

NATIONAL SUPPORT FRAMEWORK DELIVERING SAFER AND CONFIDENT COMMUNITIES



Home Office

Hallmarks of Effective Partnerships
Case Studies: Ten of the Best!



HALLMARKS OF EFFECTIVE PARTNERSHIPS

CASE STUDIES: TEN OF THE BEST!

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Introduction

Hallmarks of Effective Partnerships Case Study Collection: Ten of the Best!

In September 2007 the guidance for Crime and Disorder Reduction Partnerships and Community Safety Partnerships *Delivering Safer Communities: A guide to effective partnership working* was published by the Home Office. This introduced six key hallmarks that partnerships should strive to achieve and that underpin effective delivery. They provide a way for partnerships to carry out a self assessment to check if they are delivering effectively and identify areas where they could seek improvements.

The six hallmarks are:

1. Empowered and Effective Leadership
2. Visible and Constructive Accountability
3. Appropriate Skills and Knowledge
4. Intelligence-led Business Processes
5. Effective and Responsive Delivery Structures
6. Engaged Communities

Now, some 18 months on, this short collection of case studies highlights examples from partnerships across the country that have demonstrated single, or in many cases multiple, hallmarks. These case studies are presented to enable other partnerships facing similar problems to replicate the activities, although consideration should be given to local context. They are structured to outline what the agencies did, how the hallmarks helped and the impact the activity had on communities. An email address is provided for the reader to contact the partnership directly and find out more details.

All hallmarks are featured with the exception of 'Empowered and Effective Leadership'. We presume that the lack of leadership case studies stems from the natural modesty of those leading successful partnerships! However, the Partnership Development Unit has already undertaken extensive work on this hallmark and will be issuing a publication entitled *Leading Partnerships Effectively: A Theoretical Perspective*. The publication captures the Unit's developmental and academic leadership work programme to date and outlines the Unit's leadership support and priorities for 2009/10 from which case studies will be drawn.

Collating examples of strong hallmark delivery is an ongoing piece of work for the Home Office and the hallmarks are now identifiers for initiatives submitted to the Effective Practice Database. This seeks to share evaluated community safety projects nationally and can be accessed by this link:

<http://www.crimereduction.homeoffice.gov.uk/effectivepracticedatabase>.

Hallmark descriptors

Hallmark	Description
Empowered and Effective Leadership	<p>In order for a Crime and Disorder Reduction Partnership's (CDRP's)/ Community Safety Partnership's (CSP's) strategic and operational functions to be discharged successfully, the right people need to be at the partnership table.</p> <p>Individuals representing partner agencies should be of an appropriate level of seniority. They need to provide strategic oversight for the CDRP through a strategy group that:</p> <ul style="list-style-type: none"> • commissions annual strategic assessments; and • agrees a three-year Partnership Plan.
Visible and Constructive Accountability	<p>CDRPs/CSPs should be both visible to the communities they serve and accountable to them.</p> <p>We require CDRPs/CSPs to produce regular reports to their communities. It is essential that local people help inform decisions over local community safety priorities and are able to see the partnership performing in order to hold them to account.</p> <p>National standards also define 'face the people' sessions whereby senior representatives of the responsible authorities have to hold open public meetings regularly throughout the year to discuss community safety issues.</p>
Appropriate Skills and Knowledge	<p>Those involved in partnership working should have the required skills and knowledge to fulfil their partnership roles and responsibilities to ensure that the CDRP/CSP is equipped to deliver community safety outcomes effectively.</p> <p>Responsible authorities need to consider the CDRP's/CSP's capacity to deliver against the statutory requirements as defined in regulations and the key outcomes for the public (Partnership Plan priorities and Local Area Agreement priorities and targets).</p>

<p>Intelligence-led Business Processes</p>	<p>Intelligence-led decision making lies at the heart of effective delivery. We want every CDRP/CSP to undertake an intelligence-led, problem-solving and outcome-oriented approach to community safety.</p> <p>Strategic intelligence assessments (drawing on the principles and practices behind the National Intelligence Model) should be conducted annually and should inform a Partnership Plan that is refreshed annually.</p> <p>We require each CDRP/CSP to have information-sharing protocols to ensure that they have effective information-sharing processes and regular strategic analysis to inform both priority setting and resource allocation. There should also be a clear process for allocation of tasks to delivery groups. This work needs to include a focus on outcomes, e.g. increased community confidence (rather than just outputs, e.g. partnership newsletter).</p> <p>In two-tier areas, district strategic assessments need to be aggregated into a county-level community safety agreement that feeds into the Local Area Agreement and identify county-wide priorities and opportunities for cross-border working.</p>
<p>Effective and Responsive Delivery Structures</p>	<p>CDRPs/CSPs should ensure that they have appropriate structures to address both strategic and operational partnership issues. In two-tier areas, a county-level co-ordinating structure is required.</p> <p>In particular, CDRPs/CSPs should ensure that appropriate links are made with the Local Strategic Partnership (in England) and Local Criminal Justice Boards, and that there are structures in place to tackle re-offending.</p> <p>The strategic (or executive) group must meet throughout the year to fulfil the obligations placed on it by regulation and should consider:</p> <ul style="list-style-type: none"> • how to structure joint resources; and • whether to set up action groups to focus on priorities identified through the strategic assessment.
<p>Engaged Communities</p>	<p>CDRPs/CSPs should continue to consult with a range of local agencies and people – involving them in improving the local quality of life.</p> <p>The Partnership Plan needs to set out how the community will be consulted and informed about community safety issues, and intelligence emanating from the community must influence the strategic assessment and partnership plan.</p> <p>Partnerships are obliged to recognise diversity, and to target those groups most affected by the Partnership Plan. They need to take account of individual partner agencies’ existing methods of engaging the community.</p>

‘Face the Public’ meetings and scrutiny process

Enfield Safer and Stronger Communities Board

Which hallmarks does this exemplify?

