

Unfortunately, since the introduction of the Team there have been long periods when there have been vacancies for Civil Enforcement Officers which has had a significant impact on the ability of the Team to meet the expectations on them. It was noted that due to shift working even when the Team was up to full capacity of 10 Civil Enforcement Officers there would only ever be 5 officers out on shift because of the need to cover 7 days a week. When at full capacity the expectation is that the officers will have allocated wards to focus on and will patrol designated areas. They also have ward plans which set out their priorities on a weekly/daily basis and these are informed by the incidents and concerns that are reported by the public and elected members. This will enable reporting to be more ward based with performance indicators including time spent in the ward, Fixed Penalty Notices (FPNs) issued, people spoken to, warnings issued etc. Ward-based reports can then be shared with elected members so that they can see what the officers are providing in their wards.

Problems have arisen around the expansion of resident parking zones as there aren't enough officers to resource the enforcement side of it. However, it was noted that the Community Safety Operations Manager was looking in to new technology with a view to replacing the current camera care with one that has Automatic Number Plate Recognition (ANPR) so that residential parking zones can be more quickly covered to identify any vehicles parked without a permit.

It was also noted that pursuing some areas of enforcement was very time consuming and meant taking officers off the street to build the case files. For example full investigations into fly tipping are required if the individual issued with the £400 fine chooses not to pay. Processing the evidence and preparing a case to take to court is a struggle at the moment due to understaffing and can cost more than can be received from a successful prosecution. The introduction or ring fencing of a post whose role is solely to work on the preparation of case files might be worth

considering. This post could work with Civil Enforcement Officers and also potentially support other areas of enforcement activity where case files need to be prepared including anti-social behaviour. This would free up Civil Enforcement Officers to continue with the ward-based patrol work.

Anti-Social Behaviour

The recent scrutiny investigation into ASB was quite detailed and identified a number of areas for improvement so this evaluation hasn't focused on this particular area too closely. However, there were concerns raised about the expectations of the Team and the range of activity that they were expected to cover.

It was felt that there needed to be clarity about what role the Team will play in dealing with anti-social behaviour. There were varying views as to what level of ASB the Anti-Social Behaviour Unit (ASBU) function of the Team should be responding to. It is understood that the original intention was for the ASBU to be a specialist team focussing on the most complex cases and undertaking closure orders while neighbourhood policing and civil enforcement responded to low-level ASB reports.

It was recognised that there was a need for training for elected members on ASB so that they understood what action can be taken, by who and what the overall role of the Team is. This training should cover wider issues of ASB including noise nuisance which is dealt with by other officers within the Council. It was felt that the Council side of the Team were sometimes criticised for the non-action of the police (no response on 101 for example) and that service expectations should be set publically.

There are issues of demand management within the Team with admin resources being pulled away from work on ASB to deal with civil enforcement issues particularly parking related ones. It was identified that community safety related complaints should, where possible, be encouraged to be reported directly to the Police on 101 as it was operational all day, every day with a large pool of highly trained and specialist staff who were able to appropriately risk assess and triage calls and either provide an immediate police response for high risk issues or assign to the appropriate ward-based officer in Neighbourhood Policing so that they could respond as appropriate. As part of the Team Neighbourhood Policing officers can work with ASB officers to escalate issues for further action and multi-agency problem solving as and when needed utilising the THRIVE assessment model.

In addition the commitment to working in partnership on ASB issues is felt by some to be lacking and organisations are working in silos rather than jointly which is frustrating given the presence of the Team.

Admin Support Team

As previously identified there are a range of activities that the Admin Support Team is expected to support which means that these individuals are highly trained and capable individuals. Unfortunately, this also means that there is a high staff turnover rate as they move on to other opportunities. Concerns have been raised about the

impact of particular areas of work on the ability of the Team to deliver across their areas of responsibility. It is felt that the administration requirements in relation to car parking in particular can be very time consuming.

