2010 TILLEY AWARDS
APPLICATION FORM FOR STAND ALONE CATEGORY

SECTION TWO

Applications made to this year's Tilley Awards must be submitted through the Effective Practice Database which is available at
http://www.crimereduction.homeoffice.gov.uk/cgi-bin/epd/index.cgi

This questionnaire forms part two of your application form. You should have already completed part one on the Effective Practice Database. Please make sure you tick the box provided on the database to indicate that you are entering your project into the Tilley Awards.

Please ensure that you have read the guidance before completing this form. Guidance is available at
www.crimereduction.homeoffice.gov.uk/tilley/tilley2010.htm

By submitting an application to the awards, entrants are agreeing to abide by the conditions set out in the guidance. Failure to adhere to the requirements set out in the 2010 Awards Guidance will result in your entry being rejected from the competition.

All entries must be received by **1:00pm on Friday 30th April 2010**. No entries will be accepted after the 30th April. Hard copies of the application form are not required.

Any queries on the application process should be directed to Darren Kristiansen on 0207 035 3228.

Partnership Name and Location:

Safer Capital Cardiff

PART ONE - EVIDENCE

Information contained within this section of the application form is assessed for the Tilley Awards.

Describe how and why the Partnership has embedded problem solving across the partnership in **no more than 4,000 words**. Full details on how to complete this section of the application form is contained within the 2010 Tilley Awards Guidance.

SCANNING

The Transforming Neighbourhoods model was developed in 2007 in response to a number of local and national drivers, including:

- A Government requirement for all police forces to implement 'neighbourhood policing', establish neighbourhood-based policing teams and improve Community engagement

- Participation in the Government's 101 pilot scheme to establish a national non urgent three-digit call number as an alternative to 999;

- The establishment of a city-wide intelligence-led daily tasking process for the police, linked to neighbourhood policing;

- The Welsh Assembly Government's response to the 'Making The Connections' review of public services in Wales, which called for more citizen focused and joined up public service delivery and providing better value for Tax-payers' money.

The programme aim is to establish a locality-focused multi agency public service delivery mechanism that will improve the social, environmental and economic well being of Cardiff. Its key components are citizen focus, overcoming organisational complexities and cultures, overcoming organisational, thematic and geographic boundaries, stimulating innovation and problem-solving and establishing a sense of leadership of place. The challenge was to create sustainable multi agency Neighbourhood Management with the SARA problem solving methodology mainstreamed and embedded in the process

ANALYSIS

Developing the Transforming Neighbourhoods model required a great deal of

research, partnership discussion and negotiation. The first key stage was a review of independent evaluations conducted with the 35 English 'neighbourhood management' pathfinders, funded by the UK Government. There were no Welsh models in being at the time. This review was supplemented by face-to-face discussions with several of the English pathfinder programme leads themselves. The seven-year English pathfinder programme was launched in 2002 at a cost of £107m
Per annum. Some of the critical lessons were that pathfinders made significant differences to:

- Environmental and waste management problems;
- Citizen engagement and empowerment;
- Resident satisfaction levels;
- Multi-agency working (with already engaged partners);
- Priority neighbourhoods (the most deprived areas).

However the pathfinders were less successful with:
- tangible crime reduction benefits;
- Tackling more complex social issues;
- Improving economic activity and growth in priority neighbourhoods;
- Multi-agency working (with non-engaged partners such as health and social
- care);
- Sustainability.

Although, in 2009, many of the English pathfinders remain active, the lack of sustainability within the models has resulted in many scaling back and the majority focusing only on priority neighbourhoods

The Transforming Neighbourhoods programme team concluded that the Cardiff model would therefore need to ensure sustainability, full engagement of health, social care and economic development partners in order to develop long-term solutions, and need to be city-wide rather than focused only on the highest priority wards.
Work was also undertaken in 2007 to review all partners' existing locality-focused service delivery structures and understanding of the term 'neighbourhoods'. This mapping exercise revealed that each partner divided Cardiff in entirely different ways and had radically different concepts of what could be defined as a 'neighbourhood'.
The police had, by this time, created six neighbourhood police teams. Fire and Health divided Cardiff into four areas, although with very different boundaries. The council had as many different ways of dividing up the city as it had service areas – around 15.Furthermore it was apparent that establishing co-terminous multi-agency neighbourhood management teams via organisational restructures would not only be politically sensitive but would also take decades to achieve.