Visible and Constructive Accountability
Appropriate Skills and Knowledge

Who was involved?

- Key representatives of those agencies who contribute to and attend the Safer and Stronger Communities Board (SSCB).
- Councillors who make up the crime and safety scrutiny panel.
- Members of the public.

What did you do?

With the introduction of the requirement to hold public meetings as part of the strategic assessment and Partnership Plan process, we have revamped our previous public consultation work and now hold three public meetings each year. These meetings are held in the evening (to increase attendance) and are held across the borough of Enfield (one in each ward) in order to engage as many residents as possible. They are advertised widely in local media beforehand and also in Turkish and Greek newspapers, as these are sizeable communities within Enfield.

The meetings themselves are scheduled for around January each year so that we can use them to consult on the findings of our strategic assessment and suggested priorities, and obtain residents’ feedback in order to influence these priorities within the Partnership Plan. Each meeting is structured around a presentation from the community safety information manager about the findings of the strategic assessment, along with the results of the activity of the past 12 months and how we have fared against the previous year’s priorities. Following this 30-minute presentation, there is an open session when residents can put across their views and ask questions of our panel. This panel consists of six senior representatives of the SSCB (the five responsible authorities plus the lead member for community safety) and this period lasts around 90 minutes. Also in attendance at these meetings are other key members of the SSCB such as the Youth Offending Service manager, Victim Support, the anti-social behaviour manager and so on.

Those who attended received a summary document about what had happened during the previous year. The document reflected the priorities for the partnership, especially the issues which had been raised by the public at similar events in the previous year and then highlighted the work that had been done to improve community safety in those areas. It took the format of ‘You Said, We Did...’ and was widely welcomed by attendees as being easy to understand while containing a large amount of information.

Enfield has also set up a crime and safety scrutiny panel 12 months ahead of any statutory requirement. This scrutiny panel is currently reviewing its work plan over the first 12 months of its existence and will shortly be agreeing a new programme. So far, though, the panel has focused on scrutinising the work of the SSCB and any major areas of work across the partnership that could have a significant impact on community safety in Enfield. The scrutiny panel is also now a standing agenda item at SSCB meetings, where updates are given on work and progress.

The members have developed a very good understanding of community safety and the challenges the partnership faces, and the chair of the scrutiny panel has attended the SSCB on occasions to learn more about this process. At the first meeting the members of the panel received an induction from the head of community safety and the superintendent for partnerships on:

- all responsible authorities and key partners;
- the Partnership Plan including public views and strategic priorities for 2008–11; and
- the views of members of the public who attended a variety of public meetings.

The policy lead from the Centre for Public Scrutiny provided members with a general overview on the new role and powers of scrutiny being made available as set out in the Police and Justice Act 2006.

In addition to the panel briefings, members also undertook site visits to the 999 contact centre and gained an understanding of how the 999 system operated. As a result, the panel arranged for the Safer Neighbourhood contact numbers to be published in the council's magazine, which is sent to all households in the borough.

The panel also undertook an area-based scrutiny exercise in one of the crime hotspot areas and used this to develop an understanding of how the local environment contributes to perceptions of safety and security. The outcomes from this were:

- clearance of fly-tipping;
- enforcement notices served on shops;
- painting of railings through Community Payback (restorative justice);
- three new disabled parking bays outside the new shop-front library; and
- review of the changes made to the Neighbourhood Policing structure for the area.

The panel has received a series of briefings about pertinent issues, including the Safer Neighbourhood policing arrangements, the Street Action for Enfield (SAFE) multi-agency tasking process, SSCB funding and commissioning arrangements, positive diversionary activities being provided for young people in partnership across the borough, and the arrangements to tackle domestic violence.

Further briefings have been provided for members of the panel on request and will continue in support of ongoing work programmes.

What impact did it have?

The 'Face the Public' meetings have proved very successful and are highly regarded by both the residents and the partners who have attended. They have also led to revisions with our priorities and, following the January 2008 public meetings, four new priorities were added into our Partnership Plan for 2008/09 as a direct result.

Government Office for London have also attended these meetings and provided the following feedback to the SSCB:

'I want to say how impressed I was with the Face the Public session last night. It was well presented, questions sensitively handled and offers to follow up were appreciated.

'All of you made yourselves available and approachable to speak to the audience and the feeling of openness and a willingness to listen and respond was really refreshing.'

The introduction of our scrutiny panel has increased the involvement and understanding of locally elected members of the work of the SSCB, the extent of good practice and the strength of the partnership. As such, they are better equipped to assist in the delivery of consistent, well-informed messages and signposting people effectively in order to ensure that residents benefit from the vast range of services provided.

The scrutiny function provides a further useful layer of constructive challenge from which improvements can be identified and implemented. The proactive use of scrutiny will result in fewer council call-ins for community safety papers through increased understanding of the agenda. It will also limit the number of occasions that 'councillor call for action' (CCA) will be invoked due to systematic improvement.

Increased awareness-raising and effective scrutiny will result in improvements that will represent efficiencies and value for money.

What have the hallmarks done for you?

They have provided a valuable reference point from which to gauge our progress as an SSCB.

Further comments

The scrutiny panel is working directly with the Home Office to share learning from the early implementation of the requirement.

For more details please contact the Community Safety Information Manager, Rod Bennett, from Enfield Safer and Stronger Communities Board at rodney.bennett@enfield.gov.uk.

Government Office area:

London

Citysafe Strategic Intelligence Assessment and Multi-agency Data Analysis Unit

Citysafe – Liverpool’s Crime and Disorder Reduction Partnership

Which hallmarks does this exemplify?

Appropriate Skills and Knowledge
Intelligence-led Business Processes

Who was involved?

Commissioned by the Citysafe Executive Board, the Citysafe Data Management Unit was increased from a team of three local authority data analysts to become a central co-located unit of five data analysts. These analysts from police, Fire and Rescue Service and local authority backgrounds link to a wider network of data analysts from all organisations involved in Citysafe delivery and joint commissioning, including Primary Care Trust (PCT), drug and alcohol agencies, the Police Authority, local universities, police basic command unit analytical teams, the Fire and Rescue Service and the Youth Offending Service.