Community Engagement and Community Intelligence

Understanding the communities of Hartlepool and their concerns is really important for the Team and initially the integrated approach was underpinned by community engagement and the development of relationships with communities and groups. Unfortunately there is a lack of capacity within the Team around this particularly due to the loss of the Community Cohesion Officers and this was further impacted during the time Neighbourhood Policing staff were moved away to response. The need for community insight is recognised and there is a role for the Team going forward to build relationships with other organisations and develop the role of the community in their problem solving work. The Team need to understand the communities within Hartlepool, where they are and what their experience of crime and ASB is. It is proposed that plans for engagement be included within the Team's longer term plan and performance management framework and that this activity links to their campaign work and days of action and includes engagement with key individuals and groups around longer-term priorities.

There is also a need to think differently about how they can build relationships as a Team within the community. Suggestions put forward included linking in with youth workers and having Neighbourhood Police taking part in football kick about where they could build in prevention and diversionary type activity and share key messages.

When the Team was initially established there were plans for members of the Team to have a physical presence in the Community Hubs across Hartlepool so that they could build relationships within the local community and be an access point to the wider Team for concerns around anti-social behaviour and crime. Although this did happen in the early days it stopped quite quickly because unfortunately staff were sat waiting for people to drop in and report issues/concerns to them and the people who attended the Hubs were there for regular activities and did not want to engage. At the same time Team members were unable to do any other work while they waited as they did not have access to their work systems and with the loss of the Community Cohesion Officers from the Team there were limited resources to be able to staff this consistently. Since the decision was taken to stop regular attendance at the Hubs there has been further development work in relation to the Community Hub offer and it would now be appropriate to consider how the Team could work more closely with the Hubs and to develop relationships with Hub staff.

Role of VCS

There is a need to rebuild relationships with voluntary, community and faith groups which were negatively impacted by the loss of the Community Cohesion Officers from the Team. These groups are often working with the most vulnerable and it is important that the Team are connected and aware so that they can provide advice and support around community safety issues and also so that those vulnerable individuals feel confident in approaching the Team when issues arise. There is also a role for the Team to signpost individuals they come into contact with to the support that's available in their wider community.

External funding

Parts of the wider Team rely on short-term, grant funding such as the Targeted Youth Outreach service. This is funded by the Office of the Police and Crime Commissioner and there is no long-term guarantee that this will continue to be supported. Loss of this part of the service will negatively impact on the ability of the Team to achieve their aims around Anti-Social Behaviour.

It was also recognised that, at times, partner organisations were competing as individual agencies for the same pots of external grant funding. It was identified that there would be strength in coming together to put in shared bids as these will be looked at more favourably by lots of funders. There is therefore a need for communication between agencies when funding streams are made available. Also, having a shared plan and priorities for the Team should facilitate closer working around grant funding bids. It is proposed that the Neighbourhood Safety Group is the appropriate route for the sharing and discussion of funding bids either through email correspondence or at scheduled meetings if timing allows/

Elected members

It was identified that there is a need to promote the purpose and function of the Team to elected members particularly following the recent elections and the number of new Councillors elected. The recent scrutiny investigation into Anti-Social Behaviour identified that there was a need for member training in order for elected members to add value to the work of the Team around the ASB prevention / intervention process.

Concerns were raised about Council officers being criticised by Councillors about activities related to other partners within the Team which were beyond their control. It was also highlighted that at times Councillors come to Council officers in the Team to

help them sort out problems when they are not happy with the response they've received from the Police on a police related issue.

Opportunities to explore

Throughout the evaluation a number of opportunities were identified that there may be value in exploring further:

- Training on the SARA problem solving model utilised by Cleveland Police could be shared with partner agencies;
- Pooled budgets with partners going down the integrated working path further by giving up budgets into the Team – this would demonstrate commitment to integrated working;
- How the Council's approach in the Victoria Ward and Cleveland Police's 12 street work in Stockton could be brought together and what role the Team could play in supporting this;
- Links with the Mediation Service from Safer Communities – which has been funded by the PCC following the folding of UNITE. There is potential that this could be further developed if housing providers bought in to the service;
- E-CINS development and links with other partner agencies – it was identified that North Tees Hospital had approval to use it before covid but it is not clear whether it has been rolled out yet. This may help with access to data for hospital admissions related particularly to violence;
- The Probation pilot in Middlesbrough where staff are working to support individuals to maintain tenancies through extra probation support – there may be the potential to roll this out in Hartlepool if it is successful.

