

NATIONAL COMMUNITY SAFETY PLAN 2008 – 2011	
MAKE COMMUNITIES SAFER (PSA 23)	
PRIORITY ACTION 1: REDUCE THE MOST SERIOUS VIOLENCE	
<p>The most harmful crimes are undeniably those in which people are killed, seriously injured and/ or seriously psychologically harmed. Protecting the public begins with tackling these most serious offences. Given the nature of these crimes, although specific local challenges will vary, all local agencies in every area can be expected to prioritise efforts to tackle serious violence.</p>	
<p><i>What does it mean for partnerships?</i></p> <p>Specific local targets will not be mandated by the Government as part of this PSA. However, all local areas should take into account the relative level and nature of serious crime experienced within their locality when considering local priorities. The performance of partnerships and the police against this objective will be measured through indicators in the Assessments of Policing and Community Safety (APACS) related to violent crime (see section 4 for further detail on performance management).</p> <p>In line with local priorities and strategic assessments, partnerships should consider:</p>	
1. identification of and early intervention with victims and perpetrators of domestic violence, to prevent escalation, including (in many areas) through implementation of Multi-Agency Risk Assessment Conferences (MARACs)	
2. building on this, developing mechanisms for identifying and intervening early with those at risk of involvement in violence, either as a perpetrator or a victim (informed by work to be taken forward nationally under the Tackling Violence Action Plan	
3. identifying and targeting the key causes of serious road casualties in the area, including tackling accident blackspots	
4. working jointly with LCJBs and Reducing Reoffending Partnership Boards to develop effective local responses to tackling serious sexual offences, including the provision of effective victim care pathways to minimise harm and action to improve the investigation and prosecution of serious sexual offences	

5. developing action to tackle hate crime, based on good practice and in response to local assessment of need	
6. in specific local areas, implementing the measures in the Tackling Gangs Action Programme (priority neighbourhoods in parts of London, Liverpool, Greater Manchester and Birmingham)	
<p>PRIORITY ACTION 2: REDUCE SERIOUS ACQUISITIVE CRIME</p> <p>In recent years significant reductions have been made in the level of some of the most harmful acquisitive crimes – burglary, robbery and vehicle crime. However, we know that more can be done. These crimes matter, and it is important that focus on these crimes continues but, given that prevalence varies by locality, the Government does not expect every local partnership to take the same approach.</p>	
<p><i>What does it mean for partnerships?</i></p> <p>Serious acquisitive crime includes burglary (including aggravated burglary), robbery (both of personal and business property) and theft of and from a vehicle (including aggravated vehicle taking). The Government expects all areas to be able to make further reductions in these crimes. A key principle is that partnerships should have flexibility to tackle local priorities. Therefore, success for this PSA has been defined as no local area having disproportionate levels of the most harmful acquisitive crimes compared with what has been achieved in other areas. This means that local areas can focus greatest effort on reducing those harmful acquisitive crimes that matter most to people locally.</p> <p>The performance of partnerships and the police on levels of serious acquisitive crime will be monitored in all areas through APACS and, where they are identified as a local priority and included within a Local Area Agreement (LAA), improvement targets will be negotiated. For crimes falling outside the scope of this particular measure, local areas employing intelligence-led processes to determine local priorities will be free to give these crime types the relative attention they deserve (see section 4).</p> <p>In line with local priorities and strategic assessments, partnerships should consider:</p>	
7. continuing to drive successful programmes for tackling prolific and drug-misusing offenders, in particular the DIP and the PPO Programme	
8. working jointly with LCJBs and Reducing Reoffending Partnership Boards to ensure effective, joined-up, local responses to tackling prolific offending and ensuring the delivery of a successful PPO CJS Premium Service	

