

<b>Strategy Boards &amp; Committee(s):</b>	<b>Date(s):</b>
Safer City Partnership Strategy Board - For information	25 May 2021
<b>Subject:</b> Building Capabilities Pilot to enhance the Safer City Partnership Strategy's communications and partner engagement	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services, City of London Corporation <b>Author:</b> Chris Oldham, Corporate Strategy and Performance Officer, Town Clerks, City of London Corporation	<b>For Information</b>
<b>Summary</b>	
<p>The City Corporation's Community Safety team is trialling several new ways of working in a pilot project which is aimed at improving communications around crime prevention and awareness campaigns between Safer City Partnership members agencies and our neighbouring boroughs.</p>	
<b>Recommendation(s)</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• note the strategic direction of the capabilities pilot work in improving the delivery of the Safer City Partnership Strategy;</li> <li>• approve the planned activities to progress this workstream.</li> </ul>	

## Main Report

### **Background**

As part of the new Target Operating Model, Chris Oldham from the Corporate Strategy and Performance Team in Town Clerk's is delivering three pilot projects to trial a range of new organisational behaviours and ways of working ('capabilities'). Subject to the success of the Pilot projects, these capabilities can then be rolled out across the wider City Corporation to promote greater efficiencies and more impactful interventions.

One of these pilot projects has been designated around community safety and Chris has been working closely with the City Corporation's Community Safety team to explore how some of the capabilities could be used to enhance the delivery of the Safer City Partnership (SCP) strategy. The main capabilities which will be deployed

within this work on the SCP will be: approval processes, matrix working, and funnel management. A full breakdown of the capabilities which will be deployed, including detailed definitions of the terms used, can be found at *Appendix 1*.

## **Current Position**

To trial the three new capabilities effectively, an assessment was conducted on the SCP Action Plan to identify areas where additional value could be added, which could be used for trialling the new capabilities. This assessment was conducted in partnership with the Community Safety Team. The assessment highlighted a need for more collaborative working, with formalised methods of communicating public safety messages. In particular, it was identified that there is currently a problem of a lack of coordination across central London between those organisations who are largely working in isolation to promote community safety. The lack of cross-partner collaboration, particularly on the public messaging used to promote safe environments for residents and workers across the central London boroughs, creates the potential for duplication of work and missed opportunities to share key public safety messages.

One of the outputs of the exercise was a new Communications Plan to outline the key messages, channels, audiences and responsible Officers to deliver the SCP Action Plan. The Communications Plan will be an invaluable tool for tracking the main community safety messaging outlined under the SCP Action Plan. The Communications Plan is now available internally via:

[https://corpoflondon.sharepoint.com/:x/r/sites/Intranet/\\_layouts/15/Doc.aspx?source doc=%7B656C602A-4234-44E8-8FAC-64E1D922B98D%7D&file=SCP%20Communications%20Plan%202021.xlsx&action=default&mobileredirect=true](https://corpoflondon.sharepoint.com/:x/r/sites/Intranet/_layouts/15/Doc.aspx?source doc=%7B656C602A-4234-44E8-8FAC-64E1D922B98D%7D&file=SCP%20Communications%20Plan%202021.xlsx&action=default&mobileredirect=true)

The Communications Plan will be used to trial the approval processes capability by assigning responsible officers for promoting each individual community safety message and for designating Valeria Cadena, the City Corporation's Community Safety Manager, as having managerial oversight of the Communications Plan. Maintaining clearer lines of accountability and delegation of authority from senior Officers is expected to result in more efficient ways of working.

In terms of external engagement, it was identified that, previously, the Community Safety team has tended to engage with our partners external to the City Corporation on an ad hoc basis but there is the potential to formally agree on sharing our partners' community safety messages which are relevant for our audiences, thereby saving Officers' time by avoiding duplication of work.

