

Agenda Item No: 6
Report To: Overview and Scrutiny Committee



Date: 23rd April 2013

Report Title: Ashford Community Safety Partnership: an update on the new arrangements for delivering the Community Safety Plan in the Borough

Report Author: James Hann, Community Safety Service Manager

Summary: In recent years, the Overview & Scrutiny Committee has reviewed an aspect of the Ashford Community Safety Partnership. In the past 12 months a detailed review of the way in which the Council structures and delivers the Community Safety Partnership has been concluded, resulting in the creation of a new Community Safety Service and a new post of Community Safety Service Manager. This report provides an overview of

- (i) how this review was conducted;
- (ii) the implementation of its recommendations;
- (iii) the new Community Safety strategic assessment; and
- (iv) the tactical delivery plan priorities for the coming year

Members are welcome to ask questions about any aspect of the CSP.

Key Decision: No

Affected Wards: The Ashford Community Safety Partnership covers the whole borough.

Recommendations: The Overview & Scrutiny Committee is asked to note the information contained within this report and the tactical delivery plan for the coming year.

Policy Overview: The Overview & Scrutiny Committee is designated as the Committee responsible for Crime & Disorder under the Police Justice Act 2006.

Financial Implications: None – the implications of the changes implemented as part of the review of the service have been met from existing budgets.

Risk Assessment Not applicable.

**Background
Papers:**

Community Safety Partnership strategic assessment and tactical delivery plan (both attached)

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Report Title: Ashford Community Safety Partnership: an update on the new arrangements for delivering the Community Safety Plan in the Borough

Purpose of the Report

1. The Overview & Scrutiny Committee is designated as the Committee responsible for the Crime & Disorder under the Police Justice Act 2006. Annually the Committee reviews various aspects of the Community Safety Partnership (CSP).
2. Since last year's consideration of the Ashford CSP, there have been a number of changes to the structure of the Community Safety Unit and changes in the leadership of the CSP. There has also been a new strategic assessment and the production of the tactical delivery plan for 2013/14. This report is designed to appraise Committee members of these changes and look ahead to the key deliverables for the year ahead

Background

3. Ashford Borough Community Safety Partnership (CSP) is a joint partnership between Ashford Borough Council (ABC), Kent Police, Kent Fire and Rescue Service (KFRS), Kent Probation, Kent County Council (KCC) and the Ashford Clinical Commissioning Group who work together to tackle crime and anti-social behaviour that affects our communities. These agencies have a statutory duty to come together and work with other groups, organisations and agencies to prevent crime and disorder. Other partners include KCA, Moat Housing, Pipeline, Turning Point, Immigration & Border Control, NHS, South East Coast Ambulance Service and Kent Drug and Alcohol Action Team.
4. The retirement of the Head of Environmental Services triggered a fundamental review of the structure and responsibilities to ensure that services were being delivered in the most efficient way.
5. One component of this review was a project to better understand the performance of the Community Safety Unit and Ashford Monitoring Centre and how they may be better supported and optimised as part of the thinking on the new structure.
6. James Hann, then Licensing Manager, was seconded into this role and both conducted this review and took on management responsibility for the Community Safety Unit from May 2012.

