

SAFER PLYMOUTH BRIEFING

Community Connections



I. Context

In March 2019 Safer Plymouth held the 'Community Safety through a Trauma Informed Lens' conference. This marked a public commitment to becoming a trauma informed community safety partnership and applying these principles to all aspects of how we work together. This report is intended to provide an update on the work we have been undertaking to redesign the partnership approach and to obtain approval for the recommended changes in structure and governance arrangements.

In order to support the change process a small working party of Safer Plymouth Board members worked with members of the Trauma Informed Plymouth Network to come up with a new design proposal using the following principles:

- Statutory compliance
- Confidence of partnerships, communities and citizens
- Identify focus and aim
- Emphasis upon safer outcomes for communities, families and people
- Trauma informed approach
- Reduce duplication
- Increase flexibility and proportionality
- Aligned to strategic assessment
- Strengthen relationships and use of existing networks and partnerships
- Promote the voice and address the needs of the community
- Shared communication approach with clear key messages
- Efficiency and connectivity

Our starting point was to refresh the identity and focus of Safer Plymouth and to clarify aims and desired outcomes. We knew from developmental workshops held in September and October 2018 that this was a high priority for our partners who wanted a simple, clear statement of intent (see also Plan on a Page appended)

- **Identity** – Safer Plymouth delivering safer communities
- **Purpose** – Co-ordination, Quality Assurance, Systems Leadership
- **Focus** – Reducing violence, abuse and exploitation
- **Aims** – Prevention of harm, early intervention, reducing re-offending
- **Outcomes** – Building community resilience, reducing inequalities and improving lives

2. The working party looked to clarify and confirm the roles and responsibilities within the Safer Plymouth structure to try and minimise duplication of activity and membership of the board and executive group and to improve understanding of key functions. We also considered the interface with closely aligned areas of activity such as the Plymouth and Torbay Safeguarding Children's partnership.

2.1 The recommendation is that the statutory **Safer Plymouth Board**, made up of the responsible authorities and key partners, will meet twice yearly with the following remit

- Strategic overview of Safer Plymouth activity
- Reports into Overview & Scrutiny & to OPCC
- Sign off on MORILE & Strategic Assessments
- Agree communication plan and promote community engagement
- Review and monitor performance against Partnership Plan

The Board will also:

- Include a 'Lay member' or person with expertise by experience
- Be chaired by Police , Vice Chair Local Authority
- *Be subject to refreshed terms of reference and membership once this paper is approved*

2.2 The **Safer Plymouth Executive Group** will meet quarterly with the remit to:

- Sets direction for delivery of partnership plan
- Establishes performance criteria and quality assures performance
- Reports into Full Board
- Ensure thematic groups have consistency and read across
- Considers funding opportunities and agrees commissioning priorities
- Develops and delivers communication plan
- Commissions domestic homicide reviews at the request of the Chair

The Executive will be significantly pared down to comprise:

- Chaired by Chair of Full Board
- The Safer Plymouth Thematic Leads and deputy leads
- Invited guests as delivery priorities require

2.3 The biggest area for redevelopment was in the design and delivery of the **Safer Plymouth Thematic Groups**. The former Safer Plymouth design comprised of eleven thematic groups against each delivery priority. This was proving extremely difficult to resource and quality assure given limitations on current partnership resources. Concerns were raised at the executive group that having separate groups for each priority was leading to siloed thinking and allocation of resource. This was considered to be particularly ineffective when we knew from using the trauma informed lens that many of the vulnerabilities we wanted to address and affected groups we wanted to be reaching were the same in each sub- group. We also recognised that many of the same key people were attending the same groups, which was an inefficient use of their time.

It was agreed that the shared outline of each theme group should be that they are:

- Facilitated by statutory member of Safer Plymouth
 - To meet every two months
 - To identify local priorities, actions and improvements
 - To have delivery plans which outline actions and improvements
 - Identified member(s) sit on and report into and out of Executive
 - To apply learning from domestic homicide reviews
3. The initial consultation work identified three new thematic Safer Plymouth groups as set out below. Please note priority areas and actions are at a draft stage and performance measures will need to be agreed with thematic groups.