It was therefore agreed that a new collaborative group be formed to bring together all partners who have an interest in community safety issues which affect the City of London's residents, workers and visitors, many of whom also travel from and through the City of London's neighbouring London boroughs. It was noted that many community safety issues are likely to be common to the City of London's neighbouring boroughs (Hackney, Islington, Southwark, Tower Hamlets and Westminster) so it was decided that representation at the new group should also be sought from these local authorities.

The resulting Quarterly Community Safety Communications Group (CSCG) has been formed and the inaugural meeting will be on 7 May 2021. This will be an effective means of sharing community safety messages across our partners which are relevant to the residents, workers and other audiences in the City of London and its neighbouring London boroughs. The CSCG will meet on a quarterly basis for three meetings to tackle the lack of cohesion around our community safety public messaging. After the three meetings, the Group can then consider whether to extend its remit beyond this point. The full Terms of Reference for the CSCG are available in *Appendix 2*.

The CSCG will be used to trial the matrix working and funnel management capabilities. To develop matrix working, partners of the CSCG have been encouraged to send a representative from the team which best suits their needs and organisational structures which, in effect, has created an attendee list composing of internal and external comms, community safety, policing, and management teams with a shared strategic goal. Funnel management will be necessary as the new CSCG will generate a substantial number of requests for the City Corporation to amplify partners' community safety messages. The CSCG Chair (Valeria Cadena) will use funnel management to identify those requests which are directly relevant to the City's residents/workers/visitors and which the City Corporation will agree to amplify as part of our forward plan.

### **Options**

N/A

### **Proposals**

It has been suggested that the new CSCG could be officially amalgamated under the SCP as a sub-committee. One consideration is that our external partners who are participating in the CSCG are agreeing to collaborate on the basis that the group does not become solely focused on the Square Mile so that there is mutual benefit for all partners in choosing to engage with this new process. The CSCG will meet on a quarterly basis for three meetings and, after this point, the Group can then consider whether to extend its remit.

### **Strategic Implications**

The work outlined above will support the following strategic outcomes under the City Corporation's Corporate Plan: 1b, 1c, 1d, 1e, 6c, 9d, 10e. Furthermore, the work will ensure the effective delivery of the SCP Strategy.

### **Implications**

Financial implications – None

Resource implications – The City Corporation's Community Safety Team will require staffing resources to act as secretary for the CSCG's virtual meetings.

Legal implications – None

Risk implications – As the CSCG is not a public meeting, all partners are more able to discuss community safety issues in a candid manner, reducing risks surrounding reputational damage.

Equalities implications – The new work will increase public safety for all of the Square Mile’s audiences, including those with protected characteristics who are at greater risk of discrimination and harassment.

Climate implications – None

Security implications – The proposals will increase public safety in and around the Square Mile

## Conclusion

We will continue to provide updates on this piece of work to the Safer Cities Partnership Board. The intention is that the new CSCG will continue after the Building Capabilities Pilot has come to an end, which will result in a permanent improvement in terms of a more outward looking approach to community safety for the City.

## Appendices

- Appendix 1 – Breakdown of capabilities

<b>Area of Focus</b>	<b>Community Safety</b>			
	<i>What are we looking for?</i>	<i>Why is it needed?</i>	<i>Positive examples?</i>	<i>Further work required?</i>
<b>Approval processes</b>	Streamline and accelerate passage through approval processes <i>(nb: This is not about changing approval processes but more about being more effective in optimally navigating what we have)</i>	Feedback suggests that passage through approval processes is often not optimally managed – and could be better with improved planning and orchestration	~ Authority to deliver on the work was delegated to the lead officers with other senior officers/bodies being given updates rather than requiring authorisation	~ A report on this piece of work has been requested from the Safer City Partnership Board; the overreliance on written report updates at infrequent committees rather than verbal updates at committee and/or email updates can add additional and unnecessary work for officers, detracting from other efforts
<b>External perspective</b>	Get feedback from external perspectives to ensure the Corporation’s offer is cohesive,	Feedback suggests that Corporation offer is often ‘fragmented’ by service area – and lack	~ The new CSCG will be an opportunity for a more holistic and outward-looking approach to	