The programme leads also identified a further challenge in creating enough teams to ensure they were relevant to neighbourhood areas (i.e., close enough to ground level to be effective) but not so many that they could not be populated with managers of sufficient seniority to achieve change. It was agreed by all partners to base the Cardiff pilot model on the existing South Wales Police 'neighbourhoods' – with the city's 29 electoral divisions, or wards, grouped into six neighbourhood areas. The breakthrough in establishing the model was securing cross-partnership agreement
that each of the six teams would be 'virtual' – therefore not requiring organisational restructures to achieve – and that it would be a two-phase approach with the council and police piloting the first phase while health and other agencies would become more fully engaged in phase two.

Common terms of reference were established, giving local flexibility built around an agreed aim – to tackle neighbourhood issues, concerns and priorities and improve the quality of life for citizens – and a set of common objectives, namely:

- to understand neighbourhoods;
- develop partnership working;
- improve service delivery;
- communicate improvements and changes;
- promote community cohesion and community engagement

The six virtual teams were constructed using three levels, starting with the existing neighbourhood police team and, at the second level, enhancing their multi-agency nature by first identifying and then linking with other locality-based staff operating within each of the six 'neighbourhoods'. These include fire station commanders, local schools, health clinics and doctors surgeries, registered social landlords, community development teams, charities and other voluntary or community groups.

The critical pre-requisite for success, however, was to ensure that each team was populated with sufficiently senior managers to provide 'leadership of place', influence and shape public service delivery and policy, and affect change at a neighbourhood level. The third level was achieved by identifying senior council managers to lead the multi-agency teams, taking on a corporate responsibility on behalf of Cardiff Council for 'leadership of place' in addition to their 'day job' role as a service manager.

It is this unique ingredient – a 'virtual team' ethic – that enables the model to provide city-wide, sustainable multi-agency neighbourhood management. Furthermore, it allows other strategic partners without locality-focused managers – such as health and criminal justice agencies – to fully engage. Because it does not require complex organisational restructures, it also makes the model easily transferable practice for other urban areas, irrespective of their public service structures.

The process also ensures that the objective of overcoming Organisational complexity and culture is achieved. Cardiff Council, with 18,000 staff and 15 different departments – is an extremely complex organisation and both citizens and partners are often left confused about which department is responsible for which services. By breaking through the service area silos and encouraging senior council managers from different and contrasting services to work more collaboratively to solve neighbourhood problems, the Transforming Neighbourhoods model underpins a more citizen-focused approach to public service delivery.

RESPONSE

The Proud Capital Local Service Board and Safer Capital community safety Partnership officially launched the Transforming Neighbourhoods pilot programme in February 2008 at an event in Cardiff's Millennium Stadium. It was a 'soft launch' aimed at engaging the senior managers from public service agencies who would have direct involvement in the six neighbourhood teams or the strategic management of the programme.

From a council perspective, the senior operational managers who populated the six teams would all be volunteers for the pilot phase to ensure the maximum levels of engagement, commitment and support for the concept.

In addition to the six teams, the programme board also established a quarterly Neighbourhood Management Network event to bring all six multi-agency teams together to share their experiences, resolve common problems and issues, learn from each other, support each other and take advantage of effective practice.

Throughout the course of the first year, funding was identified to create a dedicated neighbourhood management support team within the council's Community Safety service area, starting with the appointment of the Community Safety Tasking Manager and followed by the appointment of the Neighbourhoods Crime &Justice Co-ordinator.The neighbourhood management support team now includes a Community Engagement Officer, Community Cohesion Officer, Senior Analyst, Analytical Support Officer, six Neighbourhood Officers – one to support each of the virtual teams actively supporting their respective neighbourhood management teams, developing local partnerships, linking directly with communities and community groups, co-ordinating programmes of activity and maintaining neighbourhood profiles and databases.

Having a central neighbourhood management support team and linking all six multi agency teams to a joint network with governance provided by the Transforming Neighbourhoods programme board has allowed localised flexibility for each of the teams but a level of corporate consistency in methodology and approaches.

The neighbourhood management support team have proved vital in supporting the Transforming Neighbourhoods programme board to develop and fine tune the model based on the learning from the first year's pilot phase. Some of the key advances include:

Development of an interactive web site: A secure password-protected website for all practitioners involved in the Transforming Neighbourhoods programme will soon allow full web-based access to the neighbourhood profiles , analytical products , an interactive calendar, contacts and resources directories, agendas, minutes and papers for all related meetings, effective practice case studies and a wide range of supporting information and useful links.

