



Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Community Safety Committee

NEW CROSS AND BROOMHILL PROJECT

Report of the Chief Fire Officer

Date: 12 January 2018

Purpose of Report:

To update Members of the Community Safety Committee on collaborative prevention work taking place within the New Cross and Broomhill Projects, and seek a decision relating to future engagement and funding.

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1. BACKGROUND

- 1.1 In September 2014 Ashfield District Council set up the New Cross Project. The concept was the creation of a multi-agency team working together to support 'troubled families' and 'complex persons' with multi-faceted social problems that were causing high demand and dependency on a range of agencies.
- 1.2 The New Cross area was chosen as this was the area within the Ashfield District with the highest number of 'troubled families' and 'complex persons' which generated the most number of calls for service for many agencies.
- 1.3 Members will recall reports submitted to the Community Safety Committee in January and July 2016, that since 2015 Nottinghamshire Fire and Rescue Service (NFRS) has supported the New Cross Project by seconding a Risk Reduction Officer (now District Prevention Officer (DPO) into the project team.
- 1.4 The initial New Cross Team consisted a number of secondees from the Police, Ashfield District Council (ADC), Framework and Catch 22 charities, DWP, Adult Social Care and Fire
- 1.5 In August 2016, the New Cross project was subject to an independent evaluation. A change to the delivery model saw the secondees return to their parent organisations and the team was staffed by 'Case Workers', employed directly by ADC on fixed term contracts.
- 1.6 NFRS agreed to continue its support of this initiative and committed to financial support of £40k per annum, for 3 years (to be reviewed on an annual basis) to help finance the Case Worker posts.
- 1.7 Following the review of the New Cross Pilot, the project was then also adopted in the Broomhill area of the district. Broomhill was chosen as similar to New Cross there was a high level of 'troubled families' and 'complex persons' in this area that generated high demand for service.
- 1.8 NFRS agreed to support the Broomhill project and seconded a DPO to the project team, for a three-year period (to be reviewed every 12 months).
- 1.9 New Cross and Broomhill were chosen as these were deemed the highest areas for 'calls for service' across all partners' agencies, these are areas that do not see high levels of demand for the Fire Service. Section 2.9 identifies the health and social care benefits to fire which were anticipated on engagement with the project and confirmed through the evaluation process.

2. REPORT

- 2.1 Both New Cross and Broomhill projects have been subjected to periodic review and academic evaluation by Nottingham Trent University. A summary

of some of the key findings are listed below: (A copy of the *Full Evaluation Report August 2017* is available).

- 2.2 The evaluation report details that the New Cross and Broomhill Support Teams have; “*worked with over 300 residents providing early intervention and crisis support. As a result, lives have been transformed and significant public service savings have been unlocked*”.
- 2.3 The report also details the wider social benefits that are being realised. Resident impact has been measured using ‘Output Star’ methodology. This measures against the five benchmark areas of community, housing, work, health and financial.
- 2.4 The evaluation model uses data based on initial contact, benchmarked against latest contact (or final contact) with the resident. A summary of evaluation shows that 80% of residents ‘stabilised’ or ‘improved’ with contact from a Support Team member, and of this 80%, there was a 19% increase in life satisfaction (averaged over the 5 output areas).
- 2.5 As well as social impact, the report evaluates the potential for financial efficiencies to be realised. The report highlights that for every £1 that was spent, £12 is saved collectively across all partner agencies, therefore, total predicted savings could be £3.4million by 2019 for the combined public purse.
- 2.6 The evaluation reveals that the highest potential savings for any agency is that realised for Social Care. It is noted that the projected cost saving is ‘*not significant*’ for either the Police or NFRS.
- 2.7 The evaluation details that NFRS need to put in almost £1 to realise potential savings of a £1. This makes the project almost cost neutral. Of note, this is the lowest investment on return for any of the agencies involved (see 2.9 for wider health and social care benefits which can ultimately reduce the demand for fire).
- 2.8 The evaluation details that the project can deliver potential savings to NFRS of £202.06 per resident. In contrast, the potential savings for other agencies, for example, Social Care are £11,754.29 per resident.
- 2.9 Although the financial savings are more significant for other agencies, the evaluation cites academic research (Edwards. P et al, 2007) which acknowledges; ‘*fire deaths in families where parents have never worked, or are long-term unemployed, is 37 times higher than in families with parents in higher managerial/ professional jobs*’. NFRS should benefit from a increase in living standards determined from this link between levels of deprivation and fire prevalence.
- 2.10 ADC now has an Integrated Services Hub based out of the head office. This sees a range of partners working from one location to provide efficiency with cross agency working including greater sharing of information and resources on cross cutting problems.