What did you do?

We created a new, bigger, multi-skilled unit of data analysts and performance managers to produce bi-annual Strategic Intelligence Assessments (SIAs) that are formatted around all our agreed output indicators within the Citysafe annual delivery plan and the three-year Local Area Agreement.

The shared evidence base was presented at both city-wide and neighbourhood levels to all elected members and officers from all agencies in the partnership to enable them to deliver services in the most needy areas of Liverpool.

The SIA is also published alongside the annual delivery plan on the Citysafe website at www.liverpool.gov.uk/citysafe

The SIA addresses thematic delivery priorities at a geographic level. It aims to establish a shared understanding of vulnerable localities, the likelihood within communities of becoming a vulnerable victim, and the predictors for offending behaviour, to enable us to target preventive interventions in the right places to be most effective. This has enabled us to ensure that we have a robust and effective commissioning strategy that has seen the CDRP meet or exceed the majority of our targets in 2008/09.

Target hardening and ‘secured by design’ principles and procedures have been adopted by Registered Social Landlords and other partners who undertook training in this area. Four half-day workshops on burglary awareness and prevention were delivered to front-line Registered Social Landlord staff. In total, 62 people attended the workshops including housing and neighbourhood officers, tenancy management officers and property surveyors. On the whole, the feedback was excellent: the vast majority of attendees found it interesting, beneficial to their work and clearly communicated. Attendees reported that the training increased their awareness of the extent of the problem and how to respond. They found the security and target hardening advice and seeing photos of vulnerable properties most helpful. Some also found it useful to share ideas with other agencies and partners, which highlights the benefits of mixed groups. Attendees reported that they would be more vigilant as a result of the training, either by advising on ways to improve existing security, or by working with residents or colleagues to increase awareness and understanding of the issues as well as the actions that can be taken.

The feedback suggests that it would be beneficial to roll out the training to mixed groups of wider participants including:

- private landlords;
- Victim Support;
- staff from within the Community Safety Team;
- enforcement staff such as Anti-Social Behaviour Officers;
- Street Crime Wardens and Neighbourhood Wardens;
- Police Community Support Officers;
- community representatives such as individuals from Neighbourhood Watch, and tenants and residents associations;
- Environmental Health Public Protection Officers; and
- housing market renewal initiative staff.

What impact did it have?

Our Intelligence-led Business Processes have enabled us to ensure that we have a robust and effective commissioning strategy that has seen the CDRP meet or exceed the majority of our targets in 2008/09, including an:

- 8.6% reduction in the most serious violent crime;
- 11% reduction in cases of assault with injury;
- 15% reduction in gun crime;
- 6% reduction in serious acquisitive crime;
- 26% reduction in the re-offending rate of prolific and priority offenders; and
- 5% reduction in repeat incidents of domestic violence.

Data analysts across agencies have a shared understanding of what complex data sources are available across the city and have begun to share emerging risk analysis more frequently than before. For example, the Fire and Rescue Service used local authority anti-social behaviour data and fly-tipping data to target their prevention programmes to schools via their community advocates service. Also the PCT public health department targeted their Christmas alcohol harm reduction campaign at pubs and bars identified for violent crime and alcohol-related disorder to ensure that the messages had most impact.

Commissioners across Citysafe are confident that, where we have invested shared resources, we have established a stronger evidence base that interventions have had a direct impact on our agreed performance targets and have helped to 'narrow the gap' between the least and most deprived communities. For example, burglary figures for one of the areas identified by our analysis for the first wave of partnership target-hardening services showed significant reductions. Burglaries in the target-hardened area reduced from 31 domestic burglaries between April and November 2008 to one since December 2008. This equates to a cost saving of £98,000 from an initial investment of £20,000. We anticipate that areas target-hardened more recently are likely to show further reductions.

Equally, we can see where services and projects that have been delivered historically need to be decommissioned to ensure that we can demonstrate value for money, based on strong evidence.

For example, we have reviewed the plethora of differently funded helpline services for victims and witnesses across the city and decommissioned many of these in order to focus on delivery of operational services while providing more easily accessible and nationally recognised helpline services. Furthermore, we have mainstreamed various services such as the Independent Domestic Violence Advisory Service, the Sexual Assault Referral Centre and Wardens following their successful piloting/pump-priming.

Importantly, all CDRP Executive Board members will question calls for new groups or services to be commissioned and will ask and challenge each agency to refer to the shared SIA evidence to justify extra resources. For example, there was a call to set up a new student safety group with the universities and colleges in Liverpool. The CDRP Executive Board asked for evidence from the SIA to justify this new group. The assessment demonstrated that student properties saw a greater volume of burglaries than regular rented properties in Liverpool, and so the group was established with a very tight task-and-finish brief to reduce student burglaries. To date, the number of burglaries at student properties has been reduced by a staggering 60%.

Therefore, the use of the SIA evidence base and Intelligence-led Business Processes has significantly improved our partnership commissioning and agency service delivery.

What have the hallmarks done for you?

The hallmarks have enabled us to refresh the direction for the CDRP and have offered us a set of business standards that we were mostly achieving already, but they have allowed us to accelerate our processes and stand up to public scrutiny for excellence in delivery.

For more details, please contact the Head of Citysafe Strategy Unit, Alison Doherty, from Citysafe, Liverpool's Crime and Disorder Reduction Partnership, Liverpool City Safe Partnership, at alison.doherty@liverpool.gov.uk.

Government Office area:

North West

SMART (Safer Merseyside Analysis Research Team)

Wirral Crime and Disorder Reduction Partnership

Which hallmarks does this exemplify?

Appropriate Skills and Knowledge
Intelligence-led Business Processes

Who was involved?

- Police;
- Community Safety Team;
- Health;
- Fire and Rescue Service; and
- Probation Service.

