

FULL BUSINESS CASE (Doc. 003)

The purpose of the Full Business Case (FBC) is to revisit and refine the Outline Business Case (OBC) analysis and assumptions, as well as presenting the findings of any formal procurement or partner selection process. Any contractual or legal arrangements must be documented as well as the detailed management arrangements for successful delivery.

The FBC template considers:

- | | | |
|-----------|-------------------|--|
| 1. | Strategic | Any new implications for the strategic case |
| 2. | Economic | The preferred option providers and value for money |
| 3. | Commercial | Findings of procurement processes/supplier engagement |
| 4. | Financial | Analysis of financial implications |
| 5. | Management | The comprehensive delivery plan including people, process, information, systems and assets |

Project Name:	Safer Wirral Hub		
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Programme/Project Owner:	Mark Camborne		
Programme/Project Board:	Customer Experience Transformation Programme		

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1. EXECUTIVE SUMMARY

“By 2025 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable” - Policing Vision 2025, National Police Chiefs Council

The communities of Wirral are increasingly diverse and complex, which require a more sophisticated response to the challenges faced both now and in the future. Whether it is child sexual exploitation, domestic abuse, cybercrime or new and emerging threats from serious and organised crime such as human trafficking or terrorism, the leaders of the Wirral Partnership acknowledge that if they are to meet their community’s needs, they must continue to review and adapt available resources to ensure the maximum benefit to its citizens.

The Safer Wirral Hub (SWH) will provide an effective multi-agency response to vulnerable people, victims of crime and anti-social behaviour through the alignment of the operational services of the local authority, Merseyside Police, Merseyside Fire and Rescue Service and other partner agencies including those from the third sector in order to improve customer satisfaction, reduce demand and improve the efficiency of all organisations.

These key community safety and safeguarding agencies will come together under a pilot Merseyside Police-led partnership to form an expert, unified approach to tackling, crime, anti-social behaviour and safeguarding.

Bringing agencies together under one roof at Solar Campus, the Safer Wirral Hub will streamline services, avoid duplication and deliver services at a faster pace.

There will be one contact number for access to all Safer Wirral Hub services.

The model will be developed in two phases – ‘Integration’ and ‘Transformation’.

In the ‘Integration’ phase the joined-up working has already started and early results are impressive including a 38% reduction in anti-social behaviour (See ‘3.3 Proof of Concept’).

The Safer Wirral Hub directly addresses Wirral Residents’ Survey responses (2015) which reveal that the number one priority for residents is to feel safe and to be free from the risk of crime and/or anti-social behaviour. The SWH will reduce levels of crime and anti-social behaviour.

Safeguarding children and other vulnerable residents will be a key part of Safer Wirral Hub which, through closer partnership working will tackle the significant number of referrals to Early Help and provide much-needed support to children, adults and families at a critical time. Through greater integration of services the Safer Wirral Hub will reduce the number of first time entrants into the criminal justice system.

Working alongside voluntary and third sector partners the Safer Wirral Hub will provide a clear and consistent offer/pathway that enables families to access help which meets their needs before it escalates to a more critical stage.

By preventing escalation this work will save time, money and resources, but most importantly will be more effective in providing a better service, safeguarding the most vulnerable members of our communities

1.1. Justification

“Success in building safer neighbourhoods is beyond the ability of the police or the council alone and requires an even greater partnership approach within and across all partner agencies and communities” (Cllr G. Davies: Ensuring Wirral’s Neighbourhoods are Safe, March 2016)

In July 2016 the Outline Business Case (OBC) entitled ‘Community Safety including Youth Offending Service’ (now The Safer Wirral Hub) was approved by Cabinet/Senior Leadership Team (SLT) to co-locate and integrate a number of Wirral Borough Council’s community safety and safeguarding services with Merseyside Police’s Local Policing Teams and other key partners to support the delivery of the Wirral Plan Pledges 7 and 19, (See Appendix 1: Wirral Pledges).

The preferred model was ‘Integration’ with no requirement for TUPE or any changes to staff terms and conditions of service. This model is best placed to deliver a swift transition, keep costs relatively low (less than £100k) and enable savings of in excess of £100k by 2020.

As resources reduce across the public sector, the collaborative Safer Wirral Hub (SWH) model, will allow for smarter use of those resources and shared intelligence, enabling a quicker and more appropriate response to areas of need.

Additionally, with the move towards a Liverpool City Region (LCR), the Safer Wirral Hub takes on board the drive from the new LCR Mayor to “Work alongside our Police and Crime Commissioner (PCC) - using the devolved powers - to help address the cycle of re-offending.” (Rotherham S. ‘Our Future Together: LCR Manifesto’ April 2017) asking public services to think differently and collaborate across traditional local authority boundaries as all agencies seek creative and innovative ways to ensure continued delivery of quality services.

1.2. Issue

Reduced budgets

Wirral has to reduce its spending or generate more income by at least £130 million by 2021. This financial picture includes a £45 million shortfall in 2017/18.¹

Rising Crime

Crime in Wirral has been rising steadily since 2012.² With rising crime and ever-decreasing resources the proposal to develop The Safer Wirral Hub is recognition of the need for all public sector bodies to do more with less, as budgets become increasingly tight and new ways of working are required to streamline services, avoid duplication and deliver on the Wirral Plan Pledges.

Learning from others

Whilst the Safer Wirral Hub model is not common, neither is it completely new. The Safer Wirral Hub has been modelled on successes in other parts of the country, most notably in Glasgow and Staffordshire. It will draw on the commercial strengths of the Glasgow model (£26m turnover)³ and the fully integrated, police-led approach adopted by Staffordshire 'we'll work even more closely with partners to deliver excellent policing services' (Sawyers, Jane, Chief Constable '*Staffordshire Policing Plan 2013-18*').

Measuring impact

Common to all successful projects is the ability to clearly measure the impact of activity and as such, a robust performance management framework will be in place keeping the Safer Wirral Hub firmly on track, with quarterly evaluation and review of all project activities against targets.

Partners – Who is involved?

Partnership working and full commitment from partners will be an integral part of the process to ensure the success of the Safer Wirral Hub.

¹<https://www.wirral.gov.uk/sites/default/files/all/About%20the%20council/Performance%20and%20spending/BUDGET%20RESOLUTION%202017-18.pdf>

² Wirral Crime and Disorder Reduction Partnership (CDRP) Performance Indicators - 5 Year Comparison 2016/17

³ Source: Safer Communities Glasgow, Annual Report 2015/16

The Safer Wirral Hub partners include:

- Wirral Borough Council
- Merseyside Police
- Merseyside Fire and Rescue Service
- Voluntary Sector organisations
- Housing Associations Consortium

Relevant services include:

- Early Help
- Family Support Unit
- MASH
- Youth Offending Service
- Integrated Offender Management
- Arson Prevention Officer
- Community Safety
- Community Patrol Team
- Anti-Social Behaviour Team
- PCSOs
- Community Rehabilitation Company (CRC)
- National Probation Service
- Involve North West
- Community Connectors
- Peer Mentors
- Tomorrow's Women Wirral
- Redeeming our Communities (ROC)
- Age UK
- Wirral Change
- Wirral Ways to Recovery

Voluntary Sector

As well as statutory partners, the Safer Wirral Hub will have full support from a number of key voluntary sector organisations. This support will be critical to the success of the venture in helping to meet the rising demand for services at the earliest stage and emphasises how valuable the voluntary organisations are to the overall aims of Safer Wirral Hub.

The Safer Wirral Hub police lead has met with all voluntary sector services listed below between February and June 2017 and secured the support of more than 50 workers and volunteers for the SWH. These staff will work alongside the statutory agencies contributing directly to achieving targets.

Voluntary Sector partners include:

- Tomorrow's Women Wirral (TWW) - a charity based in Birkenhead.
TWW offers support to women who may feel isolated, have low self-esteem or just want to try something new.
- Peer Mentors - Volunteer Domestic Abuse mentors work on a one-to-one basis with women to support them to build confidence to access support services specific to their own personalised needs.
- Involve North West - The Leapfrog Scheme: a programme for children, aged 5-10 years old, who have witnessed or experienced domestic abuse within the family unit. The scheme provides a safe and neutral place for children to talk about their experiences with the support of the Domestic Abuse Support Workers.
- Connect Us – Community Connectors: raising awareness of what is going on in the local community. They help residents develop new friendships, improve health and well-being and set up new groups.
- Age UK - provides information and advice on all aspects of later life, including benefits, care and support, social activities, day centres, befriending services and much more.
- Redeeming Our Communities (ROC) Restorative Justice – has one paid worker and 10 volunteers working alongside the Anti-Social Behaviour Team to look at alternatives to costly and time-consuming court procedures, bringing victims and perpetrators together to mediate and talk through the incidents and find mutually agreeable solutions.
- Wirral Change - providing a range of services to support disadvantaged and Black and Minority Ethnic (BME) communities in Wirral.

The list outlined above is neither exclusive nor exhaustive and many other voluntary sector partners make invaluable contributions to the community safety agenda and it is anticipated that more organisations will come on board as the project develops.

1.3. Anticipated outcomes

The Safer Wirral Hub will deliver outcomes which will have an impact on the partner organisations and how they operate but will also significantly improve the quality of life for many of Wirral's residents.

The 'Integration' phase will establish solid foundations for the Safer Wirral Hub acting as a launch pad for the next exciting steps in the project's development. By the end of Phase 1, due for completion by end September 2017 the project will have:

- Key partner organisations co-located to ensure shared intelligence and smart, co-ordinated deployment of resources. The location is Solar Campus on Leasowe Road, Wallasey.

Whilst co-location is desirable, it does not preclude partners located off-site from adopting the ethos, practices and approach of working under the Safer Wirral Hub banner and playing a full part in the single integrated unit and its successes.

- Greater integrated working between all partner agencies, enabling:
 - Wirral to become a safer place and residents/visitors will feel safer.
 - A reduction in ASB incidents
 - Zero tolerance of domestic abuse
 - Year on year reductions in crime
- A model which allows for greater flexibility and future proofing. As new issues emerge and new challenges arise this model will allow for a rapid response and the development of new initiatives to tackle issues.
- Savings of at least £100,000 with an income target of £171k. These savings will be made by generating greater income opportunities, primarily through additional Community Patrol/Control Room contracts – looking to expand existing local authority income streams and seek commercial contracts. For example, tenders have been submitted for contracts to provide security for a consortium of four schools on the Wirral/Cheshire border and Wirral Chamber of Commerce buildings.
- Furthermore, staff turnover, early retirement and voluntary redundancy will realise additional savings. The project will seek to meet these savings earlier than the 2020 target date originally set.