Multi-agency tasking: Existing daily and fortnightly police tasking meetings, which involved the council's community safety services, are now enhanced by a monthly Transforming Neighbourhoods Tasking (TNT) meeting. This high level tasking group involves council chief officers, strategic managers from the police, fire and health services and the six neighbourhood management team chairs. Its aim is to provide strategic support for the neighbourhood management teams. It is responsible for strategically co-ordinating activities and allocating resources, assessing and supporting bids for resources by neighbourhood management teams, police-led daily & fortnightly tasking and Safer Capital partnership task groups.

Pooled budget: The council, police and other community safety partners created a neighbourhood management budget of around £400,000 per annum to use as pump-priming money, enabling the six teams to achieve quick wins by tackling urgent issues, thereby increasing both public and partner confidence in the model to deliver tangible results. Each team has a directly controlled budget of £10,000 and all teams can access the remainder of the £400,000 by submitting business cases to TNT and these are determined according to evidence and priority.

Training: Cardiff worked with the National Community Safety Network, Home Office and Skills for Justice to pilot a new two-day foundation level training module in Strategic

Problem-Solving for Community Safety/Neighbourhood Management. The course, which is now accredited and a recognised national qualification, focuses on the use of established problem-solving methodologies in a partnership context. It includes inputs on how to effectively engage and develop partners and partnerships, data sharing and analysis, action planning and performance management and how to engage and develop communities. The SARA problem-solving methodology sits at the heart of Transforming Neighbourhoods

Development of a multi-agency data hub and analysis network: Although the Transforming Neighbourhood programme has resulted in significant improvements in the sharing and analysis of information to support partnership working, efforts are now focused on establishing a more systematic approach using advanced data sharing, data mining and data analysis technologies. We are now working with Tata Consultancy Services and Sunguard on the development of a multi-agency data hub and multi-agency analysis network, linked to appropriate data-sharing protocols and
Processes. When completed, this will ensure the Transforming Neighbourhoods model is fully intelligence-led.

More effective partnerships: The creation of a locality-focused multi-agency public service delivery mechanism has enabled existing partnerships such as the Safer Capital community safety partnership, the Children & Young People's Partnership and the Health Alliance to rationalise and focus on strategic issues, with operational delivery now driven through the neighbourhood management teams. Partnership meetings are now able to concentrate on developing strategy, policy and process that has operational relevance at a neighbourhood level. Equally, where neighbourhood management teams encounter policy or process barriers that can only be addressed strategically, they can refer them back to relevant partnership
structures to resolve. Many partnership programmes of activity are now being designed and commissioned to reflect the Transforming Neighbourhoods model of multi-agency neighbourhood management. It is hoped that, in time, all future public service commissioning and planning will be cognisant of the 'neighbourhoods' dimension.

ASSESSMENT

Although the first year of the programme operated without a formal and robust performance framework, with the emphasis being on establishing the model, all six neighbourhood management teams dedicated themselves to using the flexibility of 'pilot' status to be creative and innovative in addressing their locally identified priorities and concerns. In addition to the extensive analytical products provided by the support team, teams drew on a range of additional information including the priorities identified by local neighbourhood police meetings – known as Partners & Communities Together (PACT) – issues identified by ward councillors, concerns raised by other public forums and information provided by local practitioners themselves.
Partly because the first phase of Transforming Neighbourhoods was led by Cardiff Council and South Wales Police, with strong support from South Wales Fire & Rescue Service,

much of the initial activity of the six teams was directed at addressing localised crime, anti social behaviour and environmental concerns within the neighbourhoods. These priorities are, however, clearly citizen-focused as almost every council survey conducted with residents of Cardiff over the past few years identifies crime and anti social behaviour, or fear of crime, as the number one priority for public services to address.

Success stories so far:

Cardiff South East team provided one of the Transforming Neighbourhoods programme's very first success stories after deciding that there was no better way of establishing a new team than by tackling a live issue – the now celebrated Splott dog fouling campaign.. The cleanliness index for the ward confirmed public information that the area suffered some of the highest levels of fouling and other environmental nuisance in Wales.

The impact of the campaign was to increase levels of citizen satisfaction, reduce levels of dog fouling and other environmental nuisance .An unexpected consequence was a dramatic reduction in vandalism at Splott bowling green as local youngsters no longer needed to break in to play football as they could now use Splott park without suffering the effects of dog fouling!
The team has gone on to tackle a notorious alley where repeated issues of anti social behaviour had led to the murder of a local resident; establish a multi-agency operation to address burglary problems affecting the neighbourhood's very large university student populations in Roath and Cathays; and worked with residents to address the problems associated with on-street prostitution using a mixture of enforcement, social diversion and environmental design techniques. The numbers of complaints about prostitution in the locality being received by the police has fallen dramatically since the team began working on this issue.