Additional partners for co-ordinated anti-social behaviour action included:

- Anti-social Behaviour Team;
- Connexions;
- Youth Offender Service;
- Community Patrol;
- Licensing Department;
- Trading Standards;
- Registered Social Landlords;
- British Transport Police;
- Youth Service;
- Police Community Support Officers;
- Mediation Services;
- Parks Services;
- Education Department; and
- Social Welfare.

What did you do?

We co-located the personnel, information systems and reporting structures to directly match the diverse business requirements of a CDRP. An analysis team combining expertise in ICT, criminology and front-line policing provides a central hub, supplying tactical and strategic products using the National Intelligence Model and other innovative models.

We drew together disparate data sources from the main agencies and combined them to produce an analysis product that is useful to all agencies attending.

One of the means of creating the analysis team involved forging close links with the local university's 'Business Bridge' programme, which provided us with high-calibre staff in the form of student employees who became full time on graduation. One of the students was awarded 'Student Employee of the Year' and another developed an in-house web-based database and, like the system, is still here four years later.

The team have also developed through innovative working practices such as placing council employees on police training and vice versa. They are given the freedom to develop and showcase new analysis products.

The overall ethos is to be employed by an agency but work for the partnership. This is easier said than done, as it involves both buy-in at a senior level within the CDRP and enlightened joint leadership from the Partnership Development Officer and Community Safety Co-ordinator.

What impact did it have?

It enabled partners from differing agencies to solve problems through a co-ordinated, proactive response, thereby focusing resources across police neighbourhoods to reduce anti-social behaviour.

The process has meant sustained crime and anti-social behaviour reductions over the last four years:

- Over the last year, police-recorded anti-social behaviour reduced by 16%, violent crime by 20%, British Crime Survey overall crime reduced by 25%, and disorder in parks by 27%.
- Over the last *two* years there was a reduction in domestic violence victimisation of over 40%.
- Over the last *three* years there was a reduction in wounding of 56%.
- Over the last *four* years there were reductions in burglaries of 67% and vehicle theft of 75%.

What have the hallmarks done for you?

Data integration has provided a focus for multi-agency participation, and has enabled us to produce intelligence products that form the basis for co-ordinated agency working.

Further comments

We believe we are the first council-owned building in the country to receive a fibre-optic link to our police headquarters.

For more details please contact the Community Safety Co-ordinator, Steve McGilvray, from the Wirral Crime and Disorder Reduction Partnership, at stevemcgilvray@wirral.gov.uk.

Government Office area:

North West

SAFE Process

Enfield Safer and Stronger Communities Board

Which hallmarks does this exemplify?

Intelligence-led Business Processes

Who was involved?

This process involved key representatives of those agencies that could contribute to crime and disorder reduction (such as police, Fire and Rescue Service, Trading Standards, Street Pastors, parking enforcement, CCTV, etc.).

What did you do?

We have redeveloped and revamped our SAFE (Street Action for Enfield) joint tasking process to ensure that it delivers meaningful results and actions against the targets that are identified through our strategic assessment process and also during analysis of the changing seasonal and temporal crime and anti-social behaviour issues in Enfield.

SAFE is a fortnightly meeting where key partners in the CDRP come together to look at current issues and what they can do to resolve them. It does not replace the usual fortnightly police tasking process, but complements it (taking place in the same week) and includes other issues that would not necessarily be discussed at police tasking (e.g. noise, environmental degradation), as well as looking at the current crime issues (e.g. burglary, vehicle crime) to see what actions the partnership can contribute. The idea of SAFE is that it involves people and partners who can make a difference, and are senior enough to make a decision about allocating resources, etc.

We reviewed SAFE to ensure that it remains fit for purpose and reflects current priorities. To this effect, we have amended both the time and the list of attendees to ensure that the key people and partners are there. We have also changed the SAFE report to be more detailed and it is now emailed out to attendees rather than given as a presentation on the day, to ensure a wider audience.

Resources are tasked through SAFE and there is limited funding put aside by partners for use by SAFE to tackle issues as they arise. We are also building up a record of tactical options and successful outcomes for use with future issues/operations when the need arises.

What impact did it have?

SAFE brings ownership, shared intelligence, resources and commitment together alongside performance management and a mechanism to deal with cross-cutting problems such as crime and anti-social behaviour.

The end result will provide a performance monitoring tool for partners, which can be used as useful background for other reports and will also reduce the need for completing ad hoc data requests.

Indeed, since the new-style SAFE process began, 101 actions have been discharged, with a further 19 currently in process. We have also been able to tackle particular issues such as a rise in the number of pickpockets/dips in the town centre during last summer. Meetings are well attended and SAFE has become critical to the effective deployment of resources across Enfield. Other boroughs have identified SAFE as an effective joint tasking process.

What have the hallmarks done for you?

They have provided a valuable reference point from which to gauge our progress as a Safer and Stronger Communities Board.

For more details please contact the Community Safety Information Manager, Rod Bennett, from Enfield Safer and Stronger Communities Board (SSCB), at rodney.bennett@enfield.gov.uk.

Government Office area:

London

Halloween: Reducing crime and disorder and increasing community confidence in Knowsley

Safer Knowsley Partnership

Which hallmarks does this exemplify?

Intelligence-led Business Processes

Who was involved?

This involved various members across the Safer Knowsley Partnership, but the nature of the work, and the nature of the intelligence and data used involved staff from throughout the local authority.

What did you do?

- Ensured that effective planning played a key role in identifying problems early.
- Ensured that data and Intelligence were key in decision-making processes for the whole project.
- Developed a small number of key workstreams with specific responsibilities feeding into one overall strategic plan and strategic lead.
- Involved a whole range of colleagues from throughout the CDRP, but also from other agencies, public bodies and the third sector.
- Through effective planning and business planning, achieved our desired reductions in crime and disorder in this key period for two years to date.
- Applied the principles around key workstreams supported by data and intelligence to a number of other key strategic priorities within the Safer Knowsley Partnership (examples include gun crime, tackling acquisitive crime in key locations and a range of other projects).