How the review was conducted

7. The elements of the review which related to the Community Safety Unit noted the following:

- a. The CSU is a multi-agency partnership dedicated to working together to reduce crime and disorder in Ashford and reduce the public's fear of crime. The CSU is the operational element of the Crime and Disorder Reduction Partnership (CDRP), which comprises many organisations including:
 - Ashford Borough Council
 - Kent Police
 - Kent Fire & Rescue Service
 - Probation Service
 - Kent County Council
 - Police Authority
 - Ashford NHS Primary Care Trust
- b. There is one common aim – to make the Borough a better place to live, work and follow leisure pursuits whilst promoting the local economy. It meets formally each month to assess progress against objectives. In addition to the formal meetings of all partners, small Task & Finish groups work on key issues (e.g. Chimington, Court Wurtin, Skatepark, School Stop & Drop), to try and resolve identified specific problems.
- c. Ashford's Community Safety Partnership completes an annual strategic assessment which refreshes the priorities and planned activities to provide the knowledge and understanding of community safety problems to the members of the CSP.
- d. The 2012/13 priorities were:
 - Domestic abuse
 - Substance misuse
 - Acquisitive crime
 - Violent crime
 - Road safety
 - Anti-social behaviour and environmental crime
- e. The CSU coordinate the Safety in Action and Cleansweep events, which involve different partners in either raising awareness or targeting a particular area with high profile multi-agency task groups.

8. The Ashford Monitoring Centre was described as follows:

- a. AMC provides a range of services to ease peace of mind and security to families, businesses and the wider community from a modern communications centre, which is staffed 24 hours and day, seven days a week.
- b. Services include:
 - CCTV monitoring
 - Social alarms
 - Duty officer services
 - Lone worker monitoring
 - Town Net radio

- Telecare emergency facilities
- c. The accredited AMC provides almost 3,000 emergency lifeline pendants and other products including smoke, fall, flood and other detectors to help vulnerable people of all ages live independently at home with more choice and control over their well-being.
 - d. AMC monitors 103 CCTV cameras in Ashford, Tenterden and Hythe town centres, plus a range of private and public business facilities across Kent. Alongside the CCTV monitoring, AMC maintains the Town Net radio system, linking retail units during the daytime and pubs, bars and clubs in the night time economy. AMC is unique in having direct access to Kent Police's radio network and can contact the police immediately.
9. The coalition government introduced sweeping changes to national social and economic policies that have had a direct impact on the work and structure of public sector bodies, in particular that of local government.
 10. A number of these changes will have a profound impact on the residents of the borough and how the Council reacts to the changing landscape. While there will be pressures, many of the changes are likely to bring opportunities for the CSU and AMC and some of these have been highlighted below.

a. Troubled Families

The Coalition Government has introduced an initiative that promotes a holistic approach to improving the lives of troubled individuals, through a coordinated approach to the family, rather than focusing on the individual. Opportunities for reductions in the problems caused by "troubled families", along with the ability to submit business cases for funding to meet the needs of the specific requirements in Ashford are developing. It is envisaged this area of work will require a strategic and operational response from Ashford Borough Council.

b. Police and Crime Commissioner (PCC)

The recent appointment of a PCC in Kent provides the local authority with the opportunity to engage at a strategic level with the delivery of policing in the county. Alignment of the priorities is likely to result in resources being allocated at a county level to tackle the issues identified. By implication, the CSP will have to carefully consider the ramifications if its priorities are different to those of the PCC.

c. Welfare Reform

The changes to welfare provision for working and non-working residents are likely to have an impact on community safety issues in the borough. How can the partners work together to reduce the impact, to assist those who are adversely affected and to reduce the impact of those that take a disruptive path?

11. The grant received to undertake community safety work will go direct to the PCC from 2013/14. While she has indicated this will be passed directly to community safety units for the coming year, the arrangements for the future are

far from clear. Performance by results, approved via submitted business cases or allocated according to the PCC's priorities are all options on the table and the Council needs to respond to the changing community safety environment through exploring other sources of funding and being ready to respond to the PCC's allocation and priorities.