<p>9. deploying solutions on an intelligence-led basis to 'design out' crime where relevant, including tackling crime against businesses</p>	
<p>PRIORITY ACTION 3: TACKLING LOCAL PRIORITIES; INCREASING PUBLIC CONFIDENCE</p>	
<p>Beyond ensuring that the most harmful crimes receive attention, the Government wants to give local agencies and partnerships the freedom to tackle the anti-social behaviour and other crime and disorder issues that are of greatest importance to their local communities.</p>	
<p><i>What does it mean for partnerships?</i></p> <p>The performance of the police and their partners against this objective will be measured through indicators in APACS (see section 4). Implementing the CDRP reform programme will help partnerships to be clear about their priorities and the mechanisms for managing performance against them. The minimum standards recently established for CDRPs require each CDRP to hold at least one public meeting per year to engage the community in tackling crime.</p> <p>In line with local priorities and strategic assessments, partnerships should consider:</p>	
<p>10. working closely with LSPs and LCJBs to ensure that local mechanisms for engaging the community in the governance of local crime and CJS strategies and sustainable communities plans are aligned</p>	
<p>11. working closely with the police to ensure that local crime and other community safety information is made available to all communities on a monthly basis by July 2008</p>	
<p>12. working closely with the police on the delivery of neighbourhood policing as a key mechanism for understanding the priorities of the community and for responding to local concerns</p>	
<p>13. encouraging the integration of neighbourhood management with neighbourhood policing to ensure a joined-up response to local concerns</p>	

<p>14. developing local partnerships, such as Safer Schools Partnerships, to deliver solutions in response to specific issues, as appropriate</p>	
<p>15. ensuring that relevant tools and powers for tackling anti-social behaviour (such as Anti-Social Behaviour Orders (ASBOs), Acceptable Behaviour Contracts, dispersal powers, parenting classes or orders, and crack house closures) are used effectively and appropriately, as part of the range of responses to local issues. This should include effective use of powers in the Clean Neighbourhoods and Environment Act 2005 and other relevant legislation, to enforce against environmental crime</p>	
<p>PRIORITY ACTION 4: REDUCE REOFFENDING</p>	
<p>The Government's vision is to transform the offender into the law-abiding citizen, providing support for those who do want to change and managing effectively those who do not. At the heart of the Government's vision to bring about this change is a package of reform, using end-to-end case management for offenders, commissioning the most effective interventions to best support the management and rehabilitation of offenders, and encouraging providers to innovate to improve the effectiveness of these interventions.</p>	
<p><i>What does it mean for partnerships?</i></p> <p>The new target for reducing reoffending focuses on the volume of proven reoffending and the severity of the offence. This will assist partners in prioritising the most serious and prolific offenders. The national level of ambition for reducing the volume of reoffending will be set following consultation with local and regional partners. Local reducing reoffending targets will be set where reducing reoffending is chosen as an outcome in the LAA, and this will inform the national ambition and enable monitoring of reoffending at a local level for the first time. The performance of partnerships and the police against this objective will be measured through indicators in APACS related to priority offender reoffending, adult reoffending and youth reoffending (see section 4).</p> <p>Probation trusts will have a critical role to play, promoting the reducing reoffending agenda through working with local partnerships. Both LCJBs and CDRPs will be vital to the delivery of this objective, which is perhaps their key area of common interest. The Reducing Reoffending Strategic Plan (to be published in spring 2008) will contain further detail about how the PSA will be delivered and will outline how partners can work most effectively together to deliver further reductions in reoffending. In line with local priorities and strategic assessments, CDRPs should consider:</p>	
<p>16. working closely with probation trusts to ensure the most effective use of resources in relation to managing offenders, and a joint approach to reducing crime and reoffending</p>	

17. in particular, how their use of the established DIP and PPO programmes supports wider activity to deliver the reducing reoffending objective	
18. working closely with Youth Offending Teams (YOTs) to deliver reductions in youth offending	
19. working closely with probation trusts and LSPs to assess the need for reducing reoffending priorities to be included in local plans, including LAAs	

REDUCE THE RISK TO THE UK AND ITS INTERESTS OVERSEAS FROM INTERNATIONAL TERRORISM (PSA 26)

Since the early 1990s, violent extremists claiming to act in the name of Islam have committed acts of terrorism across the world as a means of advancing their various politico-religious agenda. Attacks took place in London on 7 July 2005, with further attempted attacks on London and Glasgow. There have been attacks against UK-related targets and UK citizens overseas. The terrorist threat is serious and sustained. The Government has no higher duty than the protection of its citizens: countering this threat is therefore a critical cross-government priority. In order to achieve this aim, the Government's specific objectives are to:

- stop terrorist attacks;
- where we cannot stop an attack, mitigate its impact;
- strengthen our overall protection against terrorist attacks
- stop people becoming or supporting terrorists or violent extremists.

