

South Warwickshire Joint Partnership Plan

Stratford-on-Avon and Warwick Crime and Disorder Reduction Partnerships

April 2008- March 2011

(Third Draft – June 2008)

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1. Vision Statement

Stratford-on-Avon and Warwick Crime and Disorder Reduction Partnerships have a vision to make South Warwickshire an attractive, environmentally sustainable, desirable area to live in, work and visit, with a sense of safety equal to the low risk of becoming a victim of crime in the area.

2. Introduction and Context

This Partnership Plan is a document developed by the two South Warwickshire CDRPs. The decision to work collaboratively on this Plan is the product of the two CDRPs' long history of over seven years of joint working in a variety of ways:

- Two joint South Warwickshire audits; in 2001 and 2004
- A single 2005-2008 South Warwickshire CDRP strategy, with shared priorities
- A history of working across the two partnerships in shared action planning and implementation groups
- Jointly developed and shared terms of reference and membership
- Shared self-assessment processes, improvement action planning, and assessment against the National Standards
- Collaborative work on SSCF funding and a joint SSCF agreement for 2005-2008
- A history of jointly funded posts including, historically, a partnership support post, an Anti-Social Behaviour Officer and an SSCF Project Manager
- Single assessment by Government Office West Midlands on the CDRP leadership audit
- A joint CDRP merger submission, currently being reviewed by GOWM

Following the completion of two separate Strategic Assessments, it became clear that each CDRP had the same two emerging priorities. In the light of a history of successful collaborative working on delivery plans, and the good working relationships between the two CDRPs, a decision was taken to produce a joint Partnership Plan. As the first such document, this is a process which the CDRPs wish to improve on year by year, and intend to carry out a joint Strategic Assessment in 2008/09.

This Partnership Plan relates to a number of existing strategies and plans. These are:

- South Warwickshire Violent Crime Action Plan
- Warwickshire Domestic Violence Strategy
- Countywide Violence Strategy
- Warwickshire ASB Strategy
- South Warwickshire ASB Strategy
- Police Community Engagement Strategy
- Warwickshire Alcohol and Drugs Implementation Plan

- National Alcohol & Drugs Strategy
- Local Area Agreement
- Community Safety Agreement
- Warwick DC Community Plan
- Stratford DC Community Plan
- Policing Plan
- PPO Strategy
- Youth Plan

The CDRP will draw on these strategies, and use them to contribute to the CDRP's delivery plans where appropriate.

Building on a history of good practice of sharing resources, both financial and personnel, wherever practical, and in the interests of partnership working, the CDRP will continue to contribute to the aims of the Local Area Agreement first and foremost where these are clearly agreed priorities for South Warwickshire. The LAA priorities are:

- to reduce serious violent crime/violent crime (including domestic abuse)
- to tackle anti-social behaviour (including criminal damage and arson)
- to tackle alcohol and drug misuse
- to reduce acquisitive crime (including vehicle crime, domestic burglary and business crime)
- to improve road safety
- to work on Prolific and Priority Offenders and young people

The CDRP selected its two priorities, (Serious Violent Crime and Anti-Social Behaviour with Criminal Damage, the first two of the LAA's six priorities), in partnership. It will therefore prioritise its efforts on these and this plan aligns clearly with these top two LAA priorities. The CDRP looks to the LAA Area Based Grant for a substantial element of its funding, but will continue to maximise its impact on delivery via creative and effective use of existing partnership skills, experience and expertise.

It is essential that the CDRP maintains its ability to respond to changing influences on its business. While it has clearly identified what its core business is – serious violent crime and anti-social behaviour – the partnership will review, as part of its regular monitoring, other emerging issues arising from the LAA, the Safer Neighbourhoods Teams, Government Office, and other local and national issues, and seek to respond to these appropriately within its overall strategy.

3. Strategic Assessment Process

The Strategic Assessments were produced by Stratford-on-Avon and Warwick CDRPs independently. They followed a review of the partnership provisions of the Crime and Disorder Act 1998 and the Police Reform Act 2002. The review strengthened and extended the requirement for CDRPs to produce a crime and disorder audit; consult with key agencies and the wider community and use the findings to identify strategic priorities and set targets and performance measures.