- The scope to become a Community Interest Company, Social Enterprise or charity to capture the benefits of a not-for-profit entity which can freely bid for sources of funding, currently inaccessible to statutory bodies. Additionally, it can add social value, seek additional income through trading activity and enjoy the additional benefits afforded to organisations operating in this sector. These options will require further exploration.
- A Single Referral Form: As part of the Safer Wirral Hub's aim to streamline processes for all partner organisations, a pilot programme introducing a single referral form will be trialled to help save time and resources and progress cases through the system more efficiently.
- This pilot is an early example of the joined-up thinking that will be a cornerstone of the Safer Wirral Hub ethos and working practices, designed to meet the challenges outlined in the 2020 Pledges, deliver better services and make Wirral a safer place.

(See Appendix 2: Pilot Referral Form)

In terms of outcomes, Safeguarding, Crime and ASB are the three most critical aspects of the Safer Wirral Hub’s work and outlined below are examples from existing datasets where the Safer Wirral Hub model can make a significant difference.

Safeguarding

Merseyside Police Referrals to Children’s Services (Early Help)

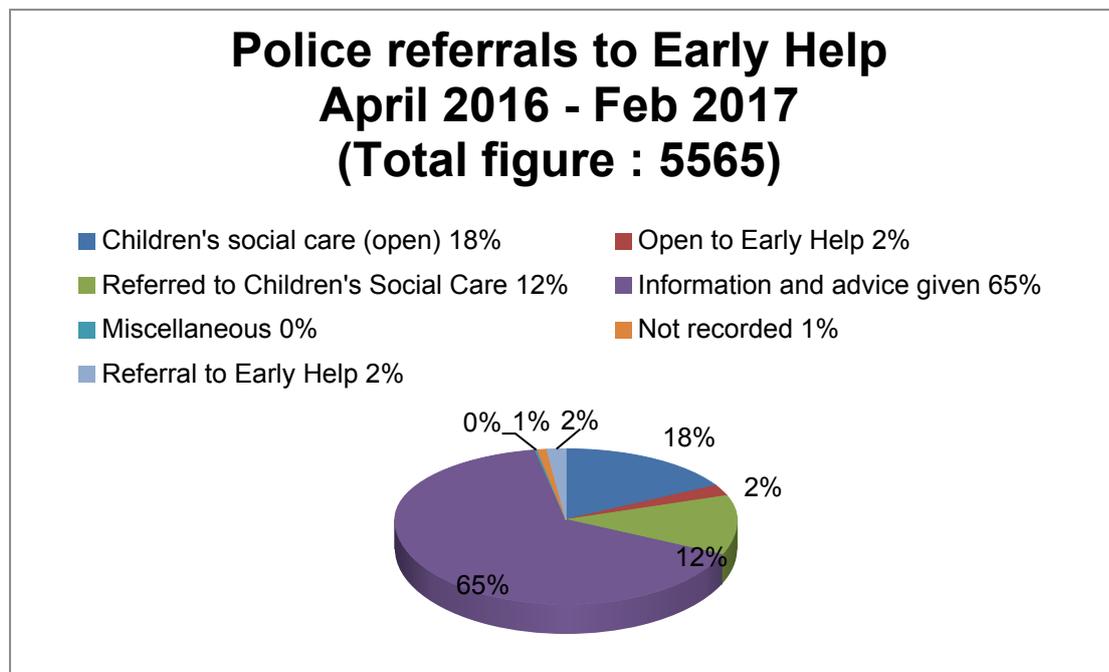


Figure 1: Referrals to Children’s Services April 2016 - Feb 2017 (source: Merseyside Police/ Wirral Children’s Services)

Figure 1 ‘Referrals to Children’s Services’ diagram above shows the destination analysis of referrals from Merseyside Police into Wirral Council’s Children’s Services, which includes Early Help Services.

The area of focus for the Safer Wirral Hub is the 65% who have been assessed as ‘information and advice given’, requiring no further intervention. The SWH has the ability to analyse these statistics further and provide a level of assistance to those originally assessed as ‘no further action’ – making increased use of our key partner agencies from the voluntary sector.

Currently, the Safer Wirral Hub partners are delivering services from various locations across the borough, often using different systems, processes and practices.

The volume of work is high. Early Help have managed to deal directly with 223 of the most serious cases from the 5565 referrals. Waiting lists for some key services are high – there are 81 families on the Leapfrog (programme for children affected by domestic abuse) waiting list.

The project will be keen to ensure that any potential to duplicate work or fill gaps in provision is appropriately responded to through collaborative arrangements and sharing of resources.

The Safer Wirral Hub will begin to address these issues, streamline systems and services (service-wide process mapping complete) avoid duplication and create the means for greater integration through the use of a single referral form that has been agreed and as a direct result, provide services at a faster pace and improve quality of delivery.

Crime

Crime figures across Wirral have been on the increase. The Safer Wirral Hub aims to help address this, especially around domestic abuse and safeguarding related issues.

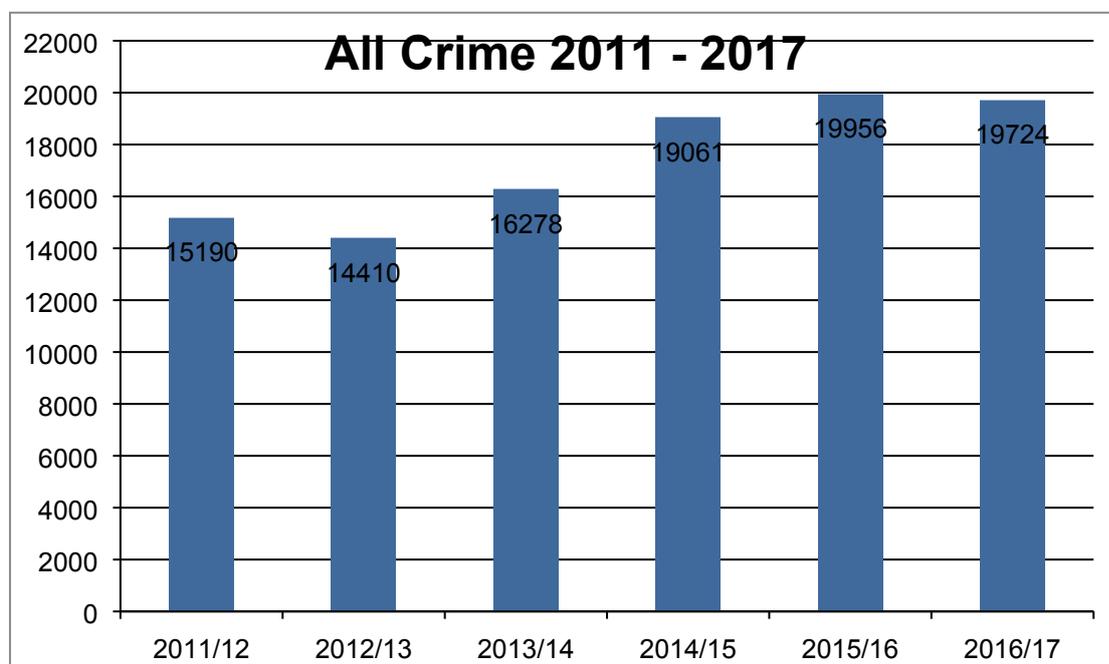


Figure 2: Wirral Crime 2011-2017 (Source: *Crime and Disorder Reduction Partnership (CDRP)*)

Since 2011 the general trend for All Crime on Wirral is upward, the chart above revealing a 30% increase from 2011 to 2017. Last year, a small but important 2% decrease was registered. This decrease in 2015/16 is broadly in line with the 5% reduction nationally.⁴

⁴ Office for National Statistics (ONS): Crime Survey for England and Wales 2015-2016

Youth Crime

Figure 3 below details the trend over a 5 year period in the numbers of young people entering the youth justice system for the first time.

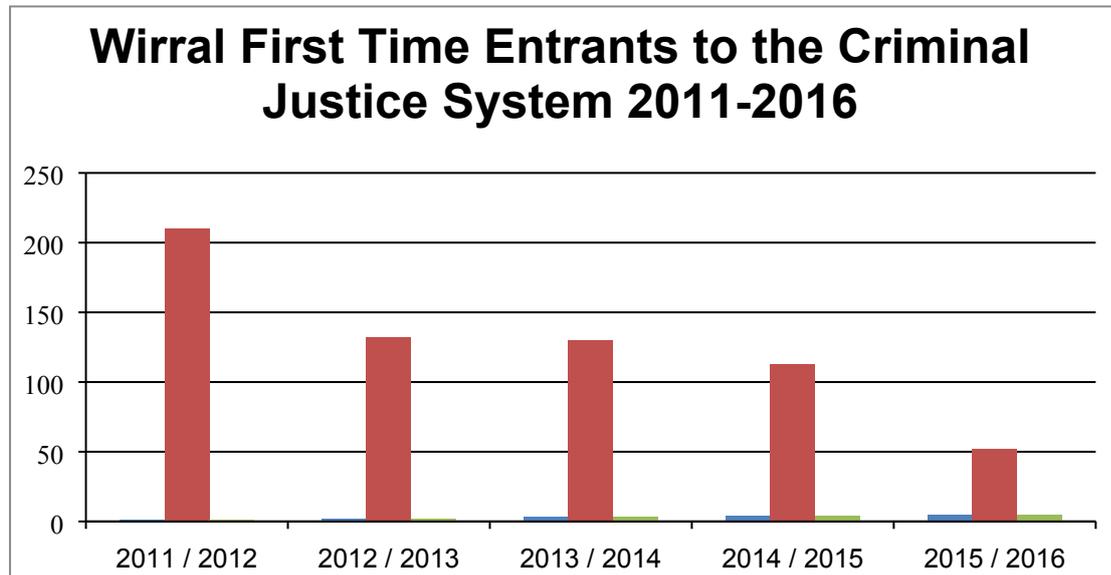


Figure 3: First Time Entrants to the Youth Justice System 2011-16 (Source: KPIs for Youth Justice Board)

Wirral Youth Offending Service have year on year reduced First Time Entrants into the Criminal Justice System (CJS). They ensure that they identify and work with the correct young people at the right time, working with partner agencies to identify the best outcome for the young person /community and their families.

One of the key challenges for the service is how they can continue to sustain the downward trend for reducing first time entrance into the criminal justice system. With the lift and shift, to merge the Youth Offending Service into the Safer Wirral Hub, it is expected that we can identify young people at an earlier stage through Level 2⁵ partnership working to support a whole family approach.

This early intervention aspect of the Safer Wirral Hub work is seen as critical to the success of the project to ensure reductions in crime, violence and anti-social behaviour in later years. This approach will also impact on reducing costs.

