

Subject: Creation of Posts and Revised Community Safety Unit Structure

Report Number: 7

Report to: Business Management and Administration Committee

Date: 24 March 2010

Report of: Chief Executive

1. Recommendation

- 1.1 **That the Committee responds to the consultation on the proposed creation of 4.2 posts within a revised staffing structure for the Community Safety Unit (CSU) as part of the Communities and Intelligence Directorate and confirmation of the previously indicated 5.0 posts related to youth violence (within the CSU).**

2. Background

Work Demands

- 2.1 Crime is a top policy priority for the Mayor of London and, for the last eight years, has been the top issue of concern for Londoners through the Annual London Survey. Crime is also the top issue of concern for young people in the capital as in the recent Young Londoners' Survey. In 2008/09 the level of correspondence received by the GLA on crime increased by over 500% compared to the previous year (2007/08) and remains throughout 2009/10 at double that earlier level. This reflects not only the higher level of interest in this issue by Londoners but also the greater levels of work required by the GLA in response.
- 2.2 The shift in crime becoming a major Mayoral priority within the work of the GLA has also been reflected in the recently agreed programme budget allocation in the 2010/11 Strategic Planning and Budget Process. The overall allocation for 2010/11 of £2 million is now very substantially higher than that provided for in 2007/08 (£160,000) and includes major programmes of work – particularly around violence against women and youth violence.
- 2.3 The Mayor's strategy on violence against women and girls ("The Way Forward"), published on 8 March, seeks to achieve a long-term reduction in such crime through prevention and coordinated action with a particular focus on rape / sexual assault, domestic violence, harmful cultural practices and prostitution / trafficking. The work programme includes delivery on a London-wide campaign on "consent"; the opening of three new rape crisis centres in north, east and west London, supporting the service expansion at the rape crisis centre in south London and establishing a London-wide telephone rape support helpline; setting up the London anti-trafficking network; working with key boroughs on exit routes out of prostitution; pulling together research on harmful traditional practices; and developing specific actions arising from the 2009 girls and gangs roundtable. The rape crisis centre programme alone involves a major financial undertaking by the

GLA (£1.4 million) until 2012 and requires significant officer input to ensure effective outcomes, not least in response to Boroughs' own expectations about GLA involvement

- 2.4 The Mayor's youth violence programme ("Time for Action") seeks to achieve a long-term reduction in such crime through specific strands of work including Project Daedalus (enhanced youth custody regime incorporating resettlement support); Project Brodie (improving school attendance through reducing barriers (eg bullying), supporting enforcement measures and refreshing parental engagement of excluded pupils); Project Titan (addressing character and responsibility through structured youth organisations, a fresh approach to mentoring and targeted parenting support); Mayor's Scholars (increasing educational outcomes for children in care with seminars for professionals and pupils and "near-peer" support for those at GCSE and A-level stages); and Project Oracle (understanding and sharing what really works to un-earth and address the demographic disproportionality in youth violence in London).
- 2.5 The Mayor's transport community safety strategy will be published in the autumn but an associated element already being delivered is the Earn Your Travel Back (EYTB) programme (previously called "Payback London") at a cost of £1 million over three years for young people who have lost their free travel (ZIP / Oyster) due to a breach of the TfL code of conduct. The management of this contract is undertaken by the Community Safety Unit.
- 2.6 Other key areas of work include driving the Mayor's activity on dangerous dogs to support operational service improvements across London in order to improve preventative and enforcement activity (as recently announced by the Government. following the establishment of the Dangerous Dogs Forum and the GLA seminar); and driving activity to improve safety in parks (through a new safer parks and open spaces award) to encourage community engagement and contribution and support good practice across London.
- 2.7 The Mayor's manifesto commitment to engage more with Boroughs has already been reflected in the sub-regional work around rape crisis centres. However, what had not been expected was the degree to which boroughs have requested the GLA's initial and ongoing facilitation of sub-regional work. Sub-regional and regional partnership co-ordination on community safety is therefore likely to feature more significantly in the GLA's work.

Staffing Requirements

- 2.8 The Organising for Delivery (OfD) programme recognised the high priority attached to addressing crime in the capital and the Community Safety Unit (which leads on co-ordinating the responses to the crime agenda) was therefore established as a distinct unit within the Communities and Intelligence Directorate. The decisions reached by the Head of Paid Service, which were discussed and noted by BMAC on 21 July 2009, foreshadowed the need to look in more detail at future resource requirements for CSU in the strategic planning process for 2010/11 (see para 4.6.1 of the HOPs Report No 8 on OfD decisions for BMAC meeting of 21 July 2009 and minutes of the meeting).
- 2.9 In autumn 2009 the staffing needs for CSU were therefore further considered in conjunction with the budget setting process for 2010/11. This identified the need for adequate staffing provision to cover the current key policy and programme themes (particularly violence against women, youth violence, transport crime through EYTB and policing); additional emerging policy themes (eg dangerous dogs, safer parks, hate crime) and broader ad hoc needs; and to cater better for core / corporate requirements (eg high continuing levels of correspondence / MQs etc).
- 2.10 This review confirmed the proposal, anticipated in the OfD decisions reported to BMAC in July 2009, to reduce from 7 to 5 the staff engaged on the youth, gang and community violence agenda and identified a requirement for an additional 4.2 staff to cover the other additional programme areas.