3.1 Safer Families

2019/20 Priority Areas	Agreed areas for action (initial draft)
Domestic Abuse	<ul style="list-style-type: none"> • To support the work of the DASV group by considering new approaches to early intervention and prevention of domestic abuse in families • To help drive forward work on Healthy Relationships in schools
Substance Misuse and Hidden Harm	<ul style="list-style-type: none"> • To ensure that Safer Plymouth partners fully recognise impact of parental substance misuse upon our families and communities
Preventing Child Sexual Abuse	<ul style="list-style-type: none"> • Ensure that Safer Plymouth is effectively linked into Together for Childhood programme • Support emerging work around harmful sexual behaviours
Trauma Informed Practice and ACE awareness	<ul style="list-style-type: none"> • To develop Plymouth's ACE prevention action plan • To provide the forum for sharing best practice around trauma informed approaches to community safety in relation to children, young people and families • To consider the role of routine enquiry in the Plymouth approach
Communication and awareness raising	<ul style="list-style-type: none"> • To work with the Trauma Informed Plymouth Network to develop a communication strategy for messaging families and community groups around ACE awareness and becoming trauma informed

3.2 Safer Communities

Youth Justice	<ul style="list-style-type: none"> • Improve educational offer to young people engaged with the youth justice system • Develop improved pathways for mental health support for young people engaged with YJ • Reduce number of FTE to criminal justice system <p>Subject to JTAI recommendations</p>
Prevent	<ul style="list-style-type: none"> • Review WRAP training and consider application of mandatory e-learning modules • Increase and improve engagement with Prevent across community groups • Produce relevant information materials targeted to diverse communities
Emerging issues	<ul style="list-style-type: none"> • Group to provide horizon scan for new areas of concerns with community safety (local ASB, dangerous drug networks etc.) • Provide rapid and flexible response
Substance Misuse and related harms	<ul style="list-style-type: none"> • Ensure coordinated approach with Alliance developments • Operation HIPPIIC embedded into early intervention and support approaches • PSPO – increase awareness and provide training to relevant staff
Trauma Informed Practice	<ul style="list-style-type: none"> • Apply the trauma informed lens to work around ASB, Operation HIPPIIC, Prevent
Communication and awareness raising	<ul style="list-style-type: none"> • Co-ordinate Community messaging to employers, landlords etc around priority areas such as domestic abuse, hate crime • Ensure positive messaging around community safety (e.g. Purple Flag) coinciding with Mayflower 2020 • Explore feasibility of a 2020 Prevent Conference

3.3 Safer People

Contextual Safeguarding	<ul style="list-style-type: none"> • To provide a local forum to discuss key developments if MACE moves to peninsula model • Responding to vulnerabilities to abuse or exploitation from outside children and young people's families • Whole family approach to safeguarding
Modern Slavery	<ul style="list-style-type: none"> • To develop a workshop for professionals aimed provide guidance on identification, understanding referral and reporting systems and signposting to appropriate support to potential victims of human trafficking and modern slavery • To consider and sign-post relevant services which may be required to support potential victims
Drug Related Exploitation	<ul style="list-style-type: none"> • Develop awareness raising sessions around vulnerable adults and drug related exploitation
Cyber Crime and Online Exploitation	<ul style="list-style-type: none"> • This group will horizon scan for emerging online threats • Oversee and promote partner agencies work to counter online risks and vulnerabilities
Trauma Informed Practice	<ul style="list-style-type: none"> • To apply the trauma informed lens to our understanding of vulnerabilities to all forms of exploitation • To integrate voice of lived experience into our system response to exploitation
Communication and awareness raising	<ul style="list-style-type: none"> • To raise awareness of the D&CP Intelligence Directorate Partnership Agency Information Sharing Form and monitor uptake (poster campaign) • Targeted approach to Plymouth train station

3.4 Domestic Abuse and Sexual Violence Partnership Group

The initial consultation work had proposed that we filter all delivery priorities into the three Safer thematic groups. However it became clear as the process developed that we would need to maintain our DASV partnership group, not least because we anticipate that there may well be a requirement to have a statutory local authority led group in the forthcoming Domestic Abuse Bill guidance. We also recognised that there needs to be a significant focus upon the work of the Domestic Abuse systems leadership work. The DASV group will report in via the Safer Families theme lead but will be considered to have cross cutting links to all theme groups.