Cardiff East team has established a number of highly successful projects, including leading the way with community-based initiatives to tackle the high levels of low level crime and anti social behaviour associated with the annual Halloween and Bonfire Night period. The team now organises a diverse range of programmes designed to engage children and young people in more positive and cohesive community activities and build bridges between the generations.

Cardiff East has also identified local anti social behaviour hotspots, such as Tarwick Drive, Trowbridge, and carried out campaigns involving environmental improvement work, diversion and enforcement to eradicate the problems experienced by local residents. For a small cost, the team has saved nearly £200,000 per year in the ongoing cost of crime and anti social behaviour previously associated with the locality.

The team has established a working group to target problems at a local shopping centre, developing a multi-agency action plan and involving local businesses and residents in achieving improvements. It has organised several environmental improvement schemes, multi-agency clean-ups and is campaigning to reduce graffiti problems in local housing estates. It is also working to improve the provision of early years development for under 5s in a particularly deprived housing estate and has effectively tackled a race hate campaign that was affecting a local family.

Cardiff City & South:

City & Cardiff South team has produced some impressive achievements including:

- a health visitor protocol so that staff can safely attend premises where they feel vulnerable, improving staff safety and extending the hours home visits are available;

- Butetown Youth Pavilion: securing the future of the building, that was about to close. Computers been donated by South Wales Police in addition to furniture recycled for use. Cardiff Harbour Authority donated used bikes for the Dr Bike Initiative and the team provided funding to enable the centre to remain open over the Christmas holiday period, leading to reduced crime and anti social behaviour;

- Working with the Council's Learning, Training & Enterprise service, the Team have established effective links with local businesses such as John Lewis Stores, Mermaid Quay and the new St David's 2 retail complex to provide local skills development and apprenticeship schemes, local jobs fairs and priority employment opportunities for local people in Butetown

- The City & Cardiff South team has the additional responsibility for the city centre and Cardiff Bay retail and night time economy issues to deal with. The multi-agency team approach to managing these issues is well established via the Cardiff After Dark programme of activities including the employment of a night time economy co-ordinator, taxi marshals and street ambassadors, co-ordinated road closures on key streets, use of the award-winning 'Traffic Light' system to monitor problematic licensed premises, use of volunteer Street Pastors, provision of free night buses at festive holiday periods and use of field hospital style temporary medical triage facilities at peak times to reduce the pressure on local hospital accident & emergency units from alcohol-related injuries and illness.

Cardiff South West

The team have seen tremendous successes with reducing levels of crime and anti social behaviour through co-ordinating school holiday activity programmes for young people, returning derelict areas to community use and providing additional multi-use games and play areas. An ambitious programme of alley-gating in the Riverside area has seen resident satisfaction levels increase as a result of reduced problems with kerb-crawling and on-street prostitution.

Perhaps the most startling success was the joint programme with Cardiff West team to tackle serious crime and anti social behaviour linked to Birdies Lane, which links the communities of Ely and Fairwater. Of most concern was the fact that the lane was used as the meeting point for gangs of youths from the two areas to challenge each other to fights, with police receiving between 40-60 calls to the location per month and increasingly serious levels of violence being witnessed.

The two teams worked together to implement a range of problem-solving measures including tougher enforcement, youth outreach and diversionary programmes, environmental target hardening and an alley-gating scheme that saw Birdies Lane closed between the hours of 7pm and 5am, when it was least used by law-abiding citizens. The closure was co-ordinated to coincide with the local Justice Seen Justice Done campaign which involved communities deciding where to direct Community Payback clean-up operations. Calls to police about Birdies Lane have now fallen to an average of 4 or 5 per month, with callers reporting "one or two youths climbing over the fencing" instead of "gangs of 20-30 hoodies going armed with baseball bats".

Cardiff West has been responsible for developing and implementing a wide range of initiatives that have benefited the local communities, working closely with their Communities First community development co-ordinators to identify the issues of greatest concern. These include:

- The provision of a MUGA (multi usage games area) alongside a local leisure centre. The team identified the need for youth activities and the Communities First representatives on the group undertook a survey of local young people to establish what they would like to see in the area. This is now supported by the leisure centre manager & staff and also the local youth outreach team;
- An NHS metal health pilot project entitled 'Waking Up & Moving On' which worked with a group of vulnerable and disengaged young people at risk of becoming offenders to improve their self awareness and life skills. This project is currently being evaluated for potential roll-out across the city;

- The celebrated 'Goodies in Hoodies' programme, which has attracted a great deal of media attention. The Cardiff West team have supported a youth group who are promoting a positive impression of local young people and have produced Hoodies with the 'Goodies in Hoodies' logo to wear at community events and activities including litter picks and clean-ups.