These posts (most of which already temporarily exist due to high workloads) would be incorporated into the CSU.

- 2.11 The consequent proposed revised staffing structure for the CSU is shown in section 7 of this report and the posts are shown in paragraph 6.1.

3. Issues for Consideration

Impact assessments and consultation

- 3.1 In September 2008 the Mayor hosted an academic seminar on serious youth violence to discuss the priorities for action. Following the launch of Time for Action that November there was a period of public consultation and the document received a total of 585 responses. Some 533 of these were from individuals through online questionnaires or workshop participation (with 41 per cent of these being young people). An additional 52 written responses were received from practitioners and partner organisations, with 23 of these being from councils and other statutory bodies. A formal response to the consultation was published in April 2009. It is available online at: <http://www.london.gov.uk/who-runs-london/mayor/publications/safety-and-policing/time-action>. Some proposals changed as a result of consultation, for example, in Project Daedalus, the Heron Wing will take all young men who have demonstrated a wish to change their offending behaviour, not just those who are entering custody for the first time.
- 3.2 The consultation on The Way Forward strategy to tackle violence against women and girls was undertaken from April to July 2009. The overwhelming majority of respondents saw The Way Forward as a strong first step towards an effective violence against women and girls strategy for London. There was welcome of the recognition that violence against women and girls is a gender equality and human rights issue and that the strategy should be based upon these principles. Further extensive consultation has taken place during the remainder of 2009 to develop an action plan which sets out key actions for London across a range of agencies. The final Strategy and Action Plan was published on 8 March 2010 and is publicly available online
- 3.3 Consultation with the Deputy Mayor for Policing has confirmed that policing, youth violence, violence against women/girls and transport related crime remain the main priorities.
- 3.4 The GLA will take steps to ensure that the programmes of work are administered and managed in a manner that identifies and promotes equality issues in policy development and delivery.

Risk

- 3.5 It is considered that the proposed posts and structure are necessary in order for the GLA to deliver the Mayor's commitments to reduce violence and improve the sense of personal safety in the capital in order to make London the safest big city in the world. Crime has been identified again as the most significant concern for Londoners in the latest Annual London Survey. Consequently, significant risks to the GLA's effectiveness and reputation would exist if the proposed arrangements are not implemented to put delivery into effect.

4. Strategy Implications

- 4.1 The revised staffing arrangements are proposed in order to enable effective delivery of the Mayor's youth violence strategy "Time for Action", his violence against women strategy "The Way Forward", his forthcoming transport community safety strategy (linking to "Earn Your Travel Back") and, amongst other things, his additional priorities relating to dangerous dogs and safer parks.
- 4.2 It also strongly supports delivery of the GLA's Strategic Plan priority theme on "safety and personal well-being".
- 4.3 Time for Action seeks to prevent and reduce youth violence through a mixture of identifying and understanding the problems to be solved, highlighting and sharing the practice that addresses those problems, piloting enhanced regimes in custody to reduce re-offending, addressing attendance at schools and PRUs to improve educational outcomes, promoting the building of character and responsibility and enhancing opportunities for children in care. The Way Forward seeks to give London a lead in ending violence against women and girls, to improve access to support, to address the health, social and economic consequences of violence, to protect women at risk and to get tough with perpetrators particularly within the context of rape / sexual assault, domestic violence and harmful cultural practices. Earn Your Travel Back provides opportunities for young people to earn their free travel privileges back (e.g. the Oyster/ZIP card) following the suspension of those privileges after an infringement of the code of conduct.
- 4.4 The Community Safety Unit will ensure a coherent link between these Mayoral strategies and with other crime reduction, criminal justice and community safety activity.

5. Legal Implications

- 5.1 Under section 67(2) of the GLA Act 1999 (as amended) the Head of Paid Service has the power, after consulting the Mayor and Assembly, to appoint such staff as he considers necessary for the proper discharge of the functions of the Authority, having regard to the resources available and the priorities of the Authority.
- 5.2 Under section 70(2), the Head of Paid Service has the power to employ staff appointed under s67(2) on such terms as he thinks fit, after consultation with the Mayor and Assembly.
- 5.3 The Head of Paid Service Staffing Protocol sets out the Authority's agreed approach as to how the head of Paid Service will discharge his staffing powers contained in sections 67(2) and 70(2) above.
- 5.4 Paragraph 5.1 of that protocol says that, *"The Head of Paid Service will consult with BMAC and the Mayor on any 'major restructure', namely the creation or deletion of more than five posts within any one unit."*
- 5.5 It is considered that the proposals set out in this HOPS Decision Form fall within the definition of 'major restructure' contained within the Head of Paid Service's Staffing Protocol as it will confirm the creation of 9.2 posts in total, and therefore require consultation with the Mayor and the Assembly. Under section 54 of the GLA Act 1999 (as amended) the Assembly has delegated its power to consultation on staffing matters to the Business Management and Administration Committee ("BMAC"). Appropriate consultation must therefore be undertaken with BMAC.