12. Engagement with youths has improved significantly in the last 12 months and the community safety partners see youth services as an integral part of trying to resolve youth based community safety issues. An approach to engage with groups, using improved information from AMC combined with an enforcement element, has proved successful in dealing with issues in Dover Place and other locations where complaints have been received.
13. Other developments will affect how services are delivered and the priorities of the CSP including the new clinical commissioning role for an aging population nationally but a significantly higher proportion of 0-15 year olds in the borough than found nationally. The CSU was set up with a focus on its operational role, to improve the working relationships with the police and to implement the priorities of the CSP. The opportunities now presenting themselves or being developed indicate a more strategic role is required to meet the challenges facing the community.
14. In addition to the opportunities referenced above, it is important to note that this is in the context of the toughest financial settlement in decades for the Council, which is striving to work more closely to share responsibility and accountability for public services. The Council's priorities for 2011-15 were confirmed following a major public survey ("Have Your Say", 2010) to understand the opinions and expectations of local residents.
15. The review was been conducted using a range of quantitative and qualitative analysis including, but not limited to:
 - Face to face interviews with Ashford Borough Council staff
 - Face to face interviews with external stakeholders, suppliers and competitors
 - Desk top review of plans, procedures and financial information
 - Peer review visits with other organisations
16. Three recommendations were provided, and the management team agreed to the one which would ensure stronger leadership of the Community Safety Unit and the creation of a new service combining the CSU with AMC to provide a new service which could better serve the communities of the borough.

Implementation of the recommendations

17. The new structure was effective 1st April and the successful applicant for the role of Community Safety Service Manager was James Hann. The old and new organisational structures can be found at Appendix B. The new structure strengthens the operational resource and leadership of the Community Safety Partnership.

18. The Community Safety Service Manager is now the lead for the Council in negotiating and agreeing the strategic assessment and tactical delivery plan for the Ashford Community Safety Partnership.

2013/14 Strategic Assessment

19. The output of the multi-agency work, led by the Community Safety Service Manager can be found at Appendix A. Committee members will note that the priorities are:
- Domestic abuse
 - Substance abuse
 - Anti-social behaviour and environmental crime
 - Acquisitive crime
 - Road safety
 - Violent crime
20. The rationale for these priorities are clearly articulated in the strategic assessment. The document was improved this year to focus on case studies and build on examples of past success. One of the aims was to make it easy to read and understand by a wide range of audiences.
21. The Committee may be particularly interested in the case study on page 2 of the assessment, relating to the success of the Integrated Offender Management initiative. This multi-agency approach has seen the usual re-offending rates of c50% reduce to just 6% during this pilot. Although the sample size is small, there is great confidence that this can be developed further as part of the delivery plan for 2013/14.

2013/14 Tactical Delivery Plan

22. The new Community Safety Service Manager has ensured a change of emphasis in the development of this year's tactical delivery plan, which can also be found at Appendix A. This has resulted in a renewed focus on which of the Community Safety Partnership are the lead agency for each activity, clear and measurable targets against which success can be measured, and the evidence that will be used to demonstrate this.
23. A monthly forum has been established to ensure that momentum is maintained in delivery throughout the year. Action focused in nature, this ensures that any barriers to success are highlighted early and partners can hold each other to account for their component of delivery. This will provide improved governance for the delivery plan.

Portfolio Holder's Views

To be made at the meeting

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Community Safety Partnership

2013/14 Strategic Assessment & Tactical Delivery Plan

Ashford Borough Community Safety Partnership (CSP) is a joint partnership between Ashford Borough Council (ABC), Kent Police, Kent Fire and Rescue Service (KFRS), Kent Probation, Kent County Council (KCC) and the Ashford Clinical Commissioning Group who work together to tackle crime and anti-social behaviour that affects our communities. These agencies have a statutory duty to come together and work with other groups, organisations and agencies to prevent crime and disorder. Other partners include KCA, Moat Housing, Pipeline, Turning Point, Immigration & Border Control, NHS, South East Coast Ambulance Service and Kent Drug and Alcohol Action Team,

Population profile

The latest population figures from the 2011 Census show that there are 118,000 people living in Ashford Borough. 62% of the borough's population live in the Ashford urban area, with the remaining 38% living in the surrounding rural area and settlements. Over the last 10 years Ashford's population has grown by 14.9% (an additional 15,300 people). This is the highest rate of growth of any Kent district. The growth in Ashford's population is set to continue with current forecasts suggesting that over the next 15 years the population of the Borough will increase by a further 40%. This is the highest rate of growth expected for any Kent district and a growth rate that is three times higher than the county average.