⁵ Wirral Safeguarding Children Board Thresholds Level 2 'Additional Support' met through partnership working

Anti-Social Behaviour (ASB)

Anti-Social Behaviour will be a key strand of the Hub's work and working alongside partners on a daily basis taking a joint case-loading approach will produce significant results.

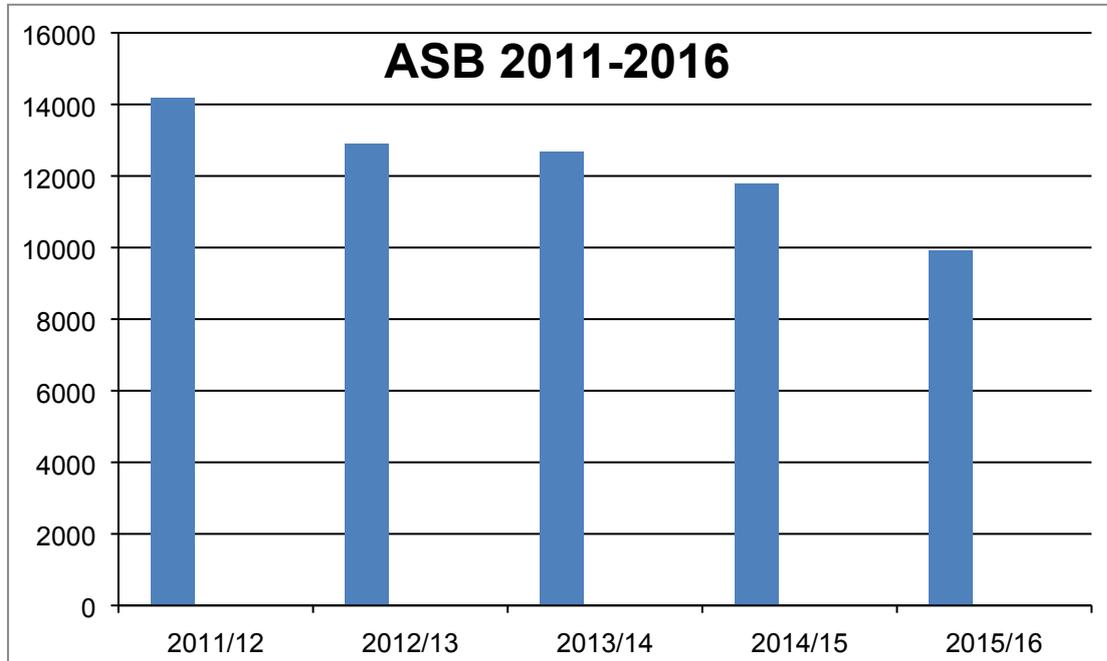


Figure 4: Wirral ASB Incidents 2011 - 2016 (Source: *Crime and Disorder Reduction Partnership (CDRP)*)

The table above shows a downward trend in ASB incidents in Wirral between 2011 and 2016 revealing an overall reduction of almost 30% over a 5 year period. And whilst these figures look impressive, ASB remains one of the single biggest challenges, as exemplified in the Wirral Resident Survey Findings 2015, ASB reduction being the residents' top priority. The survey also reveals acute issues in Birkenhead and Wallasey constituencies in particular.

Of special note is the reduction in ASB in the last year alone of 11% which, at least in part, is attributable to the new Safer Wirral Hub joint working arrangements between the Local Policing Teams and the Council's Youth Offending Service, ASB and Community Patrol Teams. (See - *Case Study 1: ASB Reduction in Bidston and St. James*)

The Safer Wirral Hub will continue to support this downward trend through targeted interventions and additional resources at hotspot areas, working as a joined-up unit.

NEXT STEPS

The planned next steps for the hub include the following:

- i. Service areas to be considered for the Safer Wirral Hub in Phase 2 include:
 - Environmental enforcement
 - MASH
 - Emergency Duty Team (EDT)
 - Environmental Health
 - Trading Standards
 - Intervention Team
 - Housing Association rep(s)
 - Health partners
 - Sports development

These options will require further discussion and exploration.

- ii. A 'One Stop' solution – with a single phone number and referral point, including rationalisation of 'out of hours' provision, operating as a seamless service with consistency of quality and delivery across all community safety partner services. This will include discussions with the Emergency Duty Team (EDT), the Control Room call handling team and health partners.
- iii. Launch event – communications, branding and a full public launch event to be delivered to highlight Phase 1 activity, but also to provide a catalyst for exciting Phase 2 'next step' work. This is to be provisionally scheduled for late October/November 2017.
- iv. Measurable impacts are expected to be realised within the first quarter of operation (October-December 2017) and to be reported in January 2018.

Performance management

From October 2017 progress on the Safer Wirral Hub performance will be reported directly to the Safer Wirral Hub Partnership Board on a quarterly basis. Reports will also be shared with the Senior Leadership Team and elected members.

Performance will be monitored, evaluated and reviewed on existing Performance Indicators regarding anti-social behaviour, domestic violence and crime. The project will also report on the impact of the early intervention model and the efficacy of joined-up working.

As well as quantitative data, the project will also seek qualitative information – from partner agencies, service users, elected members and local residents. In addition to operational intelligence to help target localised issues, partnership working provides the opportunity to commission strategic intelligence projects which through shared data analysis can be used to develop preventative approaches.

It is expected that the project will measure success against local, regional and national indicators hoping to replicate the levels of success enjoyed by similar initiatives in Glasgow and Staffordshire as well as others. By embedding new processes which enable clearer pathways for customers/service users - the project should be able to clearly evidence success within the first 6 months of operation.

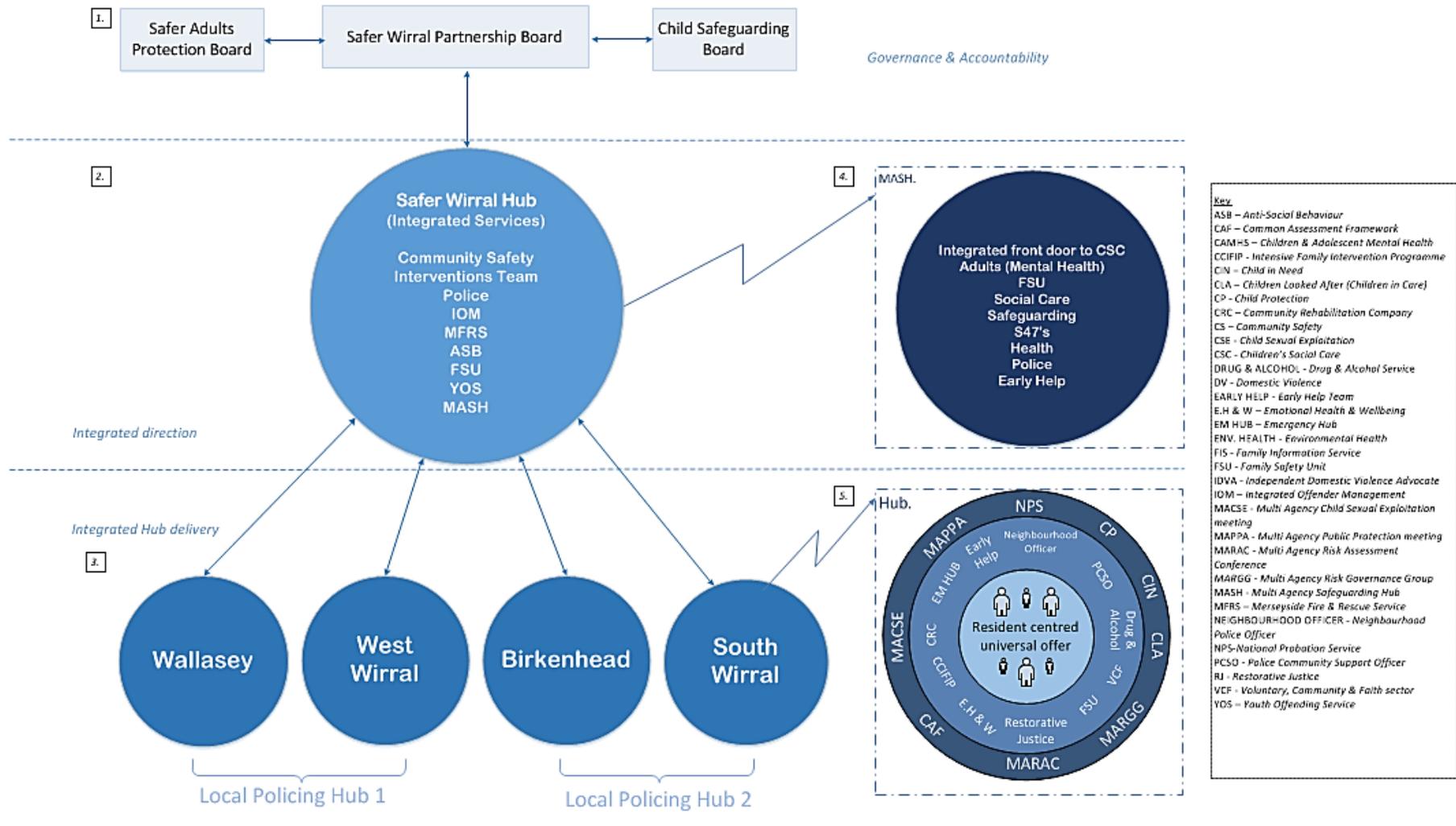
Evidence of success within this timescale, based on the metrics outlined above, will enable agencies to determine whether Phase 2 - discussed earlier in the report – is being developed and implemented successfully. It is anticipated that positive performance in the indicators that are currently monitored and referenced above will allow this to happen within a suggested six month timescale – if not sooner.

1.4. Recommendation

It is recommended that the Safer Wirral Hub 'Integration' model is adopted. (See Section 3 the Economic Case). This recommendation will bring key partners together into a management hub at Solar Campus

In shaping the Safer Wirral Hub, partners have agreed a structure, which describes the agencies involved, the geographical clustering, the governance and the delivery functions. The integrated Safer Wirral Hub model is outlined in the diagram below.