The period covered was October 2004 to September 2007, following on chronologically from the last time an audit was completed. The Safer Neighbourhoods Analysis team, which sits within the Warwickshire Observatory, undertook the collection and analysis of data collected from partner agencies. The approach followed the National Intelligence Model, and the Partnership will continue to use the principles on the NIM to guide its strategic decisions, action planning, and resource allocation. The data was scanned by a small sub-group from each South Warwickshire CDRP, and emerging trends and patterns of crime identified. Following this, and based on projected performance towards the CDRPs' targets, initial long-lists of priorities were drawn up for each CDRP.

This was again carried out independently by the two CDRPs, using different, but thorough scoring methodologies to rank the crime types against criteria such as volume, impact, trends, community concerns and other considerations such as National Priorities. However, it became clear that there were the same two top priorities coming through for both CDRPs; these were ***Serious Violent Crime, and Anti-Social Behaviour (to include Criminal Damage)***.

Following further data and trend analysis to test further the emerging priorities, the sub-group carrying out the Strategic Assessment took the proposals to all three levels of the CDRP for their comments and support. Following the Operational Delivery Group, and the Responsible Authorities Executive Group meetings, the Strategic Member Board in January 2008 ratified Serious Violent Crime and Anti-Social Behaviour as the two CDRP priorities for 2008-2009, and asked the sub-group to develop the Partnership Plan, and Delivery Plans for the priorities.

The CDRP uses, and will continue to use, a range of intelligence tools to inform its strategic decisions and delivery. It will continue to look to the National Intelligence Model as a model of good practice, and be informed by the intelligence it provides. The CDRP will continue to incorporate NIM issues in its own future Strategic Assessments and will make every effort to gather appropriate intelligence from partners and the community to influence its business. As intelligence is a core part of the CDRP's work, every area of its delivery includes intelligence as generic.

4. Other Issues of Concern Identified

Serious Violent Crime and Anti-Social Behaviour with Criminal Damage were not the only crime types the Strategic Assessment process highlighted for the CDRPs. Stratford-on-Avon's prioritisation process identified substance misuse and domestic burglary as scoring fairly high. Warwick CDRP's Strategic Assessment designated five issues in total as high priorities; as well as Serious Violent Crime and ASB with Criminal Damage, there were road safety and speeding, and business crime.

These other high priorities in South Warwickshire feature within the Local Area Agreement's six priorities below:

- to reduce serious violent crime/violent crime (including domestic abuse)
- to tackle anti-social behaviour (including criminal damage and arson)
- to tackle alcohol and drug misuse
- to reduce acquisitive crime (including vehicle crime, domestic burglary and business crime)
- to improve road safety
- to work on Prolific and Priority Offenders and young people

Since the CDRP is committed to the LAA priorities where they complement and contribute to local priorities, the partnership will continue to monitor performance on these other issues, and any other Government Office priorities, and respond flexibly and appropriately should the evidence demonstrate that action on any of these will improve overall CDRP performance towards targets. Although it is agreed that specific CDRP resource will not be directed towards these priorities; they will be addressed within individual agencies' agenda and resource availability.

5. Serious Violent Crime

National Indicator 15: serious violent crime rate (PSA 23)

Performance Indicators: serious violent crime rate, domestic abuse rates, alcohol related crime rates

Measurement: serious violent crime and domestic violence rates

Definition: Warwickshire Police (for whom Serious Violent Crime is the top priority for 2008/09) have now defined which crime types fall within the definition. These are: murder, manslaughter, infanticide, child destruction, attempted murder, wounding, or another act endangering life, grievous bodily harm without intent (including racially and religiously aggravated), causing death by dangerous or careless driving, (including under the influence), and causing death by aggravated vehicle taking. The CDRP does not consider that developing strategies to address offences defined as less serious would be a beneficial use of resources. It is anticipated that these may be impacted by the strategies to reduce anti-social behaviour and criminal damage below.