1) Foreword

The Ashford Community Safety Partnership brings together a variety of statutory, non-statutory and voluntary organisations with a shared commitment to reducing crime and disorder across the District. This strategic assessment provides an overview of what has happened over the past year but places a emphasis on looking forward and focussing on what the partnership intends to achieve over the next 12 months.

Ashford is one of the safer places to live, visit and work in Kent and the partnership remains committed to keeping it that way. The appointment of Ann Barnes as the new Police & Crime Commissioner for Kent and the replacement of Primary Care Trusts with Clinical Commissioning Groups and development of the Ashford Health & Wellbeing Board, will support the partnership in that process.

The last year has seen a relatively small increase in overall crime, equating to one extra crime every other day across the District and reflects the challenges presented by the current economic climate. Offences of burglary, vehicle crime and violence continue to cause greatest concern to the public and will remain a priority for the coming year, coupled with a commitment by the community safety partnership to reduce all crime across Ashford. Incidents of anti-social behaviour saw a reduction over the last year and demonstrates the tireless work undertaken by the Ashford

Community Safety Unit in supporting vulnerable and repeat victims. The recent introduction of the Designated Public Place Order in Ashford town centre, aimed at reducing alcohol related anti-social behaviour, is just one example of the work that continues in support of making our communities safer.

The key to success for the next year is effective partnership working, not just amongst the agencies involved but also with all the communities across Ashford. It is incumbent upon all of us to strengthen these relationships and work towards a stronger community.

Chief Inspector Phil Hibben, Chair of Ashford's Community Safety Partnership
Sheila Davison, Health, Parking & Community Safety Services Manager, Vice-Chair of Ashford's Community Safety Partnership.

2) Introduction

The community safety landscape has experienced a number of changes over the past year, the most significant of which was the election of the Police and Crime Commissioner (PCC). The Ashford Borough CSP aims to work closely with the PCC, the County Community Safety Partnership and neighbouring CSPs in terms of joint commissioning and activities but the partnership will maintain a resolutely local focus and ensure that any activity carried out as part of this plan directly benefits the community of the borough.

Over the last 12 months some key achievements of the partnership have been:

- Cleansweep operation: this focused on Brookfield Court & the introduction of a dispersal zone to tackle problems of anti-social behaviour (ASB) and the sale of alcohol to underage people
- Use of overt cameras in Stanhope, Park Farm and other areas to tackle anti-social behaviour hotspots
- The introduction of a dispersal zone for an area in Park Farm experiencing high levels of ASB
- A fortnight of Safety in Action, a multi-agency awareness event which reached more than 1000 year 6 school children
- Development of Task & Finish Groups from within the partnership to tackle issues in geographical areas: Dover Place, Stour Centre & Skatepark, Court Wurtin and Chilmington.
- Park Safe initiative targeting parents of school-aged pupils to encourage them to park safely, particularly in the roads close to schools. Parksafes highlighted the dangers of poor parking near congested school gates and how lives can be put at risk if emergency vehicles cannot get through.
- Early adoption of the Troubled Families initiative, to target the right resources towards the people who most need them
- Multi-agency Cleansweep events in rural areas such as Smarden, Pluckley, Charing, Woodchurch, Shadoxhurst and Edgerton with Kent Police, Kent Fire & Rescue, KCC Wardens and ABC staff to raise awareness of thefts in the rural areas, to identify vulnerable people, offer advice and provide security measures

- A Smartwater initiatives by KCC Wardens in rural areas to property mark personal property
- Drug awareness session to over 60 local voluntary, public and private people in the Civic Centre
- Development of intervention strategies with youth organisations such as House, Hang 10 and Sk8side to tackle drug abuse in various hotspots in the borough
- Initiation of the Integrated Offender Management programme to reduce the reoffending rate of individuals released from prison

CASE STUDY: Integrated Offender Management programme

Mr. X is thirty-four years of age and has spent 18 months in prison due to conviction for robbery. He has a long history of petty offending.