What impact did it have?

In terms of impact on crime and disorder figures, there was an impact (see overleaf) and there was an impact also in terms of community perceptions around a key strategic period for us within Knowsley. Many of the lessons learnt from this project were already in place and are now expanding to other areas, and the use of the four workstreams (of which Data and Intelligence was one) in other projects is ongoing. The project highlighted again the effectiveness of planning and taking an intelligence-led approach to business and decision making, which Knowsley has developed over the last two years and continues to promote through the Safer Knowsley Partnership Analytical Team.

This approach to tackling crime and disorder around Halloween was first taken in 2007. Some of the key headline results were as follows:

- reduction in all crime by 36%;
- criminal damage offences fell by 55%;
- anti-social behaviour incidents fell by 30%;
- on 30 October all crime fell by 42%;
- on 30 October criminal damage offences fell by 50%;
- on 30 October anti-social behaviour incidents fell by 16%; and
- reported secondary fires fell by 52%.

What have the hallmarks done for you?

The use of analysis and intelligence in shaping and directing the business of the Safer Knowsley Partnership has developed over the last two years and now plays a crucial part in determining our priorities, informing us about where and how to tackle these priorities and ensuring that we effectively evaluate our decisions to help shape future direction.

For more details please contact the Analytical Team Manager, Paul Hart, from the Safer Knowsley Partnership, at paul.hart@knowsley.gov.uk.

Government Office area:

North West

Domestic Violence ‘eMARAC’ (electronic Multi-Agency Risk Assessment Conferencing)

Wirral Crime and Disorder Reduction Partnership

Which hallmarks does this exemplify?

Intelligence-led Business Processes

Who was involved?

Council, police, Primary Care Trust, probation, NHS, registered social landlords, education, social services, Churches Together, finance, housing, Fire and Rescue Service, RASA Merseyside (Rape and Sexual Abuse Centre), Victim Support, Anti-social Behaviour Team, Youth Offending, Witness Care, Women’s Refuge, Youth and Community, Crown Prosecution, homeless section, Women’s Aid, multicultural centre.

What did you do?

Created a virtual MARAC online. Wirral CDRP developed an in-house website for all agencies to collectively store domestic violence information on the perpetrator, victim and incident to assess risk, increase reporting and radically reduce repeat offending.

What impact did it have?

The software underpins the Family Safety Team, a unit that is a one-stop shop co-ordinating all agencies that come into contact with domestic violence victims. It is not only a case management tool for individual victims, but also a Management Information System to assess trends such as causal factors and vulnerability. The system acts as an information conduit linking over 50 agencies in supporting domestic violence victims.

What have the hallmarks done for you?

Enabled us to put the victim first. Information is not aligned to individual agency systems, but has a common format directly reflecting the national goal to reduce the percentage of domestic violence survivors becoming repeat victims.

Further comments

This process underpins the MARAC reflected by the expectation of excellent performance in National Indicator 32.

For more details please contact the Community Safety Co-ordinator, Steve McGilvray, from Wirral Crime and Disorder Reduction Partnership, at stevemgilvray@wirral.gov.uk.

Government Office area:

North West

Extraordinary Week of Action

Nottingham Crime and Drugs Partnership

Which hallmarks does this exemplify?

Intelligence-led Business Processes
Effective and Responsive Delivery Structures

Who was involved?

Crime and Drugs Partnership, police, Community Protection, Neighbourhood Management, Street Scene, Youth Service, Neighbourhood Development Company, Parking Services, local voluntary sector and the local community.

What did you do?

One area of the city was suffering increasing problems with crime and anti-social behaviour which were fed up through local tasking and co-ordination to the city-wide hotspot tasking group. A four-week enforcement operation was mounted by Nottinghamshire Police across the whole area. The police and the Crime and Drugs Partnership (CDP) agreed that an additional partnership week of action would be delivered to complement the enforcement activity across the two neighbourhoods which were the most problematic, Hyson Green and Forest Fields.

The problem was first identified at City Tasking where all partner agencies come together to jointly address particular hot spots, and are held accountable by the Chief Executive of the CDP and the Chief Superintendent.

The figures for crime and anti-social behaviour were rising throughout 2008 and actions had been allocated through the City Tasking process, which had been effective in the short term but were not sustainable, and more needed to be done to resolve the problems. The Chief Executive and Chief Superintendent agreed that additional police resources would be put into the area, and took the unusual step of requesting a week of action to complement this.

Due to the nature of the problem and the need for an immediate response, the week of action was run in addition to the pre-arranged cycle of weeks of action, and was planned and delivered in just three weeks. The normal process takes at least eight weeks from first planning to delivering the level of activity which has become expected. The challenge was to deliver to the same standard but with just three weeks to organise it.

The agencies involved in this week of action were already familiar with working according to community priorities through the existing weeks of action programme and local tasking and co-ordination meetings. In fact, many resources were already committed to a pre-planned week of action to be held in Nottingham city centre two weeks after the extraordinary week of action. To achieve the objectives of the week of action, it was decided that the most effective way to plan the week would be to give local tasking meetings over to week of action planning meetings during the three-week planning period, rather than cramming already full diaries with more meetings. There were a lot of good ideas generated at the first meeting which couldn't be implemented in the timescales, although there was still a full programme of activity delivered at very short notice, and agencies worked very well together to make the best use of existing resources.

The objectives of all the weeks of action are to reduce crime and anti-social behaviour, improve the perception of the area, reclaim communities, form new networks and partnerships (and strengthen existing ones), and give hope. This week of action had a particular emphasis on achieving a quick and sustainable reduction in crime and anti-social behaviour and on reassuring the local community.

A range of different activities were delivered during the week, themed around community safety, the environment, youth activity and community engagement. Agencies pulled out all the stops and worked very well together to ensure that the week was as effective as possible. There has been a sustained reduction in crime and anti-social behaviour since the week was delivered in November 2008. There was a 24% reduction in all crime between October and November and a further 10% reduction in crime between November and December.