- Active Opportunities- providing training opportunities for young people working as coaches for others to earn points in order to attend courses and development workshops.

Cardiff North team have run a number of initiatives including a highly successful Pentwyn Community Day at the local leisure centre. This was particularly important as previously the centre had been subject to substantial anti-social behaviour which impacted on users and staff at the centre. The activity saw a huge reduction in subsequent reports of ASB and also a reduction in staff sickness at the centre. Two similar events at Pentwyn & Llanishen Leisure Centres are currently under development with a wider participation from partnership teams. The team have involved the Celtic Crusaders rugby league team in developing a programme of
Summer holiday activities. The team were made aware of the fact that elderly people in their area were being targeted by rogue traders and other doorstep criminals and worked with the Council's Trading Standards team to establish a 'No Cold Calling Zone'. Cardiff North have also engaged with health and social care service and age-related charities to organise a Well This Winter awareness-raising programme.

Cardiff North has led the way in tackling off-road nuisance – identified by local residents as one of their biggest concerns. The team has co-ordinated multi-agency enforcement operations in open spaces throughout Cardiff North and campaigned to raise awareness, educate and promote responsible use of off-road motorbikes and quads. The team have also worked with Cardiff's official state-of-the-art off-road track, part funded by Safer Capital partnership, in the South East of the city to provide young people with a legitimate outlet for the activity that does not impact on residents. The off-road campaign has attracted considerable media interest.

The success

The RBA (Result Based Accountability) approach currently being developed will be fully implemented in 2010. In the meantime, the teams have been gathering a mixture of qualitative and quantitative measures of success for the individual projects and programmes undertaken

Perhaps the most dramatic quantitative evidence of Transforming Neighbourhoods' success is the Safer Capital's current and unparalleled performance in terms of reducing crime and disorder. Until the programme's launch in 2008, Cardiff was among the worst performing community safety partnerships in England and Wales and featured at the bottom of the Government's 'Priority 44' league table. Just over 12 months on, Cardiff is now among the best performing in England and Wales. At the time of writing, overall crime is currently down by 13%, serious acquisitive crime is down by 41%, domestic burglary down by 26%, auto crime is down by 45%,
Personal robbery is down by 58%, and violent crime is down by 8%

The Future

Phase II of Transforming Neighbourhoods is in progress: South Wales
Local Criminal Justice Board creates what is believed to be the first integrated Local Community Justice Team in Cardiff, linked to the now established neighbourhood management model. This team, involving representatives of probation, Crown Prosecution Service, National Offender Management Services (NOMS), HM Courts Services, Victim Support and even representation from the defence lawyers, link with the neighbourhood management teams, neighbourhood management network and tasking processes to implement the Government's 'Engaging Communities in
Criminal Justice' agenda.

Cardiff & Vale University Local Health Board (LHB) is in the
Process of establishing its new structures and will ensure that primary and secondary health care services are linked to the neighbourhood management teams – including through establishing GP (doctor) co-operatives aligned to the six neighbourhood areas.

The LHB is currently reviewing the six existing Neighbourhood
Management areas with a view to fine tuning them to best fit the future development of neighbourhood-focused service commissioning and planning.
Cardiff Council, which has already agreed to mainstream the model following its first year of success as a pilot, is currently considering how the development of area committees or forums – providing ward councillors with greater opportunities to influence locality-focused service delivery – will tie in with the Transforming Neighbourhoods model. All future council service area restructures will be designed to take account of the neighbourhood management model and there are also possible options for locality-focused budgeting.

PART TWO - CONDITIONS OF ENTRY

Information requested within this section of the application form is compulsory. Each question should be answered. This section is not assessed as part of the Tilley Awards but failure to answer all the questions may result in your application being rejected from the competition

Q: Can you confirm that the details stated are factually correct?

Yes   No

Q: Is there any reason why the contents of this application should not be made publicly available? If so please state the reason/s and refer to guidance concerning sharing Tilley application submissions.

Yes   **No**

Q: Please mark the box below with an X to indicate that all key partners for the partnership have been notified of this entry (this is to prevent duplicate entries of the same project):

x

Q: Please mark the box below with an X to indicate that your CDRP/CSP/LCJB Chair is content for this application to be entered into the Tilley Awards

x