The Government's long-term strategy for countering international terrorism is CONTEST (published in July 2006). The strategy and the programme to implement it are divided into four principle areas of work:

- pursuing terrorists and those who sponsor them;
- preparing for the consequences;
- protecting the public, key national services, and UK interests overseas
- preventing terrorism by tackling the radicalization of individuals.

What does it mean for partnerships?

It is essential that the Government works with and through local communities and local partnerships to tackle this threat. Terrorism is a crime and must not be viewed in isolation from mainstream delivery mechanisms: those community groups and local partnerships that have a role in delivering community safety equally have an essential role to play in delivering counter-terrorism measures. Indeed, many of the delivery mechanisms for other PSAs in this document will also be relevant to counter-terrorism. For example, PSA 14 (Increase the number of children and young people on the path to success) and PSA 21 (Build more cohesive, empowered and active communities) are both critical elements of our strategy to prevent radicalisation. The counter-terrorism indicators in the National Indicator Set (NIS) and in APACS will encourage local partnerships to consider the contribution they can make to reducing the risk of terrorist attack. LSPs will be accountable for creating and supporting an atmosphere in local communities whereby violent extremism is resisted and rejected, as well as helping to identify and support individuals at risk of violent extremism. They should focus on four main themes: knowledge and understanding of preventing violent extremism; understanding of, and engagement with, Muslim communities; effective development of an action plan to build the resilience of communities and support vulnerable individuals; and effective oversight, delivery and evaluation of projects.

In line with local priorities and strategic assessments, CDRPs should:

20. ensure that local arrangements are in place to identify and support individuals who may be vulnerable to recruitment by violent extremists and to bring back into the mainstream those who are already violent extremists. These arrangements should be based within the community and work in partnership with the community. In particular, this will require close working between local authorities and the police to ensure that local activity to tackle violent extremism is directed at those areas where the greatest risk has been identified

21. work with police counter-terrorism security advisers and groups such as Local Resilience Fora and, depending on local assessments, take action to reduce the vulnerability of crowded places to terrorist attack using the protective security guidance from the National Counter Terrorism Security Office

BUILD MORE COHESIVE, EMPOWERED AND ACTIVE COMMUNITIES (PSA 21)

The Government's objective through this PSA is to build cohesive, empowered and active communities that maximise the benefits of diversity rather than fear it, where individuals are empowered to make a difference both to their own lives and to the communities and wider environment in which they live, and where individuals are enabled to live active and fulfilled lives.

What does it mean for partnerships?

Local authorities lead on understanding the overall challenges faced by their city, town or neighbourhood and developing sustainable solutions and a shared vision, working with partners through LSPs. This will include community safety issues, and CDRPs will therefore need to work closely with LSPs.

In line with local priorities and strategic assessments, CDRPs should consider

22. working closely with local authorities and LSPs to ensure that community safety challenges and proposed solutions are represented within the wider picture developed for communities, e.g. through the LSPs' sustainable communities strategies and LAAs. Local authorities have a vital role in ensuring that the right connections are made between the activity of their CDRPs and the wider sustainable communities strategy

23. working closely with LSPs and LCJBs on the use of new mechanisms to facilitate user and citizen engagement, to ensure that citizens and communities are engaged effectively and in a co-ordinated way about their community safety priorities alongside broader priorities for the community. Again, local authorities have a key linking role

24. ensuring that they stay in touch with the work led by police and local authorities to monitor community tensions in their areas and develop activities to manage down tensions when they arise. Transparent decision-making and resource allocation processes are particularly important to ensure that cohesion is not damaged by perceptions that people's concerns are not being addressed or that other communities have a monopoly on available resources

25. working closely with local authorities on their action to improve public spaces and the quality of people's homes and communities through the Cleaner Safer Greener Communities initiative

26. exploring neighbourhood management initiatives, which empower the local community by bringing residents and service providers together to improve local services; these provide ready-made access to the local community for partner organisations such as the police and the CDRP to pilot new ideas and try out new ways of working

INCREASE THE PROPORTION OF PEOPLE OVER 65 WHO ARE SATISFIED WITH THEIR HOME AND THEIR NEIGHBOURHOOD (PSA 17, INDICATOR 4)

This indicator reflects an objective to improve housing options, conditions and appropriateness for older people, and CLG will lead on a national strategy for achieving this. However, the objective is also to increase older people's satisfaction with their wider neighbourhood, and tackling the community safety issues important to this group is a key element in delivering this.