Safer Wirral Hub v 1.1



- Key**
- ASB – Anti-Social Behaviour
 - CAF – Common Assessment Framework
 - CAMHS – Children & Adolescent Mental Health
 - CCIFIP – Intensive Family Intervention Programme
 - CIN – Child in Need
 - CLA – Children Looked After (Children in Care)
 - CP – Child Protection
 - CRC – Community Rehabilitation Company
 - CS – Community Safety
 - CSE – Child Sexual Exploitation
 - CSC – Children’s Social Care
 - DRUG & ALCOHOL – Drug & Alcohol Service
 - DV – Domestic Violence
 - EARLY HELP – Early Help Team
 - E.H & W – Emotional Health & Wellbeing
 - EM HUB – Emergency Hub
 - ENV. HEALTH – Environmental Health
 - FIS – Family Information Service
 - FSU – Family Safety Unit
 - IDVA – Independent Domestic Violence Advocate
 - IDM – Integrated Offender Management
 - MACSE – Multi Agency Child Sexual Exploitation meeting
 - MAPPA – Multi Agency Public Protection meeting
 - MARAC – Multi Agency Risk Assessment Conference
 - MARGG – Multi Agency Risk Governance Group
 - MASH – Multi Agency Safeguarding Hub
 - MFRS – Merseyside Fire & Rescue Service
 - NEIGHBOURHOOD OFFICER – Neighbourhood Police Officer
 - NPS – National Probation Service
 - PCSO – Police Community Support Officer
 - RJ – Restorative Justice
 - VCF – Voluntary, Community & Faith sector
 - YOS – Youth Offending Service

The Safer Wirral Hub diagram shows how the new approach will be implemented, who the partners will be and how they will interact, reporting directly into Safer Wirral Hub management team at the centre.

The numbers below correspond to the numbered sections of the diagram.

1. Governance and Accountability - outlines the governance arrangements, partners reporting into the Safer Wirral Partnership Board. The Board will be a Wirral Council controlled body, chaired by an elected member with senior representatives from both the Adults and Children's Safeguarding Boards.

It is expected that all organisations will be represented on the Safer Wirral Partnership Board by senior officers or commissioners from their respective agencies.

To ensure alignment with the Liverpool City Region Protecting Vulnerable People (PVP) Group a Strategic Lead/Commissioner from the Safer Wirral Hub will sit on the PVP group.

2. Integrated Direction - the mid-section – entitled Safer Wirral Hub (Integrated Services) details the key partners who will be co-located in either the 'Lift and Shift' or the later 'Transformation' phase.

3. Integrated Hub Delivery - the four areas, Wallasey, West Wirral, Birkenhead and South Wirral represent the current working geographical approach of a number of the partners. This will be developed further to ensure operations and interventions are co-terminus with Local Policing hubs - Hub 1(Wallasey and West Wirral) and Hub 2 (Birkenhead and South Wirral) model.

4. The Multi-Agency Safeguarding Hub (MASH) section, details the membership/functions of the MASH.

5. The HUB section details the delivery direction of the Safer Wirral Hub which will be focussed on early intervention, tackling issues early to prevent them becoming more difficult, time-consuming and costly at a later stage.

The centre being the less expensive universal offer, moving to mid-range band of more expensive actions and then to the outer circle showing the most expensive interventions.

This HUB section helps to illustrate the importance of early intervention, before issues escalate to a more serious level not only for the wellbeing and safety of the individual/family, but also in terms of the overall increase in costs to partner agencies.

The agreed position for the Safer Wirral Hub to move forward is recommended as follows:

1. Overall governance remains with the Safer Wirral Partnership Board
2. Although operationally police-led a new Council Commissioner's position should be created to oversee the transformation and lead on the SWH developments through Phase 2 and beyond.

3. All staff will remain with their respective employers with no change to terms and conditions or need for TUPE or other employment regulations.
4. A management hub should be established at Solar Campus with operations centred around local police stations.

2. BUSINESS CASE DEVELOPMENT

The following individuals comprise the Business Case Development Team. They are responsible for the analysis and creation of the Business Case.

Role	Description	Name/Title
Project Sponsor	Provide executive support for the project Secures resources and any required investment for the project Accountable to SLT for successful delivery Ensuring the business case is controlled and audit trails are in place to account for changes as the project develops Consults with SLT to identify any changes which may undermine the business case or cause it to lose strategic alignment	Mark Smith (Strategic Commissioner: Environment)
Project Manager	Prepares the Business Case Supports the Project Sponsor Manages the Project Team Identifies opportunities to optimise the Business Case	Paul Morrison (Project Manager)
Business Case Change Manager	Business Change techniques considered Benefits Management Approach Benefits Management Outline Profiles Benefit Realisation Plan	Mark Camborne (Head of Community Safety and Transport)
Council	Commissioning HR Legal ICT Union	Mark Smith (Strategic Commissioner - Environment) Tony Williams (HR Manager) Anne Quirk (Head of Legal) Jeff Ashworth (Head of Digital) Nick Bower (Unison) Allan Small (UNITE)

3. THE STRATEGIC CASE: THE STRATEGIC FIT

3.1. Business Need and Project Background

The Chief Constable of Merseyside Police, Sir John Murphy, QPM, centred his 2015 public address on the future concept of Neighbourhood Policing. Set in a context of increasingly diminishing resources for both the Police Force and the statutory partners and whilst needing to address a changing crime environment to one of increasing cases of Child Sexual Exploitation, historic sex related crimes, serious and organised criminal gang crime and an increasing number of domestic violence reports, the nature and look of a future police force needs to change.

The aim of any new Neighbourhood Policing model is to bring together the key community safety services into one service team, integrated into the operations of Merseyside Police. This will ensure the collaborated provision of a much improved information sharing, analysis and decision-making service to deliver the best possible outcomes for the most vulnerable people across Wirral.

As a result, decisions will be made more quickly and all available resources will be targeted at areas of greatest need. Better co-ordination between agencies will also lead to an improved service for the most vulnerable, better risk management and mitigation.

The current drivers for change are:

- Wirral 2020 Plan – specifically, but not exclusively Pledges 7 and 19
- To address the outcomes of the 2015 Wirral Residents' survey
- Funding reductions across agencies
- The outcome of the Police and Crime Commissioners Police Force remodelling
- A continued focus on localism and a requirement to base the design and delivery of public services on local need
- The need to realise opportunities to provide better outcomes for communities through improved public service delivery
- Using local data and intelligence to inform strategic planning and decision making
- Wirral Council's Transformation Plans towards greater commercialism.

3.2. Benefits, Objectives and Strategic Alignment

The strategic alignment of the SWH with Wirral Council's pledges as part of the Wirral Plan are detailed below, with the relevant Pledges 7 and 19 highlighted.

Council Strategic Objective/Corporate priority (taken from Wirral Plan, Service Plan etc.)	Project Outcome	Benefits expected as a result of achieving outcomes.
Wirral Plan Pledge 7	Zero tolerance towards domestic abuse	<p>Services will work much more closely together, enabling a greater reach and quality in service provision, able to couple early intervention with concerted action to support victims and take appropriate action against perpetrators and reduce re-offending.</p> <p>Confidence in the effectiveness of services will see an increase in reports of Domestic Abuse but gradually over the longer-term, the numbers of incidents will decrease.</p>
Wirral Plan Pledge 19	Ensuring Wirral's Neighbourhoods are safe	<p>The SWH will Improve community safety by tackling the cause and impact of Crime and ASB. It will build safer, stronger and more confident communities where residents and visitors will feel safe.</p> <p>The most vulnerable people in our communities will be protected.</p> <p>Greater service integration will deliver a safer Wirral.</p>

3.3. Scope

Inclusions of project:

The scope of the services within the Safer Wirral Hub will include:

- Community Safety– Community Patrol Services and Wirral's 24/7 Out of Hours Control Room
- Wirral's Anti-Social Behaviour Team
- Wirral's Youth Offending Service
- Wirral's Family Safety Unit (Domestic Abuse Services)
- Merseyside Police Local Policing Teams including PCSOs.
- Merseyside Fire and Rescue Service
- Wirral's Early Help Team
- Integrated Offender Management Team
- Tomorrow's Women Wirral
- Redeeming Our Communities
- Age UK
- Involve North West

Beyond the first phase of the project, the aim will be to include a range of additional service areas, all of which have a significant impact on community safety.

These will include:

- Multi-Agency Safeguarding Hub (MASH)
- Street scene - graffiti removal, fly-tipping, fly-posting, trade waste.
- Enforcement – parking, littering, dog fouling, graffiti.
- Environmental health - noise, licensing, pollution.
- Licensing and regulation - taxi, pub, selective landlord, trading.
- Employment and training – outreach to disadvantaged communities.
- Family Intervention.
- Sport and diversionary activities.

The project will be built incrementally in two planned phases.

The timetable is detailed below, subject to ratification:

- Phase 1 Integration October 2016 - September 2017
- Phase 2 Transformation October 2017 onwards

Proof of Concept - Early wins

The Outline Business Case/Position Statement provided a green light for the Safer Wirral Hub to develop a proof of concept approach and as such, the integration of the SWH teams is under-way with some significant early wins from the co-working approach, already realised.

The prevalence of Anti-Social Behaviour (ASB) incidents has dropped significantly over the period of joint working. Partners meet for a joint briefing, at operational hubs at Birkenhead, Wallasey and Bebington police stations creating closer working between local policing teams, the ASB Team and Wirral Community Patrol as well as other partners, including the Registered Social Landlords.

Based on shared intelligence, Community Patrol Officers/PCSOs/ASB Officers and PCs will go on joint patrols to hot spot locations and targeted operations.

Comparisons between reports of ASB 2015/16 and 2016/17 are shown in the table below.

Wirral Anti-Social Behaviour (ASB) Incidents 2015/16 and 2016/17

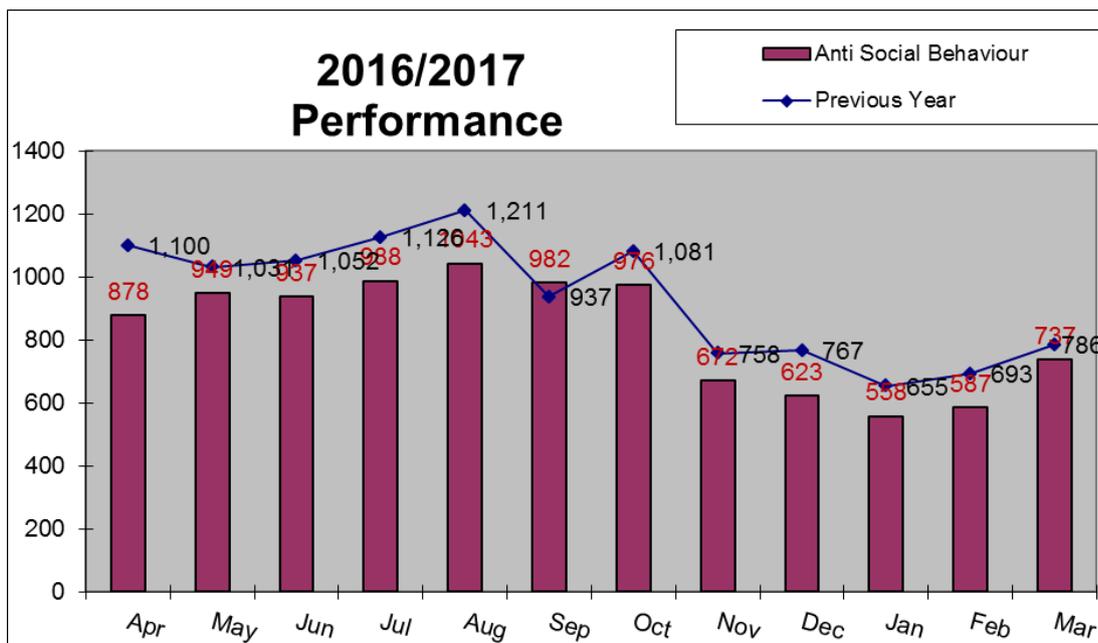


Figure 5: Wirral ASB Incidents 2015/16 and 2016/17 (Source: Crime and Disorder Reduction Partnership)

The table above shows ASB figures across Wirral with an 11% reduction overall between 2015/16 and 2016/17.