Key Findings: Violent Crime figures remained relatively close to the target throughout the monitoring period, only rising clear of the target line in winter 2006. Violent Crime in Stratford decreased by 12% in 2004/05 when compared with the BCS baseline figure of 1186, while in Warwick it increased by 1% in the same period compared with the BCS baseline of 1907. In Stratford this increased by 15% in 2005/06, before a further increase of 3% in 2006/07 and in Warwick it remained the same in 2005/06 before an increase of 12% in 2006/07.

The top 5 wards for recorded violent crime in Stratford District are Avenue & New Town, Guild & Hathaway, Alcester, Studley and Bidford & Salford. In Warwick District, they are Clarendon, Brunswick, Warwick West, Milverton and Willes.

Focusing on the violent offences that have been recorded by Police on the Crime Information System (CIS) in the 12 months October 2006 to September 2007 the split has been as follows: in Stratford and Warwick respectively, 17% and 16% of the total violent offences recorded were linked to domestic violence, while 38% in both areas was related to drugs and alcohol. **(Note:** It is important to note that the accuracy of this information is dependent on the use of the relevant flag being used when recording a crime on the system).

Analysis conducted earlier in 2007 highlighted that as a proportion of violent crime, Other Wounding was the most common at 36% of the total violent crime in the Stratford district and 40.5% in Warwick. In Stratford, Common Assault accounted for 23% and Harassment 19% of the total violent crime and in Warwick 19% and 16% respectively.

A specific piece of analysis has been conducted on Domestic Abuse in South Warwickshire. In Stratford adults in the 36-45 age bracket appear to be the most likely perpetrators of domestic abuse (32%), while in Warwick they are

spread across a larger age-span, with 27% of perpetrators aged between 18-25 and 26-35, and 26% aged between 36-45. In Stratford, the peak age for offenders is 40 yrs – 5% of offenders were this age at the time of the reported incident and in Warwick, it is 21 yrs with 5% of offenders.

Geographically, the Avenue and New Town ward has been identified as the ward where the highest proportion of the domestic incidents have occurred in the selected period, accounting for 10.4% of the total incidents in the Stratford district, and it is Brunswick ward in Warwick where 17% of violent incidents were recorded. The link between deprivation and domestic abuse is not evident in Stratford, but it is in Warwick, where Brunswick is the most deprived, and suffered 67% more domestic abuse incidents than the second highest, Crown ward. Victim Support has provided information showing that 72% of the cases they have contacted and supported have involved one or both of the partners being in drink (for cases in April 06 to Jul 07).

When looking at assault it is important to note the figures recorded by Warwickshire PCT. Admissions data shows the number of emergency admissions with 'assault' coded in any of the 4 diagnosis fields. In the period April 2004 to September 2007 there were 103 emergency admissions to hospital for assault in the Stratford district and 219 in Warwick. Figures show that there has been a decline in admissions of this type over the period. There has been a 41% decrease in Warwick and 22% decrease in Stratford in the past 2 years. Between October 2005 and September 2006 there were 27 assaults recorded in Stratford and 64 in Warwick, while between October 2006 and September 2007 there were 21 and 38 assaults recorded in Stratford and Warwick respectively.

Approach: The level of domestic abuse crimes and incidents being reported is on the increase in the Warwick district and this has impacted on the level of violent crime. Targeting interventions towards domestic abuse to enhance reporting in the Community will ultimately increase the overall violent crime figures. Improved access / availability of domestic abuse incident data will enable more detailed analysis to be completed. Previous analysis has shown that violent crime is linked to key sporting events. Domestic abuse and common assaults have all seen increases around these key times in the sporting calendar. Targeting interventions at alcohol related violence will help reduce the overall violent crime figures.

Strategy: The CDRP's strategy to reduce Serious Violent Crime in South Warwickshire will be to tackle what is principally commercial centre violence, linked to alcohol and other substance misuse. The strategy will encompass those elements of the National Action Plan for Tackling Violence 2008-2011, published February 2008. This recognises that the CDRP is signed up to the countywide approach to encouraging victims of domestic abuse to come forward and seek help, and is engaged in developing the emerging strategy. (It is anticipated that a proposed countywide marketing campaign will be available by March 14th 2008). Being addressed are key messages for perpetrators, victims and witnesses, including language and terminology; the place of alcohol in domestic abuse; the effects of family and the wider community; appropriate media to communicate the campaign, e.g. website, phone line, e-mail.