Domestic Homicide Reviews	<ul style="list-style-type: none"> • Develop Plymouth DHR toolkit • Review current DHR content to ensure learning outcomes meaningful and trauma informed • Workforce development priority for CSP to improve quality assurance
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Domestic Abuse Systems Leadership	<ul style="list-style-type: none"> • Prepare system for implementation of DA bill • Improve whole system response including: victims with complex lives; C & YP; earlier intervention and prevention and perpetrators • Commission needs analysis to help inform next steps
Trauma Informed Practice	<ul style="list-style-type: none"> • Apply trauma lens to system change work • Consider application of Power Threat Meaning Framework to DA
Communication and Awareness Raising	<ul style="list-style-type: none"> • Develop a 'Call to Action' to summarise and embed learning from systems leadership work • Communicate key messaging from DA bill • Review of workforce development offer
Clarify governance arrangements and understanding of data in sexual violence system	<ul style="list-style-type: none"> • Deep dive into local data and mapping to establish referral pathways and volumes • Clarify Governance arrangements and establish Plymouth mechanism

3. Theme Group Membership

Members will include representatives of the previous sub-group partnerships as well as new members identified as having expertise (including lived experience) of the new priority areas. We will look to ensure that people with strong network connections to our local communities are appropriately represented. Members may be expected to engage in task and finish groups as local need dictates.

4. Cross-cutting themes

Each Safer partnership group will have responsibility for ensuring that agreed cross cutting themes are reflected in priorities and action planning.

- **Trauma Informed Practice:** Each thematic group will have at least one member who attends the Trauma Informed Plymouth Network who will be a two-way conduit for relevant information and updates. The terms of reference explicitly state that Safer theme groups work to the values of the Plymouth Trauma Lens, which will underpin how partners work with each other and be applied to all activity undertaken. Safer Plymouth is the first strategic body to respond to the network approach and as such can provide opportunities for learning across the wider system.
- **Substance Misuse:** Safer Plymouth will be ensuring that our focus prevention of harm, early intervention and reducing re-offending is fully reflected in our approach to substance misuse. Conversations have begun with the Alliance and the OPCC to consider how we can be more innovative in considering effective performance measures in relation to this work. Understanding

vulnerabilities that increase problematic substance use through application of the trauma lens will enable us to better target resources.

- **Mental Health:** Safer Plymouth will be actively seeking to improve representation from specialist mental health partners in all groups to better inform the impact on our delivery priorities.

5. Communication and awareness raising

The most consistent feedback from our community consultation work was around the need for improved communication of what Safer Plymouth does and sharing good news stories. This is reflected in all theme groups having communication and awareness raising as an embedded priority.

Each thematic group will be responsible for implementing the agreed communication priorities, as laid out in the Safer Plymouth Communication Plan, for their areas of responsibility. This will include providing co-ordination and resource to Safer Plymouth's response to local and national awareness raising events. We will also be gathering and sharing good news stories from across the city and ensuring these are better publicised to help communities see the work already undertaken across the partnership to keep them safe.

6. Workforce Development

We believe that ensuring that the workforce is appropriately skilled to assess risk and vulnerability across all our priority areas is essential to our aims to prevent harm, improve early intervention and reduce reoffending. We have developed a workforce development strategy for Safer Plymouth (appended) in response to the community consultation that identified this as a key area of activity that partners want to provide leadership on.

The workforce development plan is based upon working in close partnership with wider workforce developments such as the work of the PTSCP (joint delivery on trauma informed practice training), aligning with work on early help hubs and exploring possible cross over with the Alliance workforce plan.

7. Commissioning Plan and financial impact

The restructure of Safer Plymouth has taken place at the mid-point of our OPCC commissioning cycle, however as the commissioning officer has been an active member of the Trauma Informed Plymouth Network there is already a strong degree of alignment between the commissioning activities (main report) and the priorities of the refreshed partnership. As an example the trauma informed schools project will be providing video content and participant resources for the trauma informed practice training Safer Plymouth has sponsored.

The medium term financial implications that we hope to see from our partnership redesign is that we are able to shift resource from reactive interventions and crisis response to preventative /early intervention responses. (see also main report)

8. Half year report return - Community Safety Fund 2019-20 is appended

The following extract from the Wave Trust Report 'Systems to protect children from severe disadvantage' (June 2018) outlines the potential financial advantages of adopting a trauma informed and ACE aware business model:

"Working this way, we see that demand falls across other agencies. More importantly, the families and individuals who are being helped gain stability and stop asking for help from public services. Estimates of the financial savings vary from 5% to 40% of operating budgets in the conventional services. We [Vanguard] work to the principle that cost savings cannot be predicted and are emergent; conventional cost/benefit analyses are merely guesses. Having said that, one analyst has estimated that extrapolating the savings we have seen across the entire public sector could save in the order of £1.6bn.

The accuracy of the prediction is not the important thing. When the costs of people helped in this new design are compared to previous expenditure patterns, large savings are a given. But, much more importantly, as lives get back on track, overall demand falls. Think about that, demand falls; happier people, happier families, stronger communities. Shouldn't that be the purpose of public services? John Seddon, 2017