The Neighbourhood Management Team for the area received a lot of positive feedback during the week about the improvements in the area, particularly on the involvement of Parking Services. A total of 45 community members engaged with them, wanting to become involved. A Local Action Group meeting held shortly after the week of action was attended by 90 residents wanting to get involved in improving their area.

What impact did it have?

The week of action has contributed to an overall reduction in crime and anti-social behaviour and an increase in community confidence and engagement, as detailed in the paragraph above.

Working to short timescales meant that the agencies involved sharpened their focus on the tasks in hand, and worked smarter together. A good example is the joint working between Street Scene and Community Protection to remove fly tips in front gardens on one of the main roads, which were really making the area untidy. Street Scene agreed to remove the waste during the week with the proviso that Community Protection engage with the residents and warn them that it is their responsibility to keep their gardens clean in future and that if they don't, enforcement will follow. This made a huge visual impact during the week and the properties are continuing to be monitored for further offences.

One of the main complaints from the community was inconsiderate and illegal parking on one of the main roads through the area. Parking Services were engaged for the first time during a week of action and they guaranteed the presence of two civil enforcement officers for the whole week. This was particularly effective in terms of community feedback and revenue generated, and they are now working with the Neighbourhood Management Team on sustaining these improvements. Parking Services will now also be involved in the mainstream planning of all future weeks of action.

What have the hallmarks done for you?

Intelligence-led Business Processes: agencies were able to plan and deliver the week at short notice due to the data required to plan activity being readily available through local and city-wide tasking processes.

Effective and Responsive Delivery Structures: the planning took place through the existing meeting structures of the local Tasking and Co-ordination Group for the Neighbourhood Policing areas.

Further comments

Once implemented, the week ran like any other week of action and was very successful overall. The short time allowed for planning added additional pressure to the process but also meant that agencies sharpened their focus and worked smarter together. Our initial thought was that two weeks of action delivered in short timescales would not be achievable; however, with a huge amount of partnership work and commitment to a well established model, the weeks were both a great success.

For more details please contact the Implementation Officer, Katy Follows, from Nottingham Crime and Drugs Partnership, at katy.follows@nottinghamcity.gov.uk.

Government Office area:

East Midlands

The reduction of violent crime and anti-social behaviour in the Havant Borough

Safer Havant Partnership

Which hallmarks does this exemplify?

Intelligence-led Business Processes
Effective and Responsive Delivery Structures
Engaged Communities

Who was involved?

Police

Safer Neighbourhood Teams
Anti-Social Behaviour Co-ordinator
Analyst
Priority Crime Team

Havant Borough Council

Community Safety Team
Analyst
Solicitor
Neighbourhood Rangers
Councillors

Partners

Crown Prosecution Service
Neighbourhood Watch
Portsmouth City Council Housing Team
Hampshire Probation Service
Hampshire Fire and Rescue Service
Hampshire County Council-accredited community safety officers

What did you do?

Ongoing analysis of partnership crime and anti-social behaviour data identified that a relatively small area of Havant Borough was suffering from a disproportionate amount of violent crime and disorder.

A multi-agency problem-solving meeting led by the police inspector responsible for the area was held.

The meeting established that there were a number of other incidents – including litter, fires, vandalism, graffiti and petty theft – occurring in the area which were going unreported and therefore there were gaps in knowledge.

It was also identified that there were some 12 individuals in three groups that were at the centre of the problems, many of them residing within the area, and that residents were living in fear of them. Their activities also impacted on other areas in Havant and adjoining districts.

It was agreed that further analysis would be conducted into the suspects to build a better picture of their activities, and that work to utilise relevant anti-social behaviour legislation would commence in relation to all of them.

It was also agreed to run an area-wide community engagement event to target the hearts and minds of the residents, with all agencies contributing to a range of activities to raise the profile of the partnership.

The suspects were all visited by the Safer Neighbourhood Team, warned of the likely outcome for them if they did not cease their behaviour, and offered the support of relevant agencies, including Hampshire Probation Service, to change their ways.

A multi-agency team visited every single address in the area and spoke to all of the residents, including the families of the suspects, providing anti-social behaviour diaries and contact details.

Neighbourhood Watch redoubled its efforts in the area, identifying and recruiting new co-ordinators from among the community.

Frontline resources were deployed on an intelligence-led basis at key times to challenge the groups, utilising a full range of interventions, and to document anti-social activities. Both police and accredited community safety officers utilised body-worn video equipment obtained through partnership funding to capture best evidence.

Every available piece of information was analysed and training in evidence gathering and the completion of statements was provided to frontline staff to ensure that best evidence was available.

The local authority solicitor and Crown Prosecution Service co-ordinated their efforts and expertise to ensure that both civil and criminal avenues of disposal were utilised.

Slowly but surely, an air of confidence has returned to the area. The necessary evidence was secured to enable prosecutions and the incidence of violent crime and anti-social behaviour has been reduced.

The outcome has not only led to key individuals being prosecuted for a range of offences and a number of anti-social behaviour orders being obtained, but also, on a positive note, several of them chose to mend their ways and are now in full-time employment.

From a partnership perspective, all agencies have benefited from a reduction in demand on their services in this area and are therefore able to move on to tackle the next identified priority area.

Comment

Three months' background work was devoted to the initial stages in pulling all the relevant partners together, providing training and identifying what was actually happening and who was involved. But, once this had been achieved, the effective use of analysis, and tasking and co-ordination of effort meant that all agencies adopted the operation as part of their core business.

Key to this process was the Safer Neighbourhood Team taking ownership of their residents' concerns and engaging with the Safer Havant Partnership to utilise the full range of resources available to them.

Aims and objectives

To utilise community intelligence to combat violent crime and anti-social behaviour.

To reduce the fear of crime and to improve the quality of life for residents.

Were they met?