Serious, Town-Centre Violence: The CDRP will address commercial centre violence with a series of partnership actions targeting alcohol-related incidents, particularly in the night-time economy. Working closely with partners on the Warwickshire Alcohol Action Plans, the CDRP will seek to engage the leisure and business communities and other partners in developing actions to address responsible drinking, under-age drinking, town-centre dispersal routes, advertising, education and information, backed up with appropriate enforcement tools.

Delivery Plans: South Warwickshire CDRP will integrate the key countywide themes and actions into its delivery plans and look to enhance and add to good practice at local level, engaging police, health, local authorities, education, social services and other agencies as appropriate, harnessing statutory, voluntary and private sector inputs in terms of ideas, people, financial and other resource as well as those of the partnership as a whole.

Using the same Prevention, Education and Enforcement model as has been developed to address Anti-Social Behaviour, the CDRP Delivery Plan will build on actions already in place within the alcohol strategy, and broaden the approach to encompass domestic violence and serious violent crime.

The table below contains a few such examples and is intended to be illustrative, not exhaustive, and assumes that intelligence gathered via the National Intelligence Model approach, and via Safer Neighbourhoods Teams, and other partnership activities, will be applied and used appropriately.

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	Universal	Group	Individual
Prevention/ Diversionary	Extra policing to address local and district peaks in demand	Licensing saturation zones	
	Operation Guardian	Operation Guardian	Operation Guardian
	Test purchasing		
	Pub-Watch Schemes		
	Support the development of an alcohol outreach service		
Education	Awareness of drinking limits		
	Availability of information about drinking to appropriate community venues		
	Training for Police officers in addressing alcohol related domestic violence		
Enforcement	Powers of dispersal	Removal of alcohol	Removal of alcohol
	Enforcement of licensing conditions		Alcohol referral schemes
	Test purchasing		Target most frequent violent offenders (PPO scheme)
	Enforce Restricted Drinking Zones		Identify most persistent perpetrators of domestic violence

6. Anti-Social Behaviour including Criminal Damage

National Indicator 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police (PSA 23)

Performance Indicators:

- degree to which people feel informed about efforts by the local council to tackle ASB in their areas
- percentage of people who feel that parents who are not taking responsibility for their children is a very big or fairly big problem in their area
- percentage of people who feel that people not treating other people with respect and consideration is a very big or fairly big problem in their area
- percentage of respondents with a high level of perceived anti-social behaviour

Measurement: via District and County Councils' residents' surveys

Definition: the definition of anti-social behaviour in Section 1 of the Crime and Disorder Act 1998 is 'behaviour which causes or is likely to cause harassment, alarm or distress to one or more people who are not in the same household as the perpetrator'. However, the South Warwickshire CDRP interpretation encompasses a broader range, is not dependent on the tolerance and perception of the person affected, and includes behaviour which adversely affects the quality of life of communities. The joint CDRP agreed that this Partnership Plan should also include criminal damage within the definition, as it impacts on communities and the environment and strategies to reduce ASB and Serious Violence are likely to impact positively on reducing criminal damage.

Key Findings: ASB is a major concern to the people of South Warwickshire, as evidenced by the Strategic Assessment analysis, and accounts for a major part of all reporting to the police. There have been more reports of ASB in South Warwickshire, with a 7% increase in Stratford District over the last 3 years, and 19% in Warwick District. For the period October 2006 – September 2007, the top 5 wards for criminal damage offences in Stratford District were Avenue & New Town, Guild & Hathaway, Alcester, Studley and Bidford & Salford. The top 5 for Warwick District in the same period were Brunswick, Clarendon, Warwick West, Willes and Warwick North. Anti-social behaviour is subjective and what one person conceives to be anti-social behaviour another may not. As a result there may be a distortion in the figures for different areas of the two districts as these areas may have different perceptions of what constitutes anti-social behaviour. It is very dependent on tolerance levels, both geographically and over time.