- 2.11 The long-term view is to maintain a geographical base in both the New Cross and Broomhill areas, due to the commitments made to these areas. However, the caseworkers are likely to work more centrally, from the Hub, possibly from year three. This approach will see the shared learning realised and offered on a wider scale.
- 2.12 Currently, as part of core business in the Ashfield District, a NFRS DPO works from the Ashfield Integrated Service Hub as required. There is also the view that the NFRS Ashfield District Manager may work from this location. This will see NFRS becoming further embedded within the ‘integrated services’ approach offered within this district.
- 2.13 It is felt that this approach to collaborative working aligns to the vision of the Safer Nottinghamshire Board’s (SNBs) integrated approach to partnership working. The SNB recently received a report detailing and intended ‘integrated working project’ which is effectively a county wide ‘hub’ approach to supporting vulnerable persons such as those helped within New Cross and Broom Hill.
- 2.14 Based on the information contained within 2.1 to 2.13, the options to consider for the final year of commitment are:

Option 1, maintain the current provision of support. Whilst this does not alter the services commitment to wider community safety partnership working and does not alter the projected costs, it maintains a DPO seconded out of the service which affects the delivery of other prevention initiatives. As the project moves from a New Cross and Broomhill to a hub approach and the SNB integrated working project develops, maintaining the current resource levels does not support transition to the new way of working.

Option 2, continue with the year three financial support and withdraw the secondee. This option enables the service to support the development of integrated working, building upon the achievements in New Cross and Broomhill, whilst maintaining delivery capacity within the prevention department which will include engagement with the partnership ‘hubs’ being established across the county. The continuation of the funding from the LPSA reward grant reserve is appropriate use of funding which is earmarked for community safety initiatives and supports a partnership and collaborative working approach.

Option 3, withdraw from the project at the end of the current financial year. Whilst this option returns the DPO to the prevention department and releases the funding back to earmarked reserves, the services collaboration with the wider community safety agenda is significantly reduced and there may be the impact of a further case worker role being put at risk as this is the purpose of the funding element of the agreement. It is also likely that the service will be approached in future to support the integrated working project or hub model of delivery as a statutory partner within the Safer Nottinghamshire Board.

Option 2 is the preferred option recommended to members.

3. FINANCIAL IMPLICATIONS

- 3.1 For the New Cross Pilot, NFRS seconded a DPO to the New Cross Project Team for a period of 18 month. This is a Grade 5 post and the cost of this secondment was £53k, comprising pay, travel and subsistence.
- 3.2 In August 2016 the decision was made to have two support teams, one to continue in New Cross and a new team to be established in Broomhill. The total cost to provide both teams is circa £320K per annum.
- 3.3 The financial commitment provided by NFRS is currently £40k per annum to support a case worker post, funded from LPSA reward grant reserves, plus a seconded NFRS employee.
- 3.4 The total projected cost of the NFRS commitment to the New Cross and Broomhill project is anticipated to be circa £280k (£120k financial support from the LPSA reward grant reserve and £160k for seconded staff).
- 3.5 For information, the following funding and resource contributions are made by other agencies:
 - ADC: £140k per year
 - PCC: £75k per year
 - CCG: £80K (year 1 agreement- currently negotiating year 2)
 - Fire: £40k per year plus one secondee
 - DWP: Secondee: Benefits officer- 1 post shared between both teams.
 - Police: Secondee: 2 PCSOs (1 in each team)

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The secondment to the Broomhill Project Team is met through seconding an established post from the Prevention team (this is one of nine established DPO posts within the Service).
- 4.2 The employee within this seconded role has a substantive role within Corporate Administration. To back fill the role in Corporate Administration the service currently employs a temporary worker on a fixed term contract.
- 4.3 Whilst this seconded post initially covered a long-term sickness absence, the service now has two established DPO vacancies.
- 4.4 It is noted that as a development opportunity, the potential for individual development within the wider Prevention agenda is notable.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because the purpose of this report is to provide a general update with regards to ongoing and planned Community Safety activities.

6. CRIME AND DISORDER IMPLICATIONS

Working in partnership with Ashfield district Council supports the Authority's statutory duties under Section 17 of the Crime and Disorder Act 1998

7. LEGAL IMPLICATIONS

- 7.1 Beyond the statutory prevention duty under the Fire and Rescue Services Act 2004 (which is specifically aimed at fire prevention) there are no legal implications arising from this report.
- 7.2 The commitment to this project satisfies the requirements of the multi-agency approach and information sharing of the care Act 2014 and the Anti-social behaviour Crime Policing Act 2014
- 7.3 This approach further demonstrates the services commitment to collaboration which is a potential legal implication within the Policing and Crime Act 2017.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 Any decision to withdraw funding could mean that one of the Case Worker posts, which are funded by partner contributions, could be put at risk (case workers are employed by ADC on a fixed term contract for 3 years).
- 8.2 Any decision to withdraw the secondee would have a direct impact on the ability of the Broomhill team to deliver their current level of activity.
- 8.3 Having a DPO seconded, from what is a small team, with county wide commitments, for a prolonged period, directly impacts the capacity of this team and its ability to deliver a wide range of prevention activities.

9. COLLABORATION IMPLICATIONS

This project directly supports a collaborative approach to working with key partners in the delivery of community safety and contributes to the Fire and Rescue Authority's statutory responsibilities.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the contents of this paper and the significant support NFRS has given to the New Cross and Broomhill projects including the wider principle of integrated locality working.
- 10.2 Consider the options and recommendation detailed at Paragraph 2.14 above.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

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