What does it mean for partnerships?

Key drivers for older people's neighbourhood satisfaction include social capital, length of association with the area, quality and availability of local services and amenities, levels of crime, cleanliness, green space, and local services and amenities. Local authorities will lead on ensuring that planning is in place to address this range of issues, that older citizens are involved as part of the planning process, and that, where relevant, the key issues are reflected in LAAs. CDRPs will need to work with local authorities to ensure that action to improve public confidence and address the crime, disorder and anti-social behaviour priorities of individuals and communities (see PSA 23, Priority Action 3) takes sufficient account of older citizens, to support delivery of this indicator.

INCREASE THE NUMBER OF CHILDREN AND YOUNG PEOPLE ON THE PATH TO SUCCESS (PSA 14)

Most young people are already on the path to success and make a successful transition to adult life. But not all young people are on this path and many experience problems in their teenage years, such as falling behind at school or getting involved in drugs, crime and other unacceptable behaviour. In addition, young people can be exposed to extremist messages, and protecting them from these is important. The Government has already worked with its partners to introduce wide-ranging reforms to help improve outcomes for teenagers and there has been significant progress on some issues, but this PSA reflects the Government's objective to work more closely with its key partners to accelerate progress.

The approach to delivering the overall PSA recognizes that young people who experience one problem often experience several others at the same time. However, of particular relevance to community safety, there is a specific indicator to reduce the number of first-time entrants into the CJS aged 10–17, and an indicator to reduce the proportion of young people frequently using illicit drugs, alcohol or volatile substances.

What does it mean for partnerships?

Children's trusts bring together social services, health, education and other services for children and young people in a local authority area, and have the lead role in local delivery of this PSA. Similarly, YOTs bring together key partners to tackle youth crime and reoffending, and have a lead role in the delivery of the indicator to reduce first-time entrants into the CJS aged 10–17. Given the role of early intervention in preventing future crime and tackling youth crime, and the contribution that this makes to the Make Communities Safer PSA, CDRPs have a particular interest in working closely with both children's trusts and YOTs.

In line with local priorities and strategic assessments, CDRPs should consider:

<p>27. working closely with children’s trusts and YOTs, and involving the third sector, to develop robust Children and Young People’s Plans (incorporating Youth Justice Plans), maximising opportunities to reach the most socially excluded young people, particularly those at risk of entering the CJS</p>	
<p>28. engaging children and young people to understand their concerns and priorities, and developing responses through the partnership plan</p>	
<p>29. working with the police to consider using Safer Schools Partnerships to build good relationships between the police, children and young people; improve the safety of young people; and tackle youth crime</p>	
<p>30. working closely with children’s trusts and primary care trusts (particularly those that do not pool budgets with their local partners) to ensure that there is sufficient availability of appropriate mental health services for 16 and 17 year olds (many of those involved in crime have substance misuse and/or mental health issues)</p>	
<p>IMPROVE CHILDREN AND YOUNG PEOPLE’S SAFETY (PSA 13)</p> <p>The Government’s objective is to improve children and young people’s safety further over the next three years. Improving children’s safety means tackling a wide range of issues, from abuse and neglect to accidental injury and death, bullying, crime and anti-social behaviour. It also means ensuring a stable home environment.</p>	
<p><i>What does it mean for partnerships?</i></p> <p>Local Safeguarding Children Boards (LSCBs) are the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and ensuring the effectiveness of the work that the organisations undertake to safeguard children and young people. The delivery of the Make communities safer PSA contributes to the delivery of PSA 13 by tackling crime, disorder and anti-social behaviour issues that affect local communities, including the safety of children and young people.</p> <p>In line with local priorities and strategic assessments, CDRPs should consider:</p>	