The most significant reduction however, is following the period of concerted action by the newly joined-up Safer Wirral Hub partners who commenced their efforts in October 2016 and immediately registered a huge 38% reduction in ASB incidents.

Closer analysis, taking into account seasonal variations, comparing 2015 (30% reduction) to 2016 (38% reduction) reveals that this new way of working adopted by the SWH, achieved an additional 8% reduction.

CASE STUDIES

CASE STUDY 1 – Reducing Anti-Social Behaviour (ASB) in Bidston and St. James ward

As an early phase of the Safer Wirral Hub, partner agencies have made the first steps towards integration. One of these steps is joint briefing sessions and co-working on targeted actions and hotspot locations between Merseyside Police Local Policing Teams, Wirral ASB Team, Wirral Community Patrol and the Youth Offending Service.

The impact of this work has been immediate.

The impact is best illustrated by the figures below and then brought to life by the real-life experience of one resident's 'thank you' email to the partner agencies.

Birkenhead and South Wirral ASB 2015 - 2017

ASB	2015	2016	2017
Jan-Mar	118	108	70

Figure 7: Anti-Social Behaviour in Birkenhead and South Wirral (Source: Crime and Disorder Reduction Partnership)

Operating as a coherent team with daily briefings, joint interventions and clear roles and responsibilities on an ASB hot-spot in Bidston and St James' ward specifically and across Birkenhead and South Wirral, the team recorded impressive results.

Year on year comparisons reveal a 40% reduction in ASB between Quarter 1 2015 and Quarter 1 in 2017 and similarly, a 35% reduction between Q1 in 2016 and Q1 2017.

To further illustrate the impact of this Safer Wirral Hub ASB work, a local Wirral resident sent the following email to partner agencies (edited).

"I would like to thank yourselves for the noticeable drop in ASB gangs and change to ASB local youths in their behaviour for the better. I believe the media will be publishing information on ASB naming a certain youth. This is fantastic, locals will be aware it is the youth being targeted.

Thank you so much for your hard work in this area and to the team and other agencies. It will be a full month without any throwing incidents at mine or next door.

I am not feeling like a wimp, like I did in the early days when ASB was rife.

The majority of locals can see a dramatic change in the attitude from ASB 13-16 older local youths, they don't appear to be causing annoyance in the streets as before."

CASE STUDY 2

SAVING POLICE TIME/REDIRECTING WASTED RESOURCE

High Demand Generator - 91 year old female resident

Female A resides alone. She has physical and mental health issues. She is partially deaf.

Between 1 June 2016 - 23 March 2017, female A contacted the police control room via the 999 system a total of 136 times. There are a further 15 calls to carers.

The time on calls and police patrols/ambulance calling out to female A's property is estimated to have cost in the region of £3000+ covering over 100 hours of officer time.

Although elderly and at times confused, female A's calls are an inappropriate use of emergency services time.

The options open to the police team are limited and some actions which, with another younger, less vulnerable individual, would seem sensible and appropriate, in this case, could appear callous and disproportionate.

By working with partners through the Safer Wirral Hub the 999 calls from this elderly resident are being triaged to immediately assess the nature ('harm, risk, threat' model) and 'authenticity' of the call.

The mental health team and a named social worker are now involved and depending on the findings, will be contacted to help assess the situation and advise on appropriate action. This course of action will significantly reduce the waste of valuable police and emergency services time, but equally, and most importantly, will help Female A to receive more appropriate help for her circumstances.

UPDATE: The latest information on this case is that Female A has agreed to go into a care home. This is the direct result of working with Safer Wirral Hub partners and is a great example of how, by working together, we can reduce the stresses and strains on our services and free up valuable resource, whilst also providing the best quality services to our residents.

CASE STUDY 3

Public Spaces Protection Order (PSPO) – Bromborough – March 2017

Wirral Anti-Social Behaviour Team (WASBT) have been working in close partnership with Merseyside Police and the Highways Department regarding on-going problems of serious and dangerous anti-social behaviour.

The anti-social behaviour consists of cars and motor bikes using public roads to race against each other at high speed, as well as performing stunts. This activity was attracting a large number of spectators and up to 300 cars.

Anti-social behaviour has included noise nuisance, swearing, littering, hostility and the racing itself which is extremely dangerous to all participants, the public and local business, but also results in damage being caused to the road surface and street furniture.

This activity was taking place mainly during the evening between 7.00pm and 11.00pm. Numerous complaints and incidents had been reported to Merseyside Police and subsequently to WASBT.

Merseyside Police have directed resources to tackle this problem and when the police attend the racing abates for a short period. Attempts have been made to engage with the organisers of these activities but to no avail. There was also increasing hostility towards Police Officers and PCSOs who attended,

The area in question forms a major part of Wirral International Business Park, modern attractive industrial units housing international companies. It is adjacent to and provides access to Eastham Country Park and part of the Wirral Coastal Cycle Way.

The implementation of a Public Space Protection Order (PSPO) will enable the Police/Council Authorised Officers to warn and/or issue Fixed Penalty Notices of up to £100 to any persons in breach of the PSPO. The terms of the PSPO have been prepared so that the activity can be stopped from the outset, including sanctions on spectators, so that they are unable to get to the point of drag racing.

The Order was signed and sealed by the Council on 20 March 2017 and is now in place for 3 years, unless extended by further Orders under the Council's statutory powers.

This order was enabled as a direct result of the new joint working arrangements between the Police, Wirral Council ASB and Community Patrol teams - all key strands of the Safer Wirral Hub.

CASE STUDY 4

CSE/Human Trafficking – linking in other departments

The case relates to a pizza shop in Wallasey that has a flat above it.

Selective Licensing Officers conducted a visit to the shop and flat and were informed that there was only one tenant upstairs. Upon inspection the officers noted locks/padlocks on the outside of the bedroom doors.

The officers' initial thoughts were that the owner was not being truthful about just one person living upstairs and that they were being used as bedsits.

The officers then shared the information with the ASB team who in turn referred the matter to the Police Interventions Team. The Interventions Team concurred with concerns as the owner was already known to them from a previous address, but they were unaware of this new business location.

Further investigation resulted in the closure of the premises.

The Interventions Team discussed the wider situation with the Council's Selective Licensing Team and they now conduct joint visits to premises, especially business premises, such as this. Both teams are seeing the benefits of working together including:

- Closure of two outlets suspected of involvement in child sexual exploitation
- Removal of illegal immigrants at two fast food premises
- Improved intelligence sharing
- Improved 'disruption' due to multi-agency visits

CASE STUDY 5

Youth Offending Service (YOS) – Restorative Justice

This offence took place at a local Community Centre.

Three young people forced entry into the centre through a window. Once inside they stole food/drinks and some money. They returned later and took more drinks and food.

The offence was highlighted by the victim on social media in order to try and trace the young people. As expected, there was an angry reaction to this crime as the centre is a well-used resource in the community.

Sometime later the young people handed themselves in at the local Police Station and returned some of the goods they had stolen. The young people were diverted to the local Youth Offending Service (YOS) for interview.

Prior to the interview, police feedback indicated that the victim who runs the community centre had agreed to take part in a restorative conference. With this information the young people were asked if they would be prepared to meet with the victim. The young people agreed to repair the harm caused in any way they could.

At the restorative meeting, all three young people involved in the offence were present, alongside their parents/foster parents and the victim who runs the Community Centre.

Restorative justice questions were put to the three young people individually.

All the young people answered the questions clearly/ honestly and spoke directly to the victim.

The victim also had the opportunity to tell the young people how she and the wider community had been affected by the crime.

The young people were able to apologise directly to the victim and were remorseful. Reassurance was offered that they had not been watching the victim or the centre and that they had not targeted her.

At this meeting it was agreed that the young people would also take part in reparation work. It was agreed that they would all contribute by making planters at YOS for the community centre.

During the meeting parent/carers agreed to pay the victim £30 each to cover costs for any damage caused.

Outcome:

Three young people were diverted from the court process, preventing further costs -an estimated £60k saving, at £20k per case - and the detrimental impact on their own future life chances.

The victim had her wishes and feelings heard.

The victim's fears of re-victimisation were allayed through meeting the young people.

Through the meeting the young people had to personally face the victim and deal with their shame in hearing how this affected her and the local community and were given the opportunity to respond to this positively.

The young people wrote letters of apology to the victim.

None of the young people have re-offended.

3.4. Strategic Risk and Potential Mitigation

Risk	Impact	Mitigation Strategy	Owner
The proposed start date of the project September 1 2017, is at risk due to the range of issues still outstanding	Delays will cause disruption, unsettle staff and potentially create a 'false start' for the project.	Close monitoring and regular meetings with partner agencies and clear, SMART, scheduling and delivery of tasks within a robust project management framework.	Mark Camborne
IT Platforms not agreed	The 'seamless service' provision will not be realised. Speed of service could be delayed.	IT and service leads agree scope, limitations and timescales for IT developments.	Mark Camborne Jeff Ashworth
Matrix Management	Uncertainty among staff and mixed messages from service leads	Regular, management and service-wide meetings to ensure clear 'one voice' message to all staff. Reporting lines and area of responsibility clearly articulated.	Mark Camborne
ASB figures rise	Reputational damage to SWH and organisations involved. Wirral residents feel 'less safe'	Robust performance management framework with evaluation and reviews on a quarterly basis with clear remedial action planning. Rigorous data analysis to explain	Tracy Hayes/ Mark Camborne

		any variance in reported figures against targets set.	
Partners expectations differ and they fail to agree protocols and practices	<p>Project fails to agree a clear way forward and misses key milestones.</p> <p>Service users/ residents receiving different level of services and experiencing varied operating practices with in the SWH.</p> <p>Internal differences within SWH.</p>	<p>Expectations clearly set out from the onset. Regular updates and monitoring of progress. Where necessary new protocols and practices developed and agreed.</p>	Tracy Hayes/ Mark Camborne

4. THE ECONOMIC CASE: OPTIONS APPRAISAL

4.1. Summary of agreed approach

From the range of delivery options considered in the Outline Business Case/Position Statement the option agreed was Option 3.