The judicial process is ongoing, but initial analysis of demand in the area has shown a significant reduction. It is too early to fully judge the long-term outcomes; a full evaluation of the project has yet to be completed.

Have these results been maintained over time?

The processes involved have been embedded into the partnership and now form part of day-to-day business.

What impact did it have?

- Significant reduction in violent crime and anti-social behaviour in the area.
- Increased Neighbourhood Watch coverage.
- Increased community engagement.
- A reduction in demand on partnership resources.

What have the hallmarks done for you?

They have set clear standards to aspire to and given a defined framework to work within. The hallmarks are now embedded into day-to-day business. They have enabled Havant Borough Council to remodel the Crime and Disorder Reduction Partnership from top to bottom, equipping us to discharge our responsibilities to lead on the community safety agenda.

For more details on this piece of work please contact the Community Safety Team Leader, Tim Pointer, from Safer Havant Partnership, at tim.pointer@havant.gov.uk.

For more details on the partnership please visit www.saferhavant.co.uk.

Government Office area:

South East

Enfield Commissioning Process

Enfield Safer and Stronger Communities Board

Which hallmarks does this exemplify?

Intelligence-led Business Processes
Engaged Communities

Who was involved?

Key representatives of the statutory, voluntary and private sector were involved with this process.

What did you do?

Enfield Crime Reduction Implementation Team (ECRIT) is the main delivery body for Enfield's Safer and Stronger Communities Board (SSCB – our local CDRP). The membership includes representatives from all relevant sectors including both the business and the voluntary sector, and the group is chaired by the Police Partnership Superintendent. Reports are in plain English and circulated in advance to all members. ECRIT has been in operation since 2004 in its current format and is supported by the council's Community Safety Unit.

ECRIT meets monthly and one of its tasks is to review performance and financial spend against activities which are commissioned to meet our strategic priorities in improving community safety. ECRIT also has delegated responsibility for commissioning activity on behalf of the SSCB.

ECRIT's commissioning process is transparent and inclusive and is highly regarded within the Enfield Strategic Partnership. Indeed, this process has now become the template for all the other thematic delivery groups.

Applications are invited to tackle areas of work that have been prioritised by the SSCB through our annual strategic assessment.

Notification of the commissioning process is circulated widely throughout partnership organisations and using a variety of publications including community newsletters. The process itself is straightforward and additional assistance in completing any applications is provided, if required through the Community Safety Unit.

As a partnership, we recognise the benefits of commissioning activity through the third sector and we have many examples of this approach, including the recruitment of a domestic violence advocate through Victim Support to work out of the Community Safety Unit.

The commissioning meetings themselves are held at Community House, Edmonton, in order to maximise and promote use of this accessible and important venue. The commissioning panel is made up of members of ECRIT including statutory, voluntary and private sector representatives. Prior to this meeting, supporting paperwork is sent out to attendees. All the proposals are discussed at the commissioning meeting in an open and frank way, and a consensus is then reached on what activity should be commissioned across the borough to support our objectives.

Where proposals are not supported, recommendations are made in respect of other possible funding streams that may be available, and we have a partnership funding and development role in assisting community groups seeking funding elsewhere.

During 2008/09, 21.5% (£240,000) of the partnership funds available were allocated to community and voluntary groups to deliver activity on our behalf. We were also able to extend our more traditional business to positive activities for young people, support for people with substance misuse issues and the previously mentioned domestic violence advocate to work with some of the most vulnerable members of our community.

Similarly, around 33% of the activity commissioned by the SSCB is delivered by the third sector. We are currently on target to deliver five out of the six partnership Local Area Agreement stretch targets for 2006–09 through collaborative working, which will of course generate a significant reward grant.

We continually seek to share resources, including meeting venues and available funding. There are also a number of deployable volunteers such as Street Pastors, whose work is supported by ECRIT and who assist in demonstrable reassurance at the right times in the right areas of Enfield. In this way the Street Pastors are able to work in collaboration with the wider partnership.

What impact did it have?

We understand fully the value of working with the third sector, both in terms of sustaining activity and ensuring that it has community support. There are a number of funding opportunities which are only open to partnerships that are able to demonstrate active engagement from the third sector. Following Sir Peter Gershon's report, *Releasing resources to the front line: Independent Review of Public Sector Efficiency* (London: Her Majesty's Stationery Office, 2004), statutory agencies need increasingly to demonstrate efficiency savings and value for money, and the funding available to tackle community safety is increasingly dependent on the appropriate level of interaction within the third sector. Through our close working with the voluntary sector, we have as a partnership been able to deliver far more projects with this funding than we would have been able to without their support.

We have also been able to signpost community groups to the correct support within statutory agencies via a number of key contacts. Likewise, we have also been able to extend the networks and the reach of the statutory organisations using the community groups' contacts.

What have the hallmarks done for you?

They have provided a valuable reference point from which to gauge our progress as an SSCB.

Further comments

We have continued to refine the process and involve critical friends from the Government Office to oversee the preventing violent extremism commissioning. The transparent badging of this area of work has led to individual projects having a clearer understanding about the national agenda, our local priorities and the way in which communities can get involved.

For more details please contact the Community Safety Information Manager, Rod Bennett, from Enfield Safer and Stronger Communities Board (SSCB), at rodney.bennett@enfield.gov.uk.

Government Office area:

London

Transforming community engagement in the Havant Borough

Safer Havant Partnership

Which hallmarks does this exemplify?