He joined the IOM scheme in June 2012 and since this time has engaged well with Police, Probation and Job Centres.

Since joining the scheme, Mr. X has shown determination and commitment and remains both crime and drug free.

The Home Office estimates that 0.5% of offenders commit 10% of offences; in addition 10% of offenders commit 50% of offences. The cost of imprisoning an offender for a year is estimated at £41,000 with each re-offender estimated to cost £200,000. To ensure a reduction in crime, prevent offenders reoffending, and see efficiency savings, the CSP needs to work fully with the Integrated Offender Management (IOM) programme. By offering individuals the opportunity to stop offending the CSP is in a position to improve the quality of living for both the offenders and the community at large.

3) Why have a Strategic Assessment?

Community Safety Partnerships have a statutory duty to produce strategic assessments and deliver plans. This document has been developed using evidence and information provided by partners and the community, with the priorities of the borough of Ashford and Kent's Community Safety partnerships in mind and aligned, where possible, with the Police and Crime Commissioners Plan for 2013 - 17. This strategic assessment draws together several workstreams, some of which are linked to other strategic documents lead by the CSP partners.

The Strategic Assessment is part of an intelligence process that is used to help tackle crime and disorder and to improve community safety. It is produced annually and complemented by regular assessments that monitor CSP activities. It uses detailed analysis that explores key and emerging problems and consultations with community groups.

The aim of the crime and disorder strategic assessment is to identify key crime, disorder and anti social behaviour issues that affect the Borough of Ashford. It considers what needs to be achieved to help improve community safety, including how the community can feel assured and confident that their concerns and fears are being addressed.

4) The Priorities

Statistical analysis of the information made available by Kent Police, Kent Fire & Rescue Service, KCC, Kent Probation and others was used to produce a scanning exercise of the data relevant to the borough of Ashford. This information (available on the community safety pages at www.ashford.gov.uk) was assessed at a strategic partnership workshop in February 2013 and led the CSP to identify the following issues as priorities for the partnership in 2013/14.

Priority	Lead Agency
Domestic abuse	Domestic Abuse Forum
Substance misuse	KDATT
Anti-social behaviour & environmental crime	Ashford Borough Council
Acquisitive crime	Kent Police
Road safety	Kent Fire & Rescue Service
Violent crime	Kent Police

Although the partnership does not propose localities as specific priorities, it is agreed that the CSP will support and have specific regard to crime and disorder reduction and community safety in the Victoria and Stanhope wards. The Tactical Delivery Plan stipulates some essential areas for action or consideration, and together with associated targets that the Ashford CSP must monitor.

Why is domestic abuse a priority?

National research indicates shows;

- One in three women experience abuse in their relationship
- On average there will have been 35 assaults before the victim contacts the police
- Every minute in the UK police receive a call for assistance concerning domestic abuse
- Domestic abuse claims the lives of two women every week
- 30% of domestic violence starts during pregnancy
- 70% of high risk victims have children

Recent research by the NSPCC discovered the following statistics:

- 25% of girls and 18% of boys reported some form of physical partner violence
- 72% of girls and 51% of boys reported some form of emotional partner violence
- 31% of girls and 16% of boys reported some form of sexual partner violence
- The majority of young people either told a friend or told no one about the violence; only a minority informed an adult

In the borough, approximately 50 victims of domestic violence (number of cases minus repeat cases) have been identified as high risk in the last 12 months. Incidents of domestic abuse continue to increase in the borough, although at a lower rate than the county average. Per 1,000 population Ashford Borough ranks 6th in the county for domestic abuse repeat victims and it has a repeat victims percentage of 24.6%.