4. Conclusion and Recommendations

Throughout this evaluation it was been clear that partner organisations appreciate the value of working in partnership and believe that integrated working is the right thing to do. Whilst it is accepted that the Team is delivering on number of key priorities for community safety it is not always clear whether this is happening because of true integrated working practices or is simply a product of dedicated individuals, mature relationships and co-location.

In considering the findings set out in the previous section a number of recommendations have been identified for the Neighbourhood Safety Group, Safer Hartlepool Partnership and individual partner organisations to consider as they continue on their integrated working journey.

In summary, it is recommended that...

- 1 ...the aim and purpose of the Team is clarified and a long-term plan with a clear performance management framework (PMF) is established. We can only really know if the Team is being successful if it is having a measurable impact. The Team PMF should link directly to the Safer Hartlepool Partnership Community Safety Plan and the delivery plans of individual partner organisations. This performance management framework should:
 - be developed and agreed by the Neighbourhood Safety Group with oversight from the strategic leaders of the Council, Fire Brigade and Police;
 - be reviewed on an annual basis with quarterly progress being reported to the Neighbourhood Safety Group;
 - include key actions, performance indicators and service level risks;
 - filter down to individual Team Leaders within the Team so that they can structure their work around it.
- 2 ...all partners agree to recommit to integrated working, the Team and the working groups in place around it and that this is done publically.
- 3 ...the Terms of Reference and membership for the Neighbourhood Safety Group is reviewed and that they take responsibility for:
 - overseeing the Team, their long-term plan and performance management framework;
 - sharing and discussing funding opportunities and joint bids;
 - overseeing Team Around the Individual (TATI) work;
 - looking at data to identify emerging issues and longer-term trends; and
 - reporting progress on all of the above to the Safer Hartlepool Partnership.

- 4 ...the Neighbourhood Safety Group commit to evaluate the Team and its effectiveness regularly to see how things are changing and developing. It is recognised that a lot has happened in the relatively short period since the Team were established in 2018 and it is likely that the circumstances surrounding the Team will continue to change in the future.
- 5 ...existing groups / meetings around the Team are reviewed to clarify their role and purpose, membership and how they fit in with the Safer Hartlepool Partnership and other structures. This should also confirm who needs to be involved from the Team and what their role should be.
- 6 ...partners recommit to the Team Around the Individual (TATI) approach and the consideration is given to appointing a new, rotating chair for the group so that all partners have the opportunity to lead the TATI group and all are equally held to account. There is also a need to formalise the reporting from TATI into the Neighbourhood Safety Working Group and clarify who is responsible for supporting the Chair in preparing this and in coordinating all the TATI paperwork. Finally, as part of the recommitment partners should to identify who needs to be involved from their individual organisation and recognise that for some partners there may be more than one representative. It is likely that there will be a need for a training session to take place for those involved in TATI to understand the purpose of the group, what their role is and what their role may be if they are identified as a lead practitioner.
- 7 ...the importance of co-location for the Team is recognised and protected. A lot of what is achieved by the Team comes down to the close working relationships and the ad hoc conversations that happen because Team members are sitting in a shared space. There needs to be a commitment from all partners that this shared space is untouchable. In addition all partners should consider whether there are other individuals or services that should also be co-located within the Team for example Thirteen's Housing Services Team and strategic managers from partner organisations.
- 8 ...an annual communications and engagement plan is established and an individual is identified as responsible for ensuring that this is prepared each year. This should include annual activities such as hate crime week, fireworks night etc and other targeted campaigns that are agreed. There should be close working relationships between the Team and the communications teams in the OPCC, Police and other partners to ensure that where needed joint campaigns can be prepared and that conflicting campaigns don't appear.