Criminal damage, while decreasing in South Warwickshire over the period April 2007 to January 2008 by 11.4% in Stratford and 29% in Warwick, is still one of the highest volume crimes. Numbers in Stratford District have dropped 0.8% on the 2003/04 baseline (projected 08/07 figures), and increased by 16.9% in Warwick District for the same period. As a major factor in community confidence, environmental crime, or the 'broken window syndrome' is something

which the CDRP wishes to address as part of the strategy to reduce ASB and criminal damage.

Approach: the CDRP will build on the early intervention approach it has developed in partnership with the Police and other agencies over the last three years, with the objective of modifying behaviour at first contact. Through this approach, the CDRP aims to reduce the impact of alcohol in incidents of ASB, criminal damage and violent crime.

Strategy: the CDRP's strategy for reducing Anti-Social Behaviour links with both the national Respect agenda (the Task Force for which has now moved from the Home Office to the Department for Children, Schools and Families under the new 'Youth Task Force'), and the developing Warwickshire countywide ASB strategy.

The CDRP will target action planning and delivery at four main areas. These are contained in the draft Warwickshire ASB strategy, and are parenting, school attendance and behaviour, community factors (i.e. areas where there is disorder, neglect and peer involvement in ASB), and individual factors (i.e. drug and/or alcohol misuse, mental health issues, or a culture where involvement in ASB is endemic through generations).

A three-strand balanced approach adopted as the South Warwickshire Anti-Social Behaviour Strategy three years ago, incorporating prevention/diversion, education, and enforcement is proposed.

Delivery Plans: South Warwickshire CDRP will integrate the key countywide themes and actions into its delivery plans and look to enhance and add to good practice at local level, engaging police, health, local authorities, education, social services and other agencies as appropriate, harnessing statutory, voluntary and private sector inputs in terms of ideas, people, financial and other resource as well as those of the partnership as a whole.

Using the Prevention, Education and Enforcement model developed to address Anti-Social Behaviour, the CDRP Delivery Plan will build on actions already in place, integrating actions from other strategies such as the alcohol strategy and serious violent crime strategy.

The table below contains a few such examples and is intended to be illustrative, not exhaustive and assumes that intelligence gathered via the National Intelligence Model approach, and via Safer Neighbourhoods Teams, and other partnership activities, will be applied and used appropriately.

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	Universal	Group	Individual
Prevention/ diversionary	Youth spaces/shelters	Community mediation	Acceptable Behaviour Contracts
	Youth clubs and other spaces for young people	School mediation	Parental Control Agreements
	After school clubs	Inter-generational work	Agreements in schools
	Warden schemes	Positive activities projects	Restorative justice
	Neighbourhood park rangers	Summer Schemes	Mediation
	Situational prevention/designing out crime	Truancy projects	Mentoring
	Gating orders	Youth inclusion programmes	Diversionary (e.g. sport, IT, driving skills)
	Defensive planting	CHARM	Parenting projects
	Visual audits	Diversionary activities (e.g. sport, IT, driving skills)	Firebreak scheme
	Improving street lighting	Detached youth work	Auto workshop courses (YOS)
	CCTV	Neighbourhood safety projects	
		ASB Intervention Team (F&R)	
Education	Citizenship	Working with excluded children	Working with excluded children
	Anti-bullying strategies	Informal education activities (e.g. music, drama, art, sport, literacy development)	Informal education activities (e.g. music, drama, art, sport, literacy development)
	Drug and alcohol education	PAYP	YISP
	Prison, Me, No Way/Last Chance	PODs	
	Miss Dorothy	Safer Schools Partnership	
Enforcement	Litter removal	Starter/demoted tenancies	ASBOs/Injunctions
	Graffiti removal	Tenancy agreements/enforcement	Parenting Orders
	Removal of abandoned vehicles	Dispersal powers	Reparation Orders
	Dog fouling	High visibility policing	Fixed Penalty notices
	Fixed penalty notices		Injunctions
			Environmental Protection Act

7. Crime and Disorder Partnership Development Strategy (Hallmarking Process)

A new set of minimum standards came into force in England in August 2007. These new statutory requirements form part of the Hallmarks of Effective Partnerships. Responsible authorities have a legal obligation to comply with the requirements, which include the placing of the duty on the Strategy Group (i.e. the CDRP) to prepare a strategic assessment on behalf of the responsible authorities.