- 5.6 If the proposals will affect existing employees then consultation must also take place with the affected employees and Unison. The GLA must ensure that it complies fully with its Management of Change policy.

6. Financial Implications

- 6.1 It is proposed to implement the OfD decision on the Violent & youth Crime / Time for Action Team by creating 5 permanent posts and to create a further 4.2 posts within the Community Safety Unit from the 1 April 2010. The proposed creation of 9.2 FTE is summarised below, with the costs including on-costs (National Insurance and Superannuation):

Time for Action Team	Grade	FTE	Costs (£000)
Programme Manager	10	1.0	65
Senior Policy & Projects Officer	8	4.0	212
Total Time for Action		5.0	277
Additional CSU posts			
Programme Manager	10	1.0	65
Senior Policy & Projects Officer	8	2.2	117
Project Support Officer	5	1.0	36
Total CSU posts / costs		4.2	218
Grand Total Creations & Costs		9.2	495

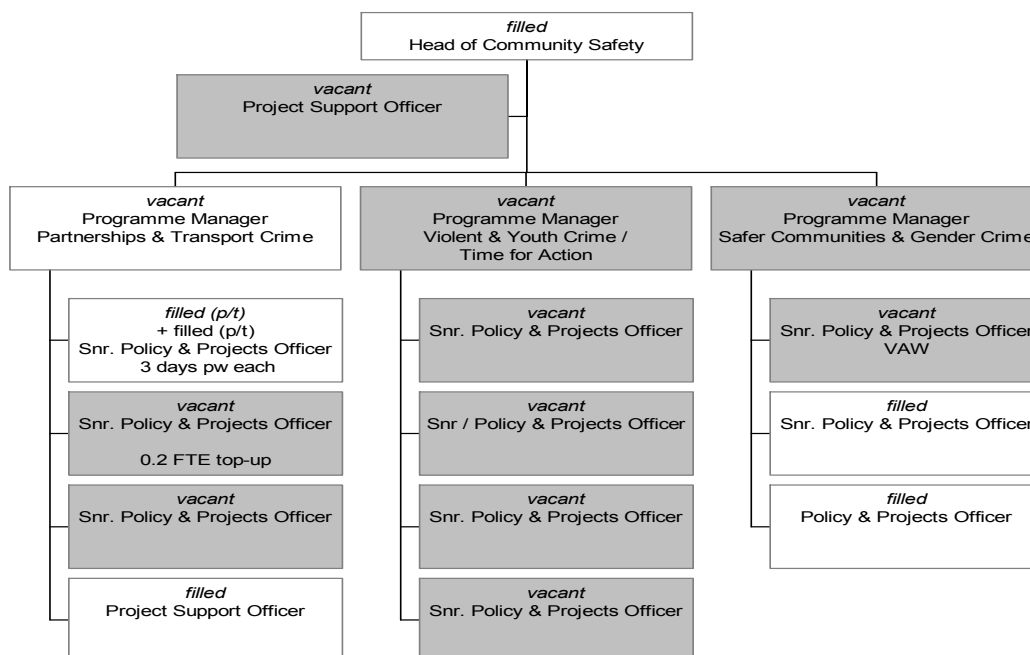
- 6.2 The costs of creating the 9.2FTEs at the grades noted above, based on the current salary scales at the mid-point of each grade totals approximately **£495,000** (as per above). For information, the individual cost of each required grade (including on-costs) is as follows:

- Grade 10 - £65,000
- Grade 8 - £53,000
- Grade 5 - £36,000

- 6.3 With regards to budget provision for the proposed creations, as part of the 2010/11 Strategic Planning and Budget Process, £495,000 has been included within the 2010/11 Community Safety budget for these posts. Going forward, the costs of these posts will have to be included in the base budget for future years (with the budget being subject to the Strategic Planning & Budget Process for each subsequent financial-year).
- 6.4 As part of the Authority's budget monitoring process, the salary budget will be monitored on a monthly & quarterly basis in-line with the budget-monitoring timetable. All appropriate budget adjustments will be made.
- 6.5 The proposed posts will be managed within the Community Safety Team (Communities & Intelligence Directorate).

7 Proposed structure

CSU permanent posts - proposed 01/04/10
 "filled" = permanent person in post
 "vacant" = new or currently covered by a temp
 shaded boxes = new post



Background Papers: MD454 (youth violence), MD499 (violence against women), MD360 (EYTB)

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