- 9** ...clearly documented information relating to the role and function of the Team and the individuals within it is established and shared with members of the Team. It is also recommended that quarterly whole Team meetings are established to enable the Team to come together, develop wider understanding of how their individual roles fit together, discuss their successes and identify areas of challenge that may take a longer-term approach.
- 10** ...senior representation from the Safer Hartlepool Partnership or the Council is included in any future selection process relating to the appointment of the Chief Inspector for the Team. It is also recommended that a specific induction process be developed for incoming Chief Inspectors, with consideration given to a non-police partnership mentor, and that a pack of information is prepared to be shared with a new Chief Inspector on appointment that includes:
- A clear explanation of the role and function of the Team;
 - A copy of the Team structure with clear explanation of management responsibilities which include non-police staff;
 - A copy of the long term plan and performance management framework for the Team and any associated strategies and action plans that the Team is responsible for or contributes towards;
 - A copy of the groups / meetings that surround the Team and details those meetings that the Chief Inspector is expected to attend with clear guidance about their role in those meetings e.g. attending the Safer Hartlepool Partnership as the Cleveland Police representative.
- 11** ...activity is undertaken to promote wider awareness and understanding of the role and function of the Team. This includes more widely in the individual partner organisations such as the Police, Council, Fire and others including Thirteen.
- 12** ...the analytical capacity of the Team is re-established as a priority so that the available data can be better used to inform the work of the Team and the related groups. Although there is analytical capacity elsewhere within the Police and other partners having a dedicated post within the Team enables the Team to better understand local trends and be more proactive in responding to emerging issues.
- 13** ...whether a dedicated resource can be introduced within the Team to support the preparation of case files for enforcement activity including environmental enforcement and anti-social behaviour.

- 14** ...plans for improved community engagement be prepared and included within the Team's long-term plan and performance management framework. This community engagement activity should link to the Team's campaign work and be used to rebuild relationships with voluntary, community and faith groups. Appropriate consideration should also be given to how the Team can work more closely with Community Hubs and develop relationships with Hub staff.
- 15** ...activity is undertaken to ensure that Elected Members have a clear understanding of the role and function of the Team. There is also a need for clear and regular communication with all Elected Members about what the Team is working on across the Borough and this should include bi-monthly ward newsletters.
- 16** ...that the Neighbourhood Working Group consider the other opportunities identified in the report, including:
- How training on the SARA problem solving model utilised by Cleveland Police can be shared with partner agencies;
 - Whether pooled budgets can be created by individual partners giving up budgets into the Team;
 - How the Council's approach in the Victoria Ward and Cleveland Police's 12 street work in Stockton could be brought together and what role the Team could play in supporting this;
 - How to link with the Mediation Service from Safer Communities and whether there is potential that this could be further developed if housing providers bought in to the service;
 - How the development of E-CINS and links with other partner agencies such as North Tees and Hartlepool NHS Trust (who had approval to use it before covid) may help with access to data including hospital admissions related to violence for example;
 - How the Probation pilot in Middlesbrough, where staff are working to support individuals to maintain tenancies through extra probation support, could be rolled out if successful.

Appendix 1 - Integrated Community Safety Team – Timeline

February 2017	Council Plan agreed identifying integrated working with the Police as a key deliverable.
May 2017	Safer Hartlepool Partnership (SHP) development day identified need to progress Community Safety integrated working model.
June 2017	Report to SHP on the development day identified progressing the Community Safety integrated working model as an important area for development in the future.
July 2017	Project Initiation Document and timescales taken to Finance and Policy Committee (F&P).
December 2017	Report to SHP on Case Study: Neighbourhood safety and partnership working.
February 2018	Report to SHP on Integrated Working – Task and Finish Group Update.
February 2018	Integrated Community Safety Team formally launched at SHP Face the Public Event on 26 th February 2018.
August 2018	Report to SHP on Integrated Working – Neighbourhood Safety Group Update.
June 2019	Report to SHP on Hartlepool Community Safety Team Update.
January 2020	Report to SHP on Neighbourhood Safety Group Update.
March 2020	Report to Audit and Governance Committee with the Final Report into Anti-Social Behaviour.
September 2020	Report to SHP on Hartlepool Community Safety Team – Neighbourhood Policing.