	joined up and aligned with 'customer' needs	alignment with the needs of our 'customers'	community safety, recognising that collaborating with neighbouring boroughs is key	
<b>Data and insight</b>	Use and integrate multiple sources of internal and external data, then analyse them to generate insight to inform and evidence direction and action	Feedback suggests that data is fragmented and often not used effectively to inform and evidence direction	~ The new CSCG will be an opportunity for external partners to share their data on crime and anti-social behaviour trends which can inform on other partners' interventions	
<b>Funnel management</b>	Define and apply a funnel process to capture, select, prioritise and oversee ideas and initiatives in service of a defined set of goals	Feedback suggests that there is no common way of capturing ideas, no objective or measurable way of assessing them, no 'gates' to stop bad ideas early and no portfolio management to oversee effective delivery	~ The new CSCG will generate a substantial amount of requests for the CoLC to amplify partners' community safety messages. The CSCG Chairs (Valeria Cadena & Chris Oldham) will use funnel management to identify those requests which are directly relevant to the City's residents/worker s/visitors	
<b>Agile delivery</b>	Deliver change following agile methods to accelerate speed-to-value	Feedback suggests that most delivery today follows a linear/waterfall	~ The CSCG was delivered at pace, with contacts sought and contacted	

	and create solutions where the best solution is not known up front and a more exploratory 'test and learn' / 'fail fast and pivot' approach is needed	approach - i.e. defining everything on paper and then implementing (partly due to skills/experience, partly because of the way approval processes work)	as soon as they were obtained rather than waiting until a full contact list was completed. This saved time in waiting for responses from externals.	
<b>Matrix working</b>	Create cross-cutting team(s)/squad(s) to tackle a cross-cutting challenge in service of a defined set of shared goals and/or external stakeholders. Should include appointing an owner/leader (double hatting for their formal line role) and a team/squad drawn from the various service areas and institutions having a stake in the outcome.	Feedback suggests that whilst the Corporation might routinely create cross service area/institution boards, committees and working parties to discuss issues – it is often less effective at translating this discussion into cross-cutting teams/squads to deliver solutions and results (i.e. (with some exceptions – e.g. climate action) the Corporation tends to act and deliver in Service Area/Institution silos)	~ Very deliberately, partners of the CSCG have been encouraged to send a rep from the team which best suits their needs and org structure which, in effect, has created an attendee list including internal and external comms, community safety, policing, and management teams with a shared goal	
<b>Use of collaboration technology</b>	Use collaboration technology effectively and extensively to optimise	Feedback suggests that use of collaboration technology today is often	~ The new Quarterly External Partners Community Safety Comms	~ Because partners are external, we will be unable to use MS Teams for file sharing and may need to do this via

	effectiveness of agile working and networks	limited to the video conferencing functionality on Teams (i.e. missed opportunity)	Group (CSCG) will be held virtually on a permanent basis to circumvent diary conflicts and DoodlePoll has also facilitated this process	email rather than a better collaborative platform
<b>Use of collaboration spaces</b>	Use physical collaboration spaces to bring diverse groups of stakeholders together for the purposes of generating or developing ideas and/or addressing shared challenges – ideally combined with use of things like technology and data visualisation to inspire/inform thinking	Feedback suggests that the Corporation could improve in the way it uses space to create a conducive environment for collaboration and ideation	~ The CSCG will be a new virtual collaboration space for partners with similar concerns for facilitating community safety to meet and collaboratively overcome shared issues	~ Having physical collaboration spaces (e.g. conferences/events) can be difficult due to geographic considerations of external partners

- Appendix 2 – Quarterly Community Safety Communications Group Terms of Reference

*Please see the attached Appendix 2 document.*

**Chris Oldham**

Corporate Strategy and Performance Officer, Town Clerk's Department, City of London Corporation

T: 07394 559 137

E: [Chris.Oldham@cityoflondon.gov.uk](mailto:Chris.Oldham@cityoflondon.gov.uk)