31. ensuring that the views and concerns of children and young people are taken into account when identifying the concerns and priorities of local citizens and developing responses through the partnership plan	
32. as above, working with the police to explore using Safer Schools Partnerships where they do not already exist	
33. working with the police to ensure that local neighbourhood policing approaches take account of the needs and concerns of children and young people (including about safety on the streets and on public transport) and support these approaches where appropriate	
34. working with universal services (e.g. schools, health) to support educating children and young people about how to keep themselves safe	
In addition, police forces will identify and act on child protection concerns, carry out criminal investigations and help to prevent harm. Police forces have specific child abuse investigation units and can exercise emergency powers where necessary to protect children believed to be at immediate risk.	
<p>DELIVER A MORE EFFECTIVE, TRANSPARENT AND RESPONSIVE CJS FOR VICTIMS AND THE PUBLIC (PSA 24)</p> <p>The Government’s vision is for a CJS that puts victims at its heart and in which the public are confident and engaged. It will be effective in bringing offences to justice through simple and efficient processes. The CJS has a key role to play supporting the Crime Strategy. Catching and convicting criminals helps to deter crime and reoffending, and reduces the overall incidence of crime, making communities safer places in which to live and work. This PSA represents the high-level measures of success for the CJS strategy.</p>	
<p><i>What does it mean for partnerships?</i></p> <p>Although LCJBs lead in delivering this PSA, it will continue to require close working between LCJBs and CDRPs to ensure that local delivery plans are co-ordinated. In line with local priorities and strategic assessments, CDRPs should consider:</p>	

<p>35. working closely with LCJBs to enhance the management of prolific and priority offenders, through joint working between the police, prosecutors, courts and local criminal justice agencies, ensuring that prolific offenders are brought to justice and given the support they need to stop them reoffending</p>	
<p>36. sharing information and working closely with LCJBs through effective community engagement to identify and tackle issues that are of most concern locally, increasing public confidence in, and support for, local criminal justice services</p>	
<p>37 working closely with LCJBs to ensure that local frameworks and tools used by each partnership to identify and act on locally determined community</p>	
<p>38. working closely with LCJBs to ensure that all victims and witnesses receive a high standard of service from the CJS, and improving information, practical and emotional support to victims. This will mean continuing the national roll-out (through Victim Support, in partnership with LCJBs) of enhanced services for victims, providing a practical, tailored and timely response to their needs. Enhanced services will be in place in all areas by June 2008</p>	
<p>39. rolling out the Crown Prosecution Service (CPS)-led Victim Focus Scheme</p>	
<p>40. sharing information gained by LCJBs (through use of diagnostic tools and a core framework/action plan, to be developed in 2008) and identifying problems and determining priorities locally in relation to race disproportionality at key stages in the CJS, and using it to inform CDRPs' strategic assessments and partnership planning</p>	

REDUCE THE HARM CAUSED BY ALCOHOL AND DRUGS (PSA 25)

The Government's vision is to produce a long-term and sustainable reduction in the harm associated with alcohol and drugs. Between a third and half of acquisitive crime is believed to be committed to fund a drug addiction, and alcohol is a factor in around half of all violent crimes. Problem drug use and harmful alcohol consumption destroy families and contribute to a cycle of deprivation and lost opportunity.

What does it mean for partnerships?

CDRPs and Drug Action Teams (DATs) (or Drug and Alcohol Action Teams (DAATs)) lead on delivering the community safety aspects of this PSA and, where they are not merged into a single partnership, close working between the two is crucial. The performance of partnerships and the police against this objective will be measured through indicators in APACS (see section 4).

In line with local priorities and strategic assessments, CDRPs should consider:

41. working closely with partners in children's trusts (in particular through targeted youth support) to ensure that prevention and early intervention activities to prevent substance misuse among young people are successful, and that young people most at risk are being identified and supported

42. developing local alcohol strategies to tackle local alcohol-related crime, disorder and anti-social behaviour (in place in every CDRP by April 2008). In particular, in relation to community safety, these strategies should address 18–24 year old binge drinkers, a minority of whom are responsible for the majority of alcohol-related crime and disorder in the night-time economy. Tactics include early police intervention (e.g. Penalty Notices for Disorder to prevent behaviour escalating to violence); working with licensed premises to reduce underage sales of alcohol; establishing taxi marshals and night bus routes to prevent violence among those who are leaving the town centre at night; and introducing polycarbonate drinking vessels to reduce glass related injuries in high-risk premises