Appendix 2 - Relevant Legislation

The **Crime and Disorder Act 1998** gave statutory responsibility to local authorities, the police, and key partners to reduce crime and disorder in their communities. Under this legislation the responsible authorities commonly referred to now as Community Safety Partnerships (CSPs), were required to carry out three yearly audits and to implement crime reduction strategies.

The **Police and Justice Act 2006** introduced scrutiny arrangements in the form of the Crime and Disorder Scrutiny Committee, as well as introducing a number of amendments to the 1998 Act including the addition of anti-social behaviour (ASB) and substance misuse within the remit of the CSP strategies. Reducing reoffending was subsequently added by the **Policing and Crime Act 2009**.

The **Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007** set out further revisions to the 1998 Act, the most notable of which at borough level was the replacement of three yearly audits with an annual strategic assessment, triennial partnership plan and public consultations.

The **Police Reform and Social Responsibility Act 2011** introduced directly elected Police and Crime Commissioners (PCCs) to replace Police Authorities in England and Wales. This brought with it a requirement for the PCC to have regard to the priorities of the responsible authorities making up the CSPs and for those authorities to have regard to the police and crime objectives set out in the Police and Crime Plan. The legislation also brought with it a mutual duty for the PCC and the responsible authorities to act in co-operation with each other in exercising their respective functions.

The requirement for Community Safety Partnerships (CSPs) to conduct Domestic Homicide Reviews (DHR) came into effect on 13th April 2011 as a result of the **Domestic Violence, Crime and Victims Act (2004)**.

The **Anti-social Behaviour, Crime and Policing Act 2014** introduced simpler more effective powers to tackle anti-social behaviour to provide better protection for victims and communities including a new Community Trigger and Community Remedy to give people a greater say in how agencies respond to complaints. Updated statutory guidance from the Home Office released in December 2017 provides greater clarity around the use of the tools and powers introduced by the Act.

Between 2014 and 2016 a number of pieces of legislation were introduced to provide authorities with additional tools, powers and statutory duties to tackle community safety and safeguarding issues. These include the **Care Act 2014**, **Counter-Terrorism and Security Act 2015** (and subsequent amendments in 2019), **Serious Crime Act 2015**, **Modern Slavery Act 2015** and **Psychoactive Substances Act 2016**. These pieces of legislation introduced a range of duties including new reporting, referral and decision-making mechanisms, staff awareness requirements

and impacts on contract management to be included in the everyday work of relevant organisations. More recently statutory guidance was introduced regarding inter-agency working to safeguard and promote the welfare of children in 'Working Together to Safeguard Children 2018'.

The **General Data Protection Regulations (GDPR)** came into effect on 25th May 2018 and whilst not solely related to community safety activities, it has an impact on data sharing between partner agencies.

The **Domestic Abuse Act 2021** is set to provide further protection to those who experience domestic abuse, as well as strengthen measures to tackle perpetrators. The Act places a statutory framework for the delivery of support to victims of domestic abuse and their children in safe accommodation and provides clarity over governance and accountability. The Act places a number of duties on local authorities including the requirement to appoint a multi-agency Domestic Abuse Local Partnership Board and the development and publication of a domestic abuse strategy.

The **Police, Crime, Sentencing and Courts Act 2021** brings forward a new legal duty to support a multi-agency approach to prevent and reduce serious violence. At the same time an amendment to the Crime and Disorder Act 1998 brings forward a requirement for Community Safety Partnerships to formulate and implement a strategy to prevent and reduce serious violence. Draft guidance for responsible authorities was published in May 2021.

Appendix 3 – Models the Team utilises to assess risk and solve problems

The Integrated Community Safety Team utilise the THRIVE and SARA models in their approach.