There are six Hallmarks of effective practice. These are:

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

The Home Office has identified in its *'Delivering Safer Communities: A Guide to Effective Partnership Working'* document and guidance, new **statutory** elements for partnership working, and suggested practice to achieve increased effective partnerships, using the statutory requirements as a foundation.

An assessment of the two South Warwickshire CDRPs against these new Hallmarks and the statutory requirements has been undertaken. The CDRP recognises that while many of the themes and suggestions have been discussed as part of previous Improvement Action Plans for both CDRPs in the past, the Home Office has now set out the minimum that it expects statutorily from CDRPs. Further, in order effectively to work in partnership and make a difference to the communities of South Warwickshire, the CDRP itself must be fit for purpose when assessed against the Hallmarks in order to reduce anti-social behaviour and serious violent crime, its two priorities.

The development of the CDRP therefore underpins its ability to deliver on the two strategic priorities for the next three years. The CDRP is committed to securing appropriate resource to ensure that the **CDRP Development Strategy** proposed is implemented, and to increasing its effectiveness as a partnership as a result.

Of critical importance, and highlighted by the overall assessment of the CDRP against the Hallmarks, is the need for the CDRP (i.e. the single, South Warwickshire CDRP) to have in place a single clear strategic lead in the form of an officer who maintains and gives strategic guidance to all levels of the CDRP, and briefs and guides the chairs of the different levels in the CDRP structure. A key weakness of the current arrangement is the lack of this lead across the piece.

In brief, the key issues for the CDRP Development Strategy are as follows:

Hallmark 1: **Empowered and Effective Leadership**

- Clarity of role and function of the CDRP layers
- Effective direction and guidance to the Operational Delivery Group from RAEG and SMB
- Consistency of senior officer attendance
- Appropriate briefing of portfolio holders and Chairs by an individual
- Communication of CDRP issues within responsible authority agencies
- Engagement of all responsible authorities evidenced in commitment to action plans and resources
- Governance arrangements and terms of reference must be regularly refreshed to ensure they are fit for purpose

Hallmark 2: **Intelligence-led Business Processes**

- More effective use of Safer Neighbourhoods Analysts to guide the business of the CDRP
- Data from other sources should be used to inform CDRP actions

Hallmark 3: **Effective and Responsive Delivery Structures**

- Delivery planning, housed within the Operational Delivery Group, should be understood and owned by the whole CDRP
- RAEG must hold ODG to account for the delivery of these plans
- RAEG must respond to issues raised by ODG, which must be clearly communicated through the CDRP structure, and forwarded to SMB if unresolved by RAEG
- The CDRP must understand the impact of lack of resource for delivery

Hallmark 4: **Engaged Communities**

- The CDRP should develop and agree a process for engaging with its communities – this could be as part of the communications strategy
- This must include being transparent about how the CDRP intends to address concerns raised by the community, including about those it will not address
- This hallmark is critical in terms of the CDRP's ability to deliver its communities' concerns and priorities

Hallmark 5: **Visible and Constructive Accountability**

- The CDRP must be accountable to the public and recognise how it engages with the public, and hold public meetings at least once a year
- The CDRP should develop a communications strategy and be clear about how it engages with the public

Hallmark 6: **Appropriate Skills and Knowledge**

- The CDRP members must be effectively trained to fulfil their roles both within the CDRP and within their 'home' agencies
- The CDRP staffing structure must be sufficiently resourced to enable the CDRP to deliver on its statutory responsibilities under the new Home Office requirements

8. Developing the Delivery Process

8.1 *Serious Violent Crime:*

The CDRP's lead agency for Serious Violent Crime is Warwickshire Police.