43. working closely with partners in health and the CJS to identify and target alcohol-related offenders, with a combination of penalties, health and education interventions to drive home messages about risks associated with alcohol and promote behavioural change to prevent reoffending

44. using targeted enforcement campaigns to tackle specific alcohol harm in key areas	
45. working closely with partners in health to ensure that there is sufficient provision of drug treatment both for high harm-causing drug-misusing offenders (including those referred from the CJS) and other drug misusers. Ensuring that there is early and appropriate intervention with priority groups such as prisoners, young people and drug users who are parents	
46. working with partners to tackle drug misuse as a driver for offending, building on the success of offender-based interventions such as DIP and the PPO Programme	
47. working with partners in health, housing and education, Jobcentre Plus, the National Offender Management Service (NOMS) and others (including in the third sector) to ensure integrated support to address the range of complex and inter-related issues faced by drug misusing offenders	
48. tackling the supply of drugs using the National Intelligence Model, identifying problem areas, issues and high-harm users, to guide appropriate intervention	

INCREASE THE PROPORTION OF SOCIALLY EXCLUDED ADULTS IN SETTLED ACCOMMODATION AND EMPLOYMENT, EDUCATION OR TRAINING (PSA 16)

This PSA recognises that some people suffer from a combination of problems and circumstances that make it very difficult for them to participate in society. The PSA encapsulates the Government's objective to ensure that the most vulnerable adults are offered the chance to get back on a path to a more successful life.

What does it mean for partnerships?

LSPs will lead on understanding local performance against the eight indicators in this PSA and on negotiating improvement targets through the LAA – where appropriate and based on the balance of priorities in an area. The wider group of socially excluded adults includes adults who are offenders or are at risk of offending, and adults who have children who may be at risk of offending. Tackling social exclusion therefore has an impact on reducing offending and reoffending. CDRPs have an interest in local approaches to delivering this PSA, and in line with local priorities and strategic assessments they should consider:

49. working closely with local authorities and Jobcentre Plus to ensure that socially excluded offenders or those at risk of offending are identified and helped into settled accommodation, employment, education or training, in order to reduce reoffending

50. ensuring that offenders' accommodation needs are incorporated in relevant local plans, such as Reducing Reoffending Delivery Plans, community plans, DAT treatment plans, and regional housing and homelessness strategies

ENABLING DELIVERY: STRENGTHENING CAPACITY AND CAPABILITY

Key to the delivery of the Government's community safety priorities, as set out in the range of PSAs above, is the way in which local delivery partners work together. Delivering on the elements of CDRP reform is therefore also a key priority for CDRPs in 2008/09.

CDRP REFORM

Almost a decade ago, the Crime and Disorder Act 1998 put partnership working on a statutory footing in England and Wales for the first time. CDRPs have matured, and inter-agency working is becoming second nature to many who work to improve the safety of their communities. It has become increasingly evident that a range of organisations and agencies working together deliver more effective and long-lasting solutions than any one agency working alone. While some partnerships have achieved excellent outcomes for their communities, partnerships remain more virtual than real in other areas. CDRP reform aims to strengthen partnership working further.

What does this mean for partnerships?

51. In place of nationwide mandates from government, the onus will be on partnerships to understand the full breadth of crime and community safety issues in their area, and to be able to demonstrate effective action to address them. Partnerships will be expected to improve their skills and processes to perform better and, in doing so, to rise to the increased challenges posed by this greater flexibility and to meet the needs of their community

52. Through a review of the partnership provisions in the Crime and Disorder Act 1998 and extensive stakeholder consultation, the Government has identified what works well and has developed the Hallmarks of Effective Partnerships. These represent the key aspects of partnership working that underpin effective delivery. Each hallmark comprises two elements: statutory requirements and suggested practice. The statutory requirements have been reflected in regulations that came into force in August 2007 (and in November 2007 in Wales). Beyond these minimum statutory requirements, partnerships have the flexibility to deliver in their own way. Providing front-line professionals with increased flexibility to respond to local issues reflects the Government's belief that an effective partnership is one that is visible to the local community and held to account for the decisions that it makes.