THRIVE - this is a model used for completing risk assessments for anti-social behaviour:

T	Threat	<p>Where is the threat targeted? Person/property/public safety/community cohesion/team reputation.</p> <p>What specifically is the threat? Violence against/damage to/intimidation to/other dangers such as environment.</p>
H	Harm	<p>Is there an element of harm? Physical/mental/emotional/distress/anguish.</p> <p>If yes, who or what is at risk of harm? Person/property/public safety/community cohesion.</p> <p>Has it already occurred or likely in the future? Consider if the behaviour were to deteriorate what would the harm caused be?</p> <p>What is the harm and how did you come to your decision? An assessment should be made, along with any threats, establishing what harm a person could come to.</p>
R	Risk	<p>Risk is the likelihood of something occurring.</p> <p>What is the likelihood of the threat? If it is likely to occur, how immediate is it? (and is taken into account when determining any response)</p>
I	Investigation	<p>Is there a need for an investigation? If so, in what form and by whom? Consider behaviour in progress/recently discovered, suspect seen, known offender, evidence, CCTV, property value, injury level.</p>
V	Vulnerability	<p>‘A person is vulnerable if as a result of their situation or circumstances, they are unable to take care or protect themselves, or others, from harm or exploitation’.</p> <p>Consider repeat victimisation (including unreported incidents and attempts without success.)</p>
E	Engagement	<p>The needs of the complainant, or circumstances of the behaviour may represent an opportunity for engagement, particularly if the complainant is from a hard to reach group.</p>

SARA – this is a model used in problem solving focusing on Scan, Analyse, Respond and Assess. This is a rational method to systematically identify and analyse problems, develop specific responses to individual problems and subsequently assess whether a response has been successful.

The Team also follows the **Victims First Policy** of Cleveland Police which aims to achieve the following objectives:

- Assist in the identification of vulnerability linked to ASB and/or Crime
- Support the identification of instances of repeat victims
- Highlight escalation in ASB incidents or Crime
- Promote information sharing between partner agencies
- Provide guidance on the appropriate response to such incidents
- Create a platform for managing higher risk cases involving vulnerable people
- Ensure that appropriate safeguarding is put in place to protect Vulnerable Victims
- Allow effective Problem Solving from Police and Partner Agencies for each identified case

Appendix 4 – Interviewee List

Name	Role	Organisation
Ann Powell	Head of Area - Cleveland	National Probation Service
Craig Blundred	Director of Public Health	Hartlepool Borough Council
Danielle Swainston	Assistant Director – Joint Commissioning	Hartlepool Borough Council
Darren Lane	Community Liaison Officer	Cleveland Fire
Darren Redgewell	Head of Cleveland LDU	Durham Tees Valley Community Rehabilitation Company
Dave Mead		Safer Communities
Denise Holian	E-CINS Project Manager	Office of the Police and Crime Commissioner for Cleveland
Denise McGuckin	Managing Director	Hartlepool Borough Council
Gemma Ptak	Assistant Director – Prevention and Community Based Services	Hartlepool Borough Council
Ian Harrison	Trading Standards and Licensing Manager	Hartlepool Borough Council
Jane Young	Assistant Director – Children and Families	Hartlepool Borough Council
Joan Stevens	Statutory Scrutiny Manager	Hartlepool Borough Council
Joanne Hodgkinson	Chief Executive	Safer Communities
John Lovatt	Assistant Director – Adult Services	Hartlepool Borough Council
Lisa Oldroyd	Acting Police and Crime Commissioner for Cleveland	Office of the Police and Crime Commissioner for Cleveland