Detailed analysis has identified geographical areas of 'high harm'. More detailed research will enable the CDRP to focus multi-agency interventions more accurately. We already know a lot about what works and new initiatives are being piloted that could emerge as best practice. New delivery plans will build on success by the use of sharper analysis, better profiling and better information. We must also learn to understand more about the 'risk factors' that lie behind much of this crime type. The risk areas are broadly: -

- Individual
- Relationship
- Community
- Societal

However, Delivery Plans to reduce Serious Violent Crime will largely be focussed on our South Warwickshire commercial centres where most street violence occurs. Major factors in both violent and anti-social behaviour are alcohol and substance misuse which the CDRP recognises in the action plans being developed for this priority. It is anticipated that, in the centres of population, they will also impact favourably on reducing the reported incidents of ASB, as the links to alcohol affected behaviour in the commercial centres are clear. The delivery plans for ASB will therefore concentrate mainly on out-of-town locations; these will be identified through careful analysis of the trends and patterns of ASB as provided by the Safer Neighbourhoods Analysts and the Safer Neighbourhoods Teams.

8.2 *Anti-Social Behaviour, with Criminal Damage:*

The CDRP's lead agencies for Anti-Social Behaviour with Criminal Damage, are the two District Councils.

These issues contribute to the fear and distress suffered by individuals and communities. Whilst unacceptable behaviour can take many forms it is universally acknowledged that **early intervention** can often prevent escalation into more serious levels of activity such as criminal damage and violence. It is, therefore essential for all CDRP partners to understand the significance that early intervention to ASB issues can have on future levels of criminal damage and violent crime. The CDRP's holistic geographical approach will enable a clear focus on the most affected areas and provide a strong level of reassurance to local communities.

The CDRP will prioritise those Safer Neighbourhood Areas that experience disproportionate levels of harm in order to 'narrow the gap'. Within the Warwickshire Police Force Strategic Assessment, (October 2007), parts of both Stratford and Warwick Districts feature in the Top 10 SNAs for the CDRP's agreed priorities.

In order for the CDRP to be able to demonstrate effective Community Engagement, and draw the benefits of better Community understanding, the Partnership has sought to focus activity in identified neighbourhoods at the Police Safer Neighbourhood Team (SNT) level. The CDRP can be more effective by being able to capture, store and analyse community intelligence. Focussed delivery should also increase public confidence, satisfaction and engagement.

The CDRP has to ensure that partnership resources are utilised as effectively as possible. The Police emphasis on serious violent crime will undoubtedly result in many proactive multi-agency initiatives in and around commercial centres. The focus on leisure and night time economy issues will inevitably have a positive impact on Anti-Social Behaviour. This proposed geographic approach to ASB and damage is therefore targeted **at the 'neighbourhood, residential, non commercial centre'** areas. This ensures that quality of life improvements are spread more widely across the district.

The Delivery Plan will use this approach to develop detailed action plans targeting geographical areas selected via the continual review of trend analysis and data supplied by the Analysts, at the Operational Delivery Group. The CDRP intends to harness the input of all partners to enhance the impact of delivery plans, and the Responsible Authorities Executive Group will ensure that this is achieved, and that agencies are contributing to the delivery plans appropriately.

8.3 Delivery of Other Priorities:

The CDRP recognises that while Serious Violent Crime and Anti-Social Behaviour with Criminal Damage are its two key priorities, it is essential that the CDRP maintains its ability to respond to changing influences on its business. While it has clearly identified what its core business is, the partnership will review, as part of its regular monitoring, other emerging issues arising from the LAA, the Safer Neighbourhoods Teams, Government Office, and other local and national issues, and seek to respond to these appropriately in partnership within its overall strategy.

8.4 CDRP Delivery Process

The CDRP has many strengths; it has considerably developed and improved its ability to develop and deliver action plans in partnership with other agencies. It has impacted favourably on reducing crime, especially in the last eighteen months of the 2005-2008 strategic period, following intensive partnership activity, and by harnessing and using analytical skills and information to inform CDRP business more effectively. However, with the advent of the new LAA funding arrangements in particular, the CDRP will have to make better use of its scant resources to maintain this impact. There is top-slicing of the countywide funding to provide several inputs into CDRP business. The CDRP is actively seeking clarity on what it is to gain from the 'shared commitments' in the LAA and will contribute to the review into increasing and enhancing the effectiveness countywide of the Prolific and Priority Offenders Scheme, and the essential contributions of the Safer Neighbourhoods Analysts.

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In addition, the new statutory requirements of the Hallmarks of Effective Partnerships means that what in the past the CDRP has deemed desirable in terms of improvements, are now non-negotiable as they are statutory. The CDRP recognises that it is currently facing resourcing challenges. It is considering ways to build capacity to deliver on the requirements of the Delivery Planning and Hallmarking processes.