The Domestic Abuse One Stop Shop, runs at the Willow Children's Centre and continues to be a weekly drop in service for people who are affected by issues of domestic abuse. Multiple agencies attend in order to offer free advice to both victims and other people affected by domestic abuse issues. The service continues to be supported by Family Law Solicitors, PCSO's, Health Agencies, Children's Centres, Floating Support, Victim Support, Children's Social Services as well as offering sign posting services to housing agencies such as Shelter and the Ashford Gateway.

Why is substance misuse a priority?

Although England has comparatively high numbers of people experiencing drug problems in the western world, it also has one of the highest proportions of these people in treatment, suggesting this country is making a considerable impact on drug addiction. Drug misusers are at risk of death from an overdose, they may contract and spread blood-borne viruses, suffer poor physical and mental health, and commit offences; all of which impacts upon families, communities and wider society. Dealing with these harms costs the tax payer an estimated £15.4bn a year. In the borough, drug offences have increased slightly by 11 (5.9%), from 188 to 199. This increase is against a county wide fall of 10.7%. Left untreated, drug addiction causes serious health and crime harms for individuals, their families and the wider public.

Why is ASB a priority?

Anti-social behaviour has a huge impact on victims' quality of life. This is profoundly felt by repeat and vulnerable victims. In 2012 Her Majesty's Inspectorate of Constabulary (HMIC) conducted an ASB review in every police force in England and Wales. Kent & Medway's performance, as rated by HMIC, was positive. The Kent & Medway Community Safety Partnership has set out a strategy to reflect the recommendations in the HMIC report and to address the ASB concerns of our community.

In 2011/12 3,630 ASB incidents occurring in the borough were reported to the police. In 2012/13 the number of ASB incidents occurring in the borough was 3,408 (as of 7th March), a reduction of 222 incidents (6.1%). The single police measure for ASB is the satisfaction of the public's response to the police's response. The force target for 2012/13 was 79.3%. Ashford Police currently has a 83.3 % satisfaction rate.

Why is acquisitive crime a priority?

Shoplifting offences have increased by 92 (13.8%), from 668 to 760 (Oct – Sept 10/11 to 11/12). This rate of increase is counter to Kent's decrease of 3.2%. The borough has the highest volume increase and percentage increase in the county. Per 1,000 population, the borough has the second highest rate in the county. Theft and handling stolen goods (+5.2%), thefts from motor vehicle (+32.4%), theft of pedal cycles (+53.6%), burglaries from dwellings (+97.9%), other types of burglaries (+37.8%) provide an indication that acquisitive crime must be a priority for the coming year. During the same time period the thefts of motor vehicles has decreased by 8.5% and theft offences have decreased by 4.8%.

Why is road safety a priority?

Major growth in the area will lead to increased demand for travel and the safety of the population is a continuing priority for the council, both for the public they serve and those who live in the area. A safer road network and safe use of the network are key objectives in fulfilling that priority. Considerable casualty reductions have been gained in previous years, specifically in the areas of those killed or seriously injured (KSI). Certain road user groups and social groups in the borough are disproportionately represented in road traffic collisions.

Casualties from road traffic collisions have decreased in the borough by 60 (-11.5%), from 522 to 462, which is encouraging, but Ashford is ranked the second worst performing area in Kent for the crashes per head of population. The borough's priorities are reducing fatalities on rural roads, reducing the number of young adults involved in accidents and reducing the number of children involved in pedestrian and cycle accidents.

Why is violent crime a priority?

Violent crime has high physical, emotional and financial consequences for individuals, families and society. Serious violence is a significant influence on people's fear of crime. Violence against the person has increased by 102 (9.5%), from 1072 to 1174. Although all violent crime is of concern, it is worth noting that the vast majority of recorded violent offences in the borough were of a less serious nature.

5) Tactical Delivery Plans

The tactical delivery plans are a set of objectives that support the priorities of the CSP. They are included below to give focus to drive improvements, encourage regular review of the objectives and to provide ownership of the goals and actions.