Mark Haworth	Temporary Chief Inspector - Hartlepool	Cleveland Police
Mick Dunn	Civil Enforcement Coordinator	Hartlepool Borough Council
Natalie l'Anson	Family Support Worker	Hartlepool Borough Council
Nicholas Stone	Neighbourhood Safety Team Leader	Hartlepool Borough Council
Oliver Duncan	Fire Safety Hub Manager	Cleveland Fire
Penny Thompson	Head of Housing, Hardship and Welfare Services	Hartlepool Borough Council
Phil Hepburn	Community Safety Operations Manager	Hartlepool Borough Council
Rachel Beard	Housing Services Team Leader	Thirteen
Rachel Parker	Community Safety Team Leader	Hartlepool Borough Council
Roni Checksfield	Youth Offending Service (YOS) Manager	Hartlepool Borough Council
Sharon Cooney	Superintendent – North Local Policing	Cleveland Police
Steve Graham	Assistant Chief Constable	Cleveland Police
Steve Johnson	Senior Head of Protection and Engagement	Cleveland Fire
Sylvia Pinkney	Assistant Director – Regulatory Services	Hartlepool Borough Council
Tony Hanson	Director of Neighbourhoods and Regulatory Services	Hartlepool Borough Council

Appendix 5 – Integrated Community Safety Team Staff Survey

In total 29 staff took part in the online survey.

Q1 Please identify how strongly you agree or disagree with the statement.

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
I am clear about my role in the Integrated Community Safety Team.	86.2% agree		6.9%	7% disagree	
	24.1%	62.1%		3.5%	3.5%
I understand the roles of other members of the team.	86.2% agree		6.9%	7% disagree	
	17.2%	69.0%		3.5%	3.5%
I have a clear understanding about the aims and objectives of the Integrated Community Safety Team.	86.2% agree		10.3%	3.5% disagree	
	17.2%	69.0%		0%	3.5%
I understand how my work contributes to the aims and objectives of the Integrated Community Safety Team.	89.7% agree		6.9%	3.5% disagree	
	20.7%	69.0%		0%	3.5%
I feel that co-location has helped to improve the response to community safety issues.	57.1% agree		32.1%	10.7% disagree	
	32.1%	25.0%		7.1%	3.6%
I feel that everyone works well together as a team.	58.6% agree		37.9%	3.5% disagree	
	20.7%	37.9%		0%	3.5%
I feel able to ask others in the team to assist in a problem I am dealing with if I need help.	89.6% agree		6.9%	3.5% disagree	
	44.8%	44.8%		0%	3.5%
I feel able to offer help to others in the team if they are dealing with a problem that I can assist with.	93.1% agree		3.5%	3.5% disagree	
	37.9%	55.2%		0%	3.5%

Q2 Do you have any suggestions for how the Integrated Community Safety Team could be improved? 18 answers provided.

- Team being back together in the office (working from home due to covid)
- Increase back to two ASB officers
- More staff to assist in demand
- Regular meetings to understand what's other departments are focusing on
- Briefings together, weekly or fortnightly meet ups to discuss issues, targets, trends etc share what works and what we can do better
- More communication
- Recruit to the research officer post

Q3 Are there any practical issues that you or other members of the team face at the moment that could be improved e.g. ICT, office space, location, shift/working patterns?

- Shift laptops currently do not allow access to software such as Skype which would be more practical due to covid.
- Co-locating has caused tension and rifts between personnel.
- Meetings are now ongoing via Skype, which the police do not have access to and have to dial in via a phone. We can obviously dial in from anywhere which is convenient but it is no substitute for in person meetings. It can also be frustrating working nights and weekends when there are no staff from the council on duty when you need a piece of information. Invariably once they are on duty you are on rest days and this can cause delays.
- Shift patterns.
- It works well having the team located in the same office as we can easily speak to them and resolve issues promptly.
- Feel more shifts to focus on targeted patrols in areas for burglary etc
- I feel that it would be better if the offices were rearranged. It would be better if CID were in the office that HBC use.
- ICT, AS13 reporting and collaboration.
- Car parking is an issue.
- ICT issues but I think this is council wide.
- On return to physical meetings, access to HBC laptops would allow fuller participation, i.e. direct access to systems in the meeting rather than having to make written notes and check things on return to the office or home where only VDI's are available.

Q4 Are there any services or organisations that are involved in the Integrated Community Safety Team that you feel could do more? Please explain your answer.