Essential to the successful delivery of the CDRP action plans will be the identification and harnessing of appropriate resource, both financial and personnel, to carry out the actions. While the CDRP acknowledges the funding secured via the LAA, it will need to look to all partner agencies to contribute to the execution of delivery plans, and will actively engage in discussion to ensure that this is the case. Failure to secure appropriate resource is a high risk factor in the delivery of this Partnership Plan.

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9. Countywide Community Safety Agreement

The Countywide Community Safety Agreement being developed sets out the commitment of countywide agencies to the aspirations in this Partnership Plan. It was developed at county level, with the CDRP actively contributing to its content. However, there are several issues which have been raised throughout this Partnership Plan, and which the CDRP agreed are best assessed and dealt with on a countywide basis through the Countywide Community Safety Agreement. These are:

- The Warwickshire Prolific and Priority Offenders Scheme
- Safer Neighbourhoods Analysts
- Alcohol and Substance Misuse
- Business Crime

These issues have been escalated through the countywide structures for community safety, and the LAA and there is commitment from the County Council Community Safety Team to review the effectiveness of the first two, and to co-ordinate delivery on the second two points above.

While committed to all four of these issues within its activities, the CDRP will only be able to contribute effectively to them if there is appropriate resource available.

10. The Merger

Following the proposal to merge submitted in 2007, the CDRPs were told that, because of the projected failure to meet PSA targets, the merger was not being recommended. However, after intensive partnership action planning and effective delivery, performance improved, and GOWM announced at the end of January 2008 that it was re-considering the merger, which is currently (May 2008) with the Home Office for a final decision, having been supported by GOWM. This is an issue for the CDRP because it will require further refining of structures of groups and staffing (part of the work on Hallmarks in any case) if it goes ahead, but further work if it does not. The current timetable from GOWM indicates that a decision will be made in May/June 2008.

11. Developing and Agreeing Targets

The CDRP will develop and agree annual targets. Led by the Operational Delivery Group, they will be based on past performance and trend analysis. The ODG will propose targets to the Responsible Authorities Group and Strategic Member Board for endorsement and adoption, when they will be set out in the delivery plans for each priority.

Once agreed, progress towards these targets will be closely monitored by the CDRP. The Operational Delivery Group will review progress at its monthly meetings, identifying remedial action where performance and projection analysis indicates that the partnership is in danger of missing a target(s). Should the ODG be unable to take the necessary action to bring performance back on track, because, for example, additional partnership resource is required, or a partner(s) is not contributing as required, this will be referred to the Responsible Authorities Executive Group for action and a decision at its quarterly meetings. The Strategic Member Board will receive overall performance reports at its twice-yearly meetings. Its key role will be, on the basis of the Strategic Assessments, to endorse any new priorities and targets, and refer any strategic issues to the countywide forums for consideration and direction.

12. Monitoring the Delivery Plans

Annual delivery plans for Serious Violent Crime and Anti-Social Behaviour sit alongside this Partnership Plan. Developed and delivered by the CDRP's Operational Delivery Group, progress will be reported through the CDRP reporting structure to the Responsible Authorities Executive Group quarterly, and the Strategic Member Board twice-annually. These groups will also ratify the delivery plan proposals and agree targets and resources to be allocated.

It is proposed that the delivery plans will adopt a priority Safer Neighbourhood Area approach, identifying the top (high harm) geographical areas to target delivery, and that the approach will be incremental, depending on current analysis results.

In addition, a delivery plan for the Crime and Disorder Partnership Development Strategy will be developed, picking up the issues highlighted from the statutory assessment against the Hallmarks of Effective CDRPs. This will principally be monitored by the Responsible Authorities Executive Group, which will refer strategic issues to the Strategic Member Board when appropriate.

Serious Violent Crime: the lead agency for this priority will be the Police, for whom serious violence is already a corporate priority for 2008/09.

Anti-Social Behaviour: the lead agency for this priority will be the two District Councils.

CDRP Development: the lead agency for this priority will be the two District Councils.