The tactical delivery plans make it clear to all exactly what has to be achieved, when and by whom and enables regular review against the schedule.

The PCC's priorities for 2013-17 are:

- Cutting crime and catching criminals
- Ensuring visible community policing is at the heart of Kent's Policing Model
- Putting victims and witnesses first
- Protecting the public from serious harm
- Meeting national commitments for policing
- Delivering value for money

The PCC is committed to working closely with community safety and criminal justice agencies and in particular will focus on:

- Tackling the root cause of crime and anti-social behaviour
- Reducing reoffending and repeat victimisation
- Improving joined-up working between agencies.

Ashford CSP believes the following tactical delivery plans promote the PCC's community priorities.

Aim	Action	Main Partner	Targets	Evidence
Priority: Domestic Abuse				
Lead Partner: Domestic Abuse Forum				
<p>Support and promote the One Stop Shop, increase numbers seeking advice. Increase average monthly visits to One Stop Shop to 22 per month</p> <p>Improve the support services to victims of domestic abuse</p> <p>Reduce percentage of repeat victim numbers from 24.6%</p>	Enable 5 schools to have a domestic abuse input, such as "Love Shouldn't Hurt" to year 9 & 10 students	Domestic Abuse Forum	500 students awareness levels raised	Audit of students reached, publication of statistics in press release to further raise awareness
	ABC to provide housing & benefit advice at the One Stop Shop	ABC Customer, Property & Homes	Regular attendance at One Stop & evidence of providing value for money	Qualitative feedback research amongst One Stop staff
	Training for Neighbourhood Police Officers on domestic abuse, delivered in response to feedback from victims	Domestic Abuse Forum	All Neighbourhood Police Officers to receive bespoke training by 2014	Track number of officers trained. Increase in average monthly visits to One Stop Shop
	Training for partners (KCC Wardens, Fire Officers, Housing Officers, etc) paying visits on domestic abuse	ABC Community Safety Services	Run a series of training events to raise awareness to help signpost victims to One Stop, etc	Audit of staff reached, publication of statistics in press release to further raise awareness. . Increase in average monthly visits to One Stop Shop
	Seek funding to support independent domestic violence advisers (IDVA)	ABC Community Safety Services	To obtain funding for IDVA post through external funding & partner agencies	Secure funding.
	Improve awareness of One Stop & domestic abuse website	ABC Community Safety Services	Promotional material in all doctor's surgeries, partner agency buildings, hospitals	Increase in average monthly visits to One Stop Shop
	Partners to provide support and involvement in Domestic Abuse Forum	All	Regular attendance by appropriate partner agencies at the Domestic Abuse Forum	Increase in average monthly visits to One Stop Shop

Aim	Action	Main Partner	Targets	Evidence
Priority: Substance Misuse				
Lead Partner: KDATT				
Support initiatives to educate young people about the harm caused by substance misuse and programmes that seek to rehabilitate those who are drug or alcohol dependant	Multi-agency awareness day centred around the Stour Centre & Skatepark, including Firefit to raise interest	ABC Community Safety Services	Awareness about drug abuse & sources of advice & assistance raised amongst 500 youths	Audit of students reached, publication of statistics in press release to further raise awareness
	Deliver drug awareness briefings to youth services, volunteers working in the community & professionals and parents through schools	Kent Police & Turning Point/KCA	Raise awareness about drug abuse raised amongst 60 people involved with the public	Qualitative feedback research amongst attendees
	Develop the links between the Drugs Liaison Officer and Housing as a standard to roll out to sheltered housing providers	ABC Customer, Homes & Property	Issues involving illegal drug use to be notified to police in advance for coordinated response	Improve links between agencies to assist clients maintaining their tenancies
Reduce number of deaths through substance misuse	Safety in Action fortnight briefing to 1000 Year 6 children	ABC Community Safety Services	Awareness about drug abuse raised amongst 1000 children	Audit of students reached, publication of statistics in press release to further raise awareness
Increase number of people entering treatment services	Use of drama to increase awareness; performed by secondary schools to primary school children	ABC Community Safety Services	Awareness raising across 6 secondary schools & 2 or 3 primary schools	Audit of students reached, publication of statistics in press release to further raise awareness
Improve links between agencies to assist clients maintaining their tenancies	Involvement of specialist staff (e.g. KCA & Turning Point) in the IOM & TF initiatives	Turning Point/KCA	Ensure specialist drug agencies are aware of individuals and families signed up to the two initiatives	Increase number of people entering treatment services
	Share drug paraphernalia information found with partner agencies	ABC Community Safety Services	KDAAT, Kent Police, KCA & Turning Point regularly updated on drug paraphernalia finds by contractors, KCC Wardens, dog wardens, Community Enforcement Officers, waste and green team contractors	Qualitative feedback from partners to CSP
Number of substance misusers clean 6				