OPTION 3

The Hybrid model

Option 3 is the 'Hybrid model' which is a combination of Options 1 and 2.

Option 1: Transfer the function to another provider

and

Option 2: Joint commissioning of services

This model brings together partners from a range of organisations and places them in an environment where they can work more effectively together, through sound planning, organisational flexibility and a results orientated, culturally-driven commonality of goals.

The expectation is that this model, as a 'Integration' exercise, will incur minimal costs with much of the expenditure incurred for relocation, IT, refurbishment and equipment being met within existing budgets/programmes.

The numbers of staff and their roles and responsibilities will remain consistent.

The Safer Wirral Hub is an innovative delivery model which harnesses the skills and abilities of the partner agencies and their staff and drives forward change through like-minded individuals focused on the same end result.

Advantages

- Best value for money, being low cost (< £100k).
- Simplified budget management
- Expertise and professionalism is preserved to work in an integrated way with other council services, internal and external providers and to reap the best possible outcomes
- Increased resources through joint working
- Organisational status options can come later
- Specialised areas of a diverse service are recognised, understood and reviewed accordingly

Disadvantages

- Different cultures and working practices will exist between the organisations.
- No single entity, other than the title. (SWH)
- Staff may feel confused, if messages not consistent and clearly communicated between SWH and respective parent organisations.

Risks (see also 3.4 and 7.13)

- Accountability and ownership are not clearly defined.
- Lack of leadership could lead to mixed messages and disjointed working practices.
- The project may not achieve sufficient stakeholder buy-in as a result of lack of compelling evidence for integration.

4.2. Preferred Option

Appendix 5, Delivery Option Appraisal illustrates the scoring methodology used to arrive at Option 3 the Hybrid Model.

4.3. Critical Success Factors

1. Engagement and buy-in from partners:

To ensure an outcome-focused, integration of provision, the SWH will require whole-scale involvement, engagement and buy-in from partners from strategic to operational levels. Incorporating the views and ideas of key stakeholders and partners, as well as the wider community which will assist the project to achieve targets and address the issues being faced in Wirral.

2. Effectively manage performance and evidence success:

Smart, measurable criteria and target-driven outputs and outcomes which all partners can play a full and active role in helping to achieve, will be facilitated by streamlined, simplified data collection techniques and systems.

3. Clear, integrated and efficient delivery pathways which provide quality services

To ensure the effective targeting of resources and operations the project will streamline services, enabling the client/customer experience to be seamless and as far as is practical, develop a 'one-stop' experience, improving quality and speed of response.

4. Rigorous governance arrangements

A robust governance structure involving all key partners is required to enable effective strategic and operational controls, protocols and practices. The structure will embed a

solutions-based ethos and manage key risks/issues on a formal, regular schedule and will be critical in driving change and enabling successful implementation of the project's aims and objectives.

5. COMMERCIAL CASE: VIABILITY

The project is drawing on existing resources from partner agencies and therefore commercial procurement will not have a significant impact or bearing on activities at this stage.

Assets including buildings will remain in current ownership, unless agreed and defined differently.

6. FINANCIAL CASE: AFFORDABILITY

6.1. Quantification of Risk and Associated Contingency

As an integration option the financial risk is determined as low, with the business transformation to the Safer Wirral Hub undertaken utilising existing funds under 'business as usual' arrangements.

6.2. Costs

The delivery of this project will be relatively low cost as it will be undertaken using existing resources across the range of services. A number of staff may need to be re-allocated to specific tasks to enable them to devote time to focus on delivering this project.

Associated relocation costs will be absorbed by respective departments or/and partners and as part of the Council's overall office rationalisation strategy.

SAFER WIRRAL HUB	Cost 2017/18	18/19
Buildings	£ 58 000	
IT	£ 10 000	
Staff costs	£ 70 000*	
Re-branding/launch	£ 5 000	2 000
TOTAL	£143 000	2 000

*Transformation funds covering £40k towards Community Safety Manager costs and £30k which is a 50% contribution towards the Safer Wirral Hub Police Superintendent role.

The staffing budgets of the statutory Safer Wirral Hub partners are outlined below.

Partner	Budget 17/18
Community Safety/Patrol	£ 699 400
ASB Team	£ 231 800
Family Safety Unit	£ 326 700
Youth Offending Service	£ 1 086 600
Early Help	£ 143 400
Police	£ 605 001
Fire and Rescue	£ 31 077
Other	
TOTALS	£ 3 123 978

6.3. Savings

Savings of £100,000 are set to be realised by 2020. It is expected that these savings will be made by generating greater income opportunities, primarily through additional Community Patrol contracts – looking to expand existing local authority income streams and seek commercial contracts. For example, tenders have been submitted for contracts to provide security for a consortium of four schools on the Wirral/Cheshire border and Wirral Chamber of Commerce buildings. An income target of £170 900 is to be met by 2019/20.

Furthermore, staff turnover, early retirement and voluntary redundancy will realise additional savings. The project will seek to meet these savings earlier than the 2020 target date originally set.

6.4. Spend Profile (indicative costs)

All figures in £k	Description	Year 17/18	Year+1	Year+2	Year-3	Year+4	Year+5
Capital Costs	Building alterations	28 000					
	Replacement windows	30 000					
Capital Total		58 000					
Revenue Costs	Network	7 000	5 000	5 000	5 000	5 000	
	IT Support/Wi-Fi	10 000	10 000	4 000	4 000	4 000	
Subtotals		75 000	15 000	9 000	9 000	9 000	

6.5. Source of Funding

Source of Funding	Total £
Business Transformation	£100,000
Total	£100,000

7. MANAGEMENT CASE: ACHIEVABILITY

7.1. Project Approach

The Safer Wirral Hub approach to integrating the multiple strands of this community safety project provides for an initial period of stability, ensuring continuity of service provision and quality as new arrangements are embedded.

The project will be led strategically by a council employed Commissioner and at an operational level by a senior police officer on a pilot basis. Both will report into the Safer Wirral Hub Board on a quarterly basis.

The police will conduct a 90 day review of Safer Wirral Hub governance, accountability, systems and processes (e.g. referral form) to ensure that the Safer Wirral Hub delivers the outcomes required by all partner agencies.

Individual team meetings and one to one support sessions will be woven in a regular, consistent pattern throughout the hub partner organisations.

7.2. Evidence of Similar Projects

1. Glasgow

Using the Commonwealth Games in 2014 as a catalyst for change, spurred on by significant resources and political backing, Glasgow City Council and Police Scotland merged under one collective banner of Community Safety Glasgow, a charity, with the primary aim of making Glasgow a Safer City aligned to a strong commercial drive.

The integration of these services has produced outstanding results, some of which are outlined in the table below.

Community Safety Glasgow

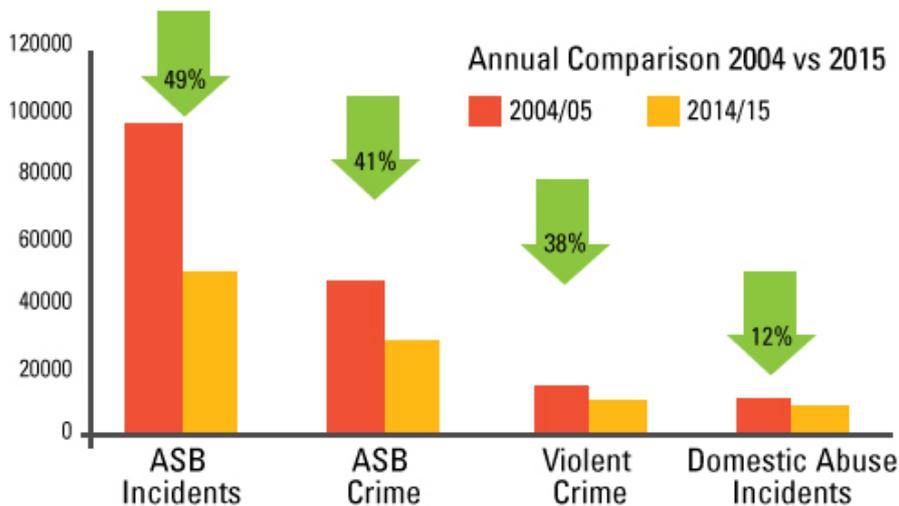


Figure 6 : Community Safety Glasgow 2004-2015

The table above shows 10 year comparison figures for Community Safety Glasgow with significant reductions across all strands of community safety.

2. Staffordshire Police Force

Similarly, Staffordshire Police Force set out a vision for transforming policing by 2020. Their model is firmly based around developing meaningful partnerships with the following operating principles:

- Focus on consistently achieving our purpose and what matters to communities, victims and witnesses.
- Understand what causes demand for services and address the root causes to reduce preventable demand.
- Focus on improving the whole system with partners and identify solutions that achieve a positive result for all.
- Design flexibility into how we respond so we do the right thing first time.

Staffordshire recorded a 41% reduction in ASB between July 2016 and January 2017.

The Safer Wirral Hub will take the learning from these successful models and adopt and adapt to find the best fit for Wirral’s communities.

7.3. Resources Required

The project will be completed using existing resources from partner agencies.

7.4. Benefit Realisation

NON-CASHABLE		
Benefit	How will the benefit be Measured?	Frequency of Measurement
Service integration	Survey of organisational and managerial leads	Quarterly
	Audit of services integration	Annual
Operational	Assessment against agreed KPIs and measures achieved in earlier years, which pre-date the Safer Wirral Hub	Quarterly review and evaluation
Cultural	Staff feedback – planned and recorded in monitoring and evaluation records.	Monthly Safer WH management meetings – fed from weekly team meetings.
		Evaluated and reviewed quarterly.

CASHABLE		
Benefit	How will the benefit be Measured?	Frequency of Measurement
Processes	Efficiencies achieved through joint working and pooling resources	Annual
Financial	Reductions in support costs back office cost and overheads incurred	Bi-annual
System	Review of systems by all stakeholders	Annual

7.5. Assumptions and Constraints

ASSUMPTIONS
IT/building refurbishment to be completed as part of estates rationalisation strategy. Partner agencies contribute associated pro rata costs.