Engaged Communities

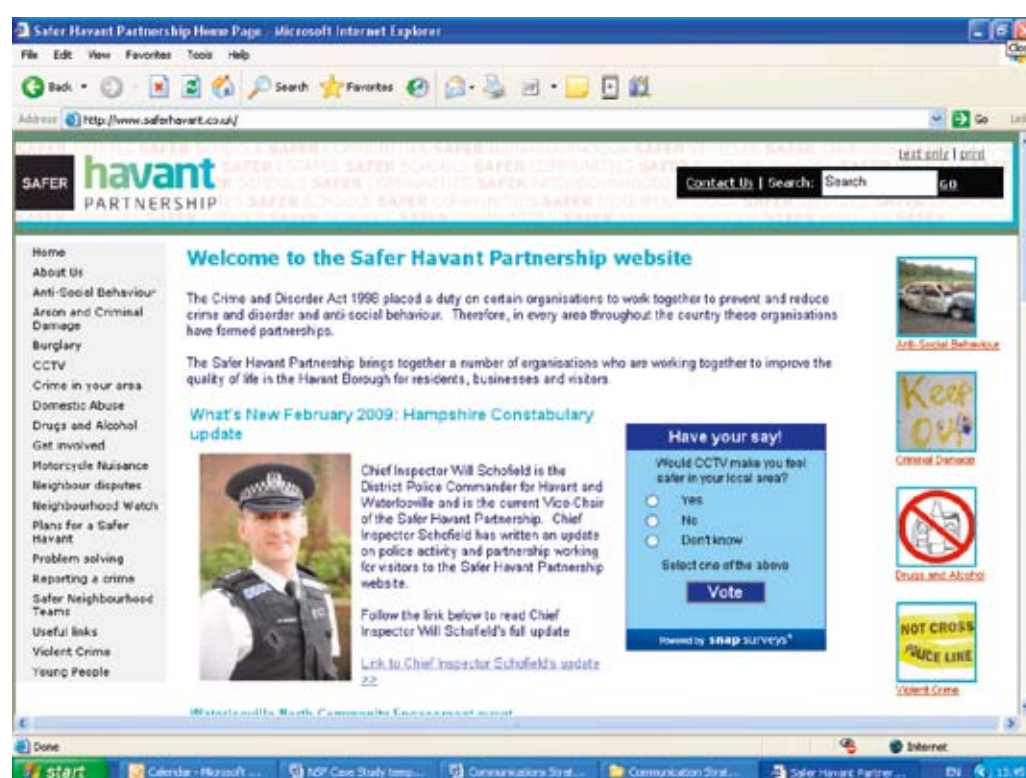
Who was involved?

Havant Borough Council Community Safety Team, which includes:

- Tim Pointer, Community Safety Team Leader;
- Sam Charlton, Community Safety Co-ordinator;
- Ryan Gulliver, Community Safety Analyst;
- Katherine Vasey, Community Safety Projects Officer; and
- partner agencies for input into website content and assistance in publicising the website.

What did you do?

In 2008, the Safer Havant Partnership was relaunched from the dated Havant Crime and Disorder Reduction Partnership and it was quickly identified that it did not currently have a co-ordinated and proactive approach to community engagement and communications in place. The partnership requested a visit from the Home Office Partnership Support Team which reported that 'there was no evident clarity on how the partnership was actively engaging with communities across Havant'. The partnership understood the importance of informing and engaging the public in order to reduce fear of crime and increase public confidence, and began to tackle communications through a number of varied channels. This included the development, launch and maintenance of an informative and interactive website.



The aims of setting up a new Safer Havant Partnership website were to:

- raise the profile of the Safer Havant Partnership to the local community and raise awareness of service provision;
- raise the profile of the Safer Havant Partnership within partner agencies;
- gain community support for the work of the Safer Havant Partnership; and
- reduce fear of crime in the Havant Borough and improve public reassurance.

The partnership ensured that the website design and content linked to the current priorities in their Partnership Plan, including clear links to information and advice on their five priority areas, which are displayed on the right-hand side of every page. They made sure that the website was accessible to all and had simple and useful advice about a broad range of topics, from neighbour disputes to ways for the public to get involved in the local community.

The website also had to be as interactive as possible in order to engage the community and enable the partnership to hear residents' views through as many channels as possible. The partnership set up a new email address (info@saferhavant.co.uk) and developed a monthly interactive poll to assess website visitors' views on topical issues. The website constantly develops and changes as residents and partner agencies feed back to the partnership with articles, advice and information about upcoming events.

Much time was invested in making the website as clear, informative and interactive as possible, in optimising search options to ensure that the website was easy to find and in publicising the website to ensure that residents knew that this tool was there for them to use. A post was created for a Community Safety Projects Officer, responsible for developing and managing the website and co-ordinating all publicity and communications from the Safer Havant Partnership.

Finally, the partnership also recognised that there are those in the Havant Borough who do not have access to the internet and would not be able to access the information and advice on the Safer Havant Partnership website. In response to this issue, the partnership ensured that essential information including how to report crime, important contact details for partner agencies and community safety advice – was available through a number of other channels, including leaflets delivered to areas with high levels of anti-social behaviour and articles in the Havant Borough Council magazine *Serving You* and the Leigh Park community newspaper *Park Life*.

What impact did it have?

The Safer Havant Partnership now has a modern, inclusive and constantly developing website which can be quickly updated with relevant information, news and updates from partner agencies. In the four months since the launch of the new website, it has had over 7,000 hits and 1,000 individual visitors, which has surpassed all expectations, particularly considering that the previous Havant Borough Council community safety webpage had an average of 70 visitors a month.

Obviously it is too early to assess the website's effect on fear of crime or public confidence, but the partnership believes that the more information the public are given about the work of the partnership, the more confident the public will feel that organisations are working together to successfully tackle community safety issues. The partnership has recently conducted a survey of 1,500 local residents in order to assess their perceptions on community safety issues and will later be using this baseline to assess their community engagement and communications.

What have the hallmarks done for you?

The Engaged Communities hallmark gave the team clear direction and motivation to create a modern, informative and interactive website.

The hallmarks set standards to aspire to and gave a clear framework to work within, and are now embedded into day-to-day business.

For more details please contact the Community Safety Projects Officer, Katherine Vasey, from Safer Havant Partnership, at katherine.vasey@havant.gov.uk.

The Safer Havant Partnership's new website can be found at www.saferhavant.co.uk.

Government Office area:

South East