- NHS partners could become more involved.
- TATI is under used. Community Safety requests are too numerous and onerous.
- In all honesty I do not see staff from the fire brigade very often, they do not work from the police station very often but at the same time there is not really the need for them to do so as the input they could have in the majority of cases is very minimal. When help, advice or action is required by the Fire Brigade they are usually quite easy to contact and happy to help where they can.
- I am unsure of exactly who all agencies are and would benefit from a clear understanding what they can offer assistance for. The anti social behaviour team are so small that they then struggle with the workloads therefore, there is breakdowns in targeting as many victims as possible.
- During the COVID-19 lockdowns HBC have worked from home. This results in the Police side doing all visits etc for them.
- No, the ones I work with are all very capable at what they do.
- Managers to hold a meeting to discuss staffing, external pressures and how to achieve the targets etc
- On the ground staff from the Police, HBC and Fire Brigade are doing as best they can and communicate regularly with each other, but would benefit from regular (whole) team meetings. Even an HBC team meeting would be a start. They don't happen.

Q5 Are there any barriers that you or your service or organisation faces which mean that you are unable to fully participate in the work of the Integrated Community Safety Team? Please explain your answer.

- Yes - Breakdown in working relationships with members of CST, particularly management.
- Covid issues, working from home etc. I feel that any barriers that are up at the moment will come down again once we are working from the same office. Jane Munden has recently left her post and I am unsure if she is being replaced.
- Some information discussed police wise should not be heard by all members of community safety.
- No everyone works well together and helps and support each other.
- HBC working from home.
- I think some of the barriers are individuals not taking their own responsibility to ask or seek out assistance from the matter expert within the CST.
- Workload and not enough staff to keep up with it.
- Not knowing what is expected of me in my role.

Q6 Do you think that there are any services or organisations that are not currently involved in the work of the Integrated Community Safety Team that should be? Please note them here.

- Unknown exactly who it fully covers.
- Safeguarding is key.
- No, the Team links in with other services and organisations when applicable e.g. Children's Social Care, Adult Safeguarding, Mental Health, Drug Treatment Services, Youth Justice Service and so on.

Q7 Finally, are there any other comments that you would like to make in relation to the Integrated Community Safety Team evaluation? Please note them here.

- For CST to take more ownership and responsibility. Issues were presented a year ago with the answer that it wasn't feasible only to re-visit a year later having received countless more reports of an issue that could've been solved a year previously.
- Overall I think that over the last year we have all worked as well as could be expected with the challenges that covid has created. I do not think that evaluating the performance of the team is fair to do with this in mind, although we have had some excellent results there just has not been the staff available to do all we could do if we had extra resources.
- I think it is really useful having all agencies working together in partnership as it helps solves the problems and makes things easier been altogether.
- It would be appreciated if HBC employees could answer emails. Some do but some don't.
- I think a rota of joint operations to continue between the partners to ensure drive and accountability, this will reduce crime / ASB etc and improve the communities expectations, this also encourages conversations and staffing such problems / issues.
- It's a great team but we are under staffed for the amount of things we deal with.
- The integrated team works extremely well and the co location is perfect less time spent on emails or meetings and more time taking action with a joint approach for a quicker response. The relationship that has been built over time is priceless fantastic team and workers and very proactive.
- There is a disconnect between the Team and senior management. The Team are doing what they think they should be doing, but with no strategic direction. Current vacant posts are hindering the effectiveness of the Team. There seems to be a perception from the public and elected members (and some senior managers) that there is an army of staff available to deal with anything and everything asked of them. Expectations are difficult to manage, especially for the support assistants.

Q8 Who is your employer? 3 respondents chose not to say.

- Cleveland Police – 80.8%
- Hartlepool Borough Council - 19.2%
- Cleveland Fire – 0%
- Thirteen Group – 0%
- Safer Communities – 0%

Q9 Which function do you work within? Please tick all that apply. 3 respondents chose not to say.

- Anti-Social Behaviour - 19.2%
- Civil Enforcement - 7.7%
- Community Safety – 15.4%
- Victim Care and Advice Services – 3.9%
- Neighbourhood Policing – 80.8%
- Admin – 11.5%