CONSTRAINTS
All works to be kept within pre-set Council budgets. Budgets available to partner agencies.

7.6. Interdependencies

In/Out	Project, person or resource dependent upon (IN) or that dependent upon this project (OUT)	Description of dependency (e.g. complete rollout of the project of the development of a particular part of it)
OUT	The direction of travel outlined in the Safer Wirral Plan	Pledges 7 and 19
IN	Intent to establish integrated commissioning hub across Wirral	Exploration of pooled budgets (at least in part)

7.7. Key Stakeholders

Stakeholder or Stakeholder Group	Relevance to Project
Safer Wirral Partnership Board	Governance and strategic direction
Mark Smith	Programme Sponsor – approves allocation of resources, defines goals and assesses eventual success
Mark Camborne	Senior User - Strategic alignment - ensuring viability to strategic level.
Andrew Elkington	Senior Supplier – programme performance and assurance, reports progress to portfolio level

7.8. Project Management Organisational Structure (Proposed) Programme Management Structure (only if a programme)

Role	Name	Appropriate Skills and Experience
Programme Manager	Mark Camborne	
Programme Sponsor	Mark Smith	
Project Manager	Paul Morrison	
Project Accountant	Gary Mitchell	

Project Management Structure;

Project Team	Name	Appropriate Skills and Experience
Project Manager	Paul Morrison	
Project Board	Name	Appropriate Skills and Improvement
Project Owner/Project Sponsor	Mark Smith	
Senior User(s)	Mark Camborne	
Senior Supplier (s)	Andrew Elkington	
Project Assurance	Name	Appropriate Skills and Improvement
Project Management Office	Tim Games	

7.9. Timescales

Project Start Date	Project End Date
October 2017	December 2018

7.10. Project Schedule-Safer Wirral Hub

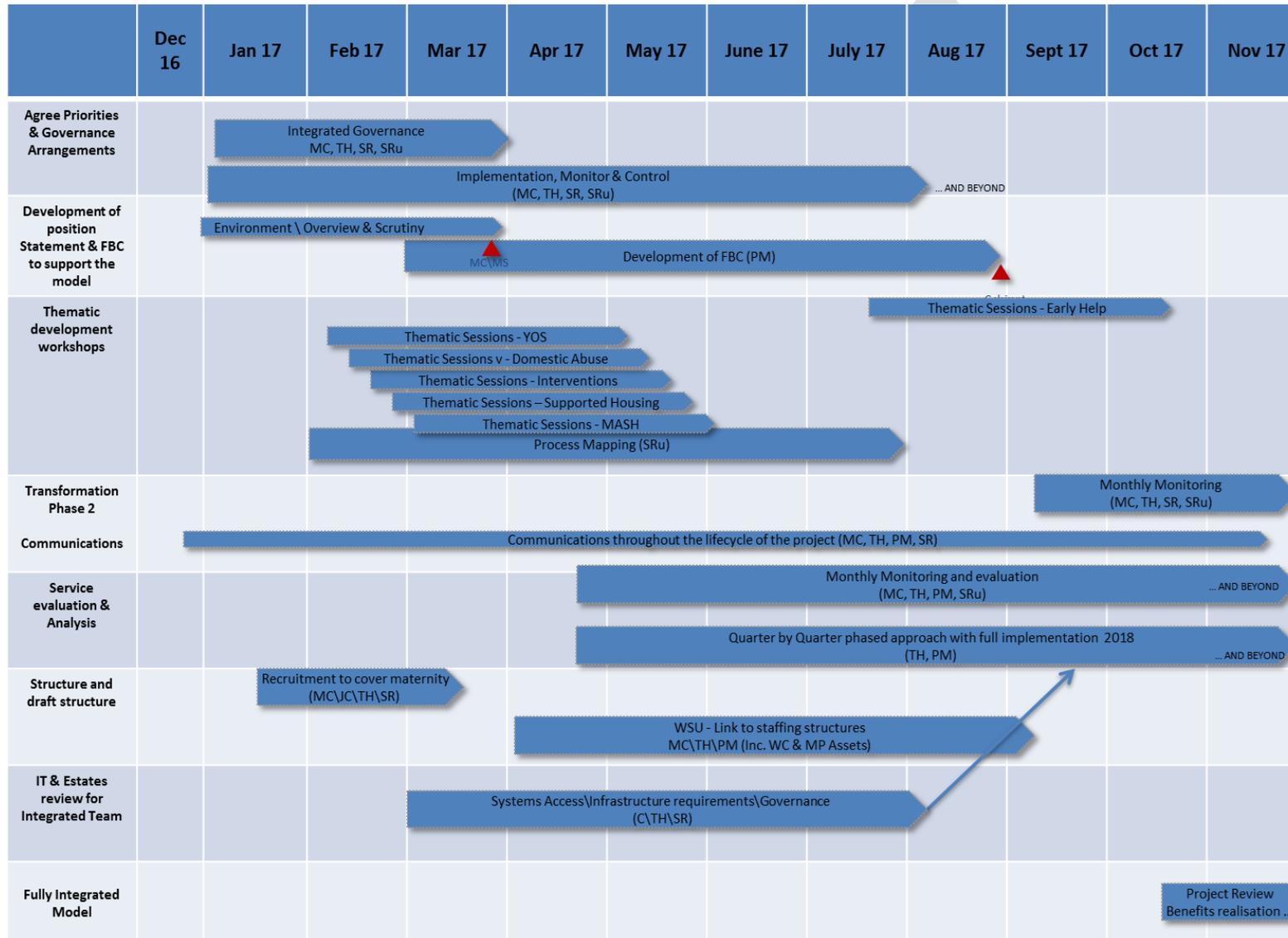


Figure 7

7.11. Major Milestones

Milestones/Deliverables	Target Date
Full Business Case complete	July 2017
Relocation into SWH complete	September 2017
Reductions in ASB/Crime and Domestic Abuse	December 2017
Cost savings are realised	September 2020

7.12. Progress Monitoring and Reporting Arrangements

Customer Experience Transformation Programme Board (Monthly)	<p>Agenda including Decisions required from the meeting, if something specific was needed. Actions carried forward from the Board(s) before the last one</p> <p>Minutes and Actions from the last Board Summary Status – RAG status against time, cost, quality/scope and benefits indicators</p> <p>Status description with major updates</p> <p>Risk /issues for escalation</p> <p>Key milestones tracking</p>
Project Board (monthly)	<p>Agenda including decision required from the meeting if something specific was needed. Action carried forward from the Board(s) before the last one. Minutes and Actions from the last Board Summary Status – RAG status against time, cost, quality/scope and benefits indicators</p> <p>Status description with major updates</p> <p>Key milestones tracking</p>
Highlight Report (monthly)	<p>The Highlight Report provides the project and programme board with summary information about the status of the various stages of the project. Distributed to all key stakeholders and partner organisation.</p>

7.13. Project Risk Assessment

The key risks associated with the delivery of this business plan were:

1. There was a risk that the project's objectives would not be achieved if there was insufficient executive leadership from partner organisations. This was mitigated through leaders remaining collectively accountable and maintaining collaborative leadership arrangements. The appointment of Police Superintendent Tracy Hayes alongside Head of Community Safety Service's Mark Camborne, has helped to accelerate the process in recent months.
2. There was a risk that the project may not achieve sufficient stakeholder buy-in as a result of lack of compelling evidence for integration. This was mitigated by involving stakeholders in developing case study evidence, regular thematic workshop sessions and on-going fortnightly meetings. In addition, management leads ensured specific concerns were dealt with, via separate meetings with individual organisations. Lead officers organised a series of meetings with voluntary and third sector partners either individually or as consortia (e.g. Wirral Housing Consortium) to share the benefits and importance of collaborative partnership working.
3. There was a risk of failing to find suitable accommodation to create the Safer Wirral Hub. This has been mitigated by securing space and undertaking the necessary refurbishment/IT works at the Wirral Council owned Solar Campus premises.

8. FUTURE STATE CONSIDERATIONS

8.1. Organisational Impact

At this phase of the project we will begin to integrate staff and appropriate resources.

Job roles, job descriptions and functions will not be re-drawn. Staff will continue to operate within the parameters already set. However, within that, staff will adopt the ethos and practices of the SWH, bringing creativity and innovation to joint working.

There will be changes to working relationships and a strengthening of partnership working, sharing appropriate information and co-production, working together to tackle problems which had previously seemed insurmountable or intransigent.

Processes and practices will be refined and streamlined in an attempt to avoid duplication and prevent cases falling through gaps in provision. This will also accelerate delivery of services

There will be an increase in outputs, confident that a mirroring of Glasgow's successes will be achieved over the longer term with reductions in ASB, crime and domestic abuse.

8.2. Legal Implications

Delegation of functions does not mean that Wirral Borough Council will avoid liability. The council retains liability for service failure.

The council also retains liability for estates and assets.

Partner organisations retain liability for their respective staff and assets. A joint Memorandum of Understanding (see Appendix 4) was signed by Wirral Council and Merseyside Police in February 2017 and going forward this will be an approach adopted by all partner organisations.

8.3. Staffing Implications

The Safer Wirral Hub is primarily about working better together, some of which is about co-location and co-production. Further benefits include the avoidance of duplication and supporting services to work at streamlining and rationalising processes and working practices to continuously improve services for clients.

There will be significant opportunities for job enrichment as staff learn from colleagues and seek new ways of working.

Staffing levels will remain consistent, with no requirement for TUPE.

There will be no immediate changes to individual contracts and/or Terms and Conditions.

The Hub will begin a training needs analysis and staff will be offered additional training opportunities, based on operational need and best practice.

Induction activities will be developed to support, inform and engage staff who are joining the Safer Wirral Hub to ensure the cultural change needed to develop a single, cohesive and highly effective joined-up unit.

8.4. Technology/Data Migration

All ICT data that is in scope for transfer is being migrated using industry standard software and technologies – the exact detail will need to be clearly defined and agreed between Wirral Borough Council and partner agencies, most notably, Merseyside Police as the significant partner.

It is not anticipated that we will need to migrate email, archived email and unstructured data and/or extracts from legacy data as part of this process.

Discussions are on-going to clarify needs and establish data sharing protocols on Liquid Logic, with clear reference to mitigating risks around safeguarding and vulnerability issues. The latest meeting was held on 27th June 2017 and agreements reached.

Given the information currently available, it is not envisaged that any ICT components require new off-the-shelf solutions or bespoke solutions.

Strict adherence to the Information Commissioners Office (ICO) policy and practice on all aspects of data handling/sharing will be observed including data protection, freedom of information and surveillance. Furthermore, these ICO protocols will inform best practice for all staff training around these issues.

8.5. Impact Assessment

Theme	Potential Impact	Comments
Residents, service users and visitors	Improved outcomes for service users	Seamless delivery, through a 'one front door' approach
	Potential for disruption to service through service redesign or systems re-design	All strategic plan re-design proposals will be subject to individual and separate impact assessments
	Safer environment and improved perceptions of safety	Communications plan will be critical in sending out key messages, good news stories, marketing the SWH and successes
Small and medium sized business	HUB focuses on residential	Robust service planning will ensure targeted, but full coverage of Wirral to include Businesses and industrial estates
	Improved security and patrol to encourage and attract new businesses	Single point of contact through the SWH
Voluntary organisations	Key partner	The voluntary sector organisations will have 'cleaner' contact points as activities are funnelled through the SWH
	Fruitful relationships with individual HUB organisations become diluted as HUB members become part of the much larger Safer Wirral Hub	Relationships will be nurtured and continued. Voluntary organisations will become part of the Hub integrated into activities and actions
Council Staff/Partner agencies	Being managed by an individual from another organisation	Clarity on service re-design, roles, responsibilities and liabilities as part of the SWH Integration Plan will be essential
Commercial conflicts	Supply chain and procurement/commissioning issues	This will be worked through in the Strategic Planning process and associated finance/procurement protocols

9. APPROVAL

Approval Name	Title	Signature	Date
Mark Camborne	Head of Community Safety and Transport		30 June 2017
Tracy Hayes	Superintendent Merseyside Police		30 June 2017
Mark Smith	Head of Commissioning - Environment		30 June 2017
Eric Robinson	Chief Executive WBC		30 June 2017
Paul Sator	Director of Business Transformation		30 June 2017

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10. APPENDICES

10.1. Appendix 1- Pledges

Wirral Plan Pledges – Community Safety

Pledge 19: Ensuring Wirral's Neighbourhood are Safe

- Improve Community Safety by tackling the cause and impact of crime and ASB
- Build safer, stronger, more confident communities where people feel safe
- Protecting the most vulnerable people in our communities
- Deliver greater integration with all relevant partner agencies to achieve a Safer Wirral.

Pledge 7: Zero Tolerance to Domestic Abuse

- Prevention – and early intervention
- Provision – children and young people at the heart of our domestic abuse response
- Partnerships – a strong coordinated community response
- Perpetrators – make victims safer and reduce reoffending

In addition, to these two key pledges, it is expected that the project will also contribute towards a range of wider strategies supporting children and older people to support them to live their lives in safety and free of the fear of crime and as a result, contributing to the efforts to tackle social isolation and make Wirral a more attractive place to visit and invest in.

10.2. Appendix 2- Referral Form



Safer Wirral Hub
Referral Doc 0.1.pdf

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10.3. Appendix 3- Crime-fighting Partners Sign Up For Closer Relationship

22 March 2017



Close co-operation between partners responsible for keeping Wirral communities safe is being cemented further with the opening of new Safer Wirral hubs based directly in local police stations.

Community Patrol and the Anti-Social Behaviour Team are the first council services to relocate to police stations to work alongside neighbourhood police officers and PCSOs to tackle crime and disorder in the community.

Though partnership working has been a feature of the fight against anti-social behaviour for the last 15 to 20 years, this is the first time Wirral Council and Merseyside Police have signed a formal agreement to join forces.

The historic agreement was signed at the opening of the new Bebington Police Station, which is also one of the locations where a Safer Wirral hub is now based, by Merseyside Police Chief constable Andy Cooke and Wirral Council's Chief Executive Eric Robinson.

Cllr George Davies, who is Wirral Council's Cabinet lead for Community Safety, said:

"Success in building safer neighbourhoods is beyond the ability of the police or the Council alone and requires this stronger partnership approach...to ensure that we maximise the potential of all available resources towards our goal of making Wirral a safer place."

(Article from Wirral View 22 March 2017)

10.4. Appendix 4- Memorandum of Understanding (MOU)



Memorandum of Understanding

Between

Wirral Council

And

Merseyside Police

This Memorandum of Understanding (MOU) sets for the terms and understanding between the (Partner) Wirral Council and the (Partner) Merseyside Police to create a new Delivery vehicle, named as the Safer Wirral Hub.

Background

The aim is to make Wirral residents feel and be safer through reducing crime and anti-social behaviour. This has been identified as the number one priority by Wirral residents. All work of relevant services and teams (as detailed on Annex 1 hereto) with a responsibility for community safety would be strategically and operationally positioned and co-ordinated into the new integrated unit – the Safer Wirral hub. The Hub will be developed over a period of time and other services will be aligned which could include the likes of Police neighbourhood resources, Merseyside Fire and Rescue along with Council functions such as, Community Patrol, Anti-Social Behaviour, Youth Offending, the Family Safety Unit and the Integrated Offender Management service which are made up of police and National Probation personal. Legal duties and responsibilities for these service areas (including staff) will remain with the Partners and the functions will be limited to project work that is overseen by the project Delivery Team.

Purpose

The purpose of this proposal is to co-locate all appropriate resources that can actively work together in a joined up manner to bring about a targeted and, where appropriate, pro-active community safety service to the community. All relevant policy and governance arrangements will be adhered to with appropriate risk assessment and insurance indemnity arrangements being at all times. The Hub will embed the most appropriate model to deliver the right services to the right people at the right time.

The Hub will be delivered in two phases:

Phase 1 is 'Strategically Aligned' which includes the transfer of some services into the new model and the agreement of the scope of pooled budgets. Phase 2 is the 'Transformation' stage that will enable the service to mature and highlight areas for ongoing development and change.

Reporting

The levels of crime would continue to be managed by Merseyside Police, in terms of statutory responsibility, and will be part of the indicator set that sits within the Hub and managed through Merseyside Police. However, there will also be a need for the strategic objectives and deliverables of key orientated teams to be held accountable to the Strategic Partnering Board which shall consist of representation from the Partners and also specifically representation from both Children and Adult Services within the Council. All relevant performance monitoring and management information shall be provided to the Strategic Partnering Board as required who shall oversee the performance of the Hub and the delivery of agreed outputs and outcomes. The Partners agree to provide relevant documents, information and data to each other to enable each Partner to comply with their respective legal obligations, for example in respect of data protection, information governance and freedom of information requests.

Funding

This MOU is not committing funds from either Partner and delivery of this project will be cost neutral as it will be undertaken using the existing resources across a range of services currently provided by both Partners. However, the Partners acknowledge that there may be funding made available through the Police College Transformation Fund or from the Central Government Blue Light collaboration funding.

Risk & Reward

The direct relationship between Wirral Council & Merseyside Police has possible risk and possible reward. It is acknowledged that realising greater reward will generally mean accepting a greater risk, and vice versa. The Partners shall consider this issue carefully and will adopt an informed risk aware rather than risk averse approach accordingly.

Dispute

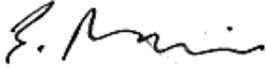
Effective dispute resolution before litigation helps minimise the costs and damage to relationships that can arise from any commercial disputes. All disputes that cannot be resolved by operational staff leads shall be referred to each Partner's Project Boards (or equivalent) for consideration and resolution in the first instance.

Duration

This MOU is at-will and may be modified by mutual consent by authorised officers from each Partner (as detailed on the Authorised Officers List produced by each Partner). This MOU shall become effective upon the latest date of signature by the relevant authorised officer and will remain in effect until modified or terminated by any one of the Partners. In the absence of mutual agreement or earlier terminate by one of the Partners this MOU shall end on (end date of partnership).

Contact Information

Partner name: Wirral Council
Partner representative: Eric Robinson
Position: Chief Executive
Address: Wallasey Town Hall

Signed: 
Date: 10th February 2017

Partner name: Merseyside Police
Partner representative: Andy Cooke
Position: Chief Constable
Address: Manor Road Police Station

Signed: 
Date: 10th February 2017

10.5. Appendix 5- Delivery Options Appraisal

Delivery Options Appraisal – the table helped the project reach a decision on the Hybrid option.

OBC 15 Service Delivery Options Appraisal							
Option	Political Risk	Difficulty of Implementation	Difficulty of Management/ Delivery	Cashable Benefits Available	Policy Fit - meets Pledges	Total	Rationale for not considering Option
	R = High Risk	R = Complex	R = Complex	R = Low	R = Few Pledges	Min = 5 Max = 15	
Decommission service (part or whole)	Red	Amber	Green	Amber	Amber	10	
Transform the asset to community/other body	Amber	Red	Red	Red	Green	8	
Market shaping to create supply	Red	Red	Red	Red	Amber	6	
Re-negotiating existing arrangements /contracts with suppliers	Red	Red	Amber	Red	Red	6	
Joint commission of the service (including sharing delivery of the	Green	Amber	Green	Green	Green	14	
Joint venture (public/private sector partnership)	Red	Red	Red	Red	Red	5	
Continue to provide inhouse/insource	Green	Green	Green	Red	Green	13	
Transform the function to another provider (wholly owned/new	Red	Green	Green	Amber	Green	12	
Commission the market to deliver the service/outcome	Red	Red	Red	Red	Red	5	
Hybrid model using two or more options	Green	Amber	Green	Green	Green	14	

KEY:

RED	1 point
AMBER	2 points
GREEN	3 points

10.6. Appendix 6- Frequently Asked Questions

FREQUENTLY ASKED QUESTIONS

Will my job role change and if so will it need to be re-evaluated?

No, job roles will remain the same.

Where will I be based?

Line manager's will be able to advise on the detail of which staff will be moving and whose who will be unaffected.

Is there free parking at my new location?

There is free on-site parking (limited) and free on-street parking in surrounding area.

When will I need to move to the new HUB?

Line managers will advise

How are the £100k savings to be made?

From commercial income generated through the Hub's activities and voluntary redundancy/unfilled vacancies.

Are there job losses?

No, no job losses are planned.

Is there the option to take voluntary redundancy?

This option remains consistent with the wider council policy on Voluntary Redundancy. At this stage the option is open for applications to be considered.

Will my line management change? Who will I report to?

Generally line management will remain consistent, but some reporting lines will change for senior managers only.

Will I still be employed by the Council?

Yes, although options for the status of the Safer Wirral Hub will be explored in future years.

Will the change impact my pension / annual leave/ length of service / terms and conditions?

No. Terms and conditions will remain the same.

What support will be available to staff during this time?

Usual support services remain in place, through line management, HR, Trade Unions, occupation health etc.

I'm in one of teams not in Phase 1, (MASH, street scene, enforcement, environmental health, licensing, Family Intervention, Sport etc.) when will I find out if I am moving into the HUB?

All phases will be clearly communicated via Line Managers

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