months after treatment	Run a coordinated Kent Community Alcohol Partnership (KCAP) campaign	ABC Community Safety Services	Informing and advising young people on sensible drinking, support retailers to reduce sales of alcohol to underage drinkers, promote responsible socialising and empower local communities to tackle alcohol related issues	Quantitative feedback on perceptions of ASB before & after campaign & reduction in criminal damage
	Improve the links between the drug abuse partners and the housing agencies	ABC Customer, Homes & Property	Regular contact, resulting in a multi-agency approach to drug abuse related tenancy issues	Reduction in number of deaths through substance misuse. Increase in number of people entering treatment services
	Run drug awareness events in schools	Kent Police	Operation Caddy run in 4 secondary schools/higher education establishments	Audit of students reached, publication of statistics in press release to further raise awareness
	Run drug enforcement operations, including licensing controls and other enforcement measures to ensure that licensed premises do not encourage binge drinking, or sell to those underage or allow drug dealing.	Kent Police & ABC Licensing	Risk assessed top 12 licensed premises are drug swabbed and actions plans implemented as necessary.	Report to CSP on quarterly basis

Aim	Action	Main Partner	Targets	Evidence
Anti-social behaviour and environmental crime				
Lead Partner: Ashford Borough Council Community Safety Service				
Improve systems for managing ASB, so there is greater joined up working between partners and a more responsive service to disrupt and stop ASB	Ensuring victims of ASB receive appropriate support, including early identification of vulnerable & repeat victims	Kent Police	Increase in satisfaction of those who report ASB with overall service provided by Kent Police	Increase in satisfaction with the way police deal with ASB
	Early identification & assessment of perpetrators to ensure appropriate actions are taken; including referral to multi-agency groups which manage perpetrators, use of appropriate sanctions such as ASBO's & closure orders	Kent Police	Reduction in the number of anti-social behaviour incidents (including arson) in Victoria and Stanhope wards and town centre	Reduction in ASB and in criminal damage
	Provision of Joint Family Management Programme to provide intensive support to parents, where anti-social behaviour & youth crimes are evident. Work closely with Children's Services & other partners to join up work around "Troubled Families"	KCC?	To reduce ASB committed by young persons on the programme	Reduction in ASB and in criminal damage
To increase satisfaction with the way police deal with ASB	Introduction & adoption of Themis software system for partner recording of ASB. Fully developed case management to strengthen the approach to deal with high risk & vulnerable victims	Kent Police	Increase in satisfaction of those who report ASB with overall service provided by Kent Police	Increase in satisfaction with the way police deal with ASB
Reduction in anti-social behaviour (Kent Police statistics)	KCC Wardens to engage with the local community at the earliest opportunity to assess & review impact of ASB upon a community.	KCC Wardens	Reduction in total number of anti-social behaviour incidents	Reduction in ASB and in criminal damage
Reduction in criminal damage	Pilot Community Resolution Panels in Stanhope & Victoria wards, using a restorative approach to tackling low level anti-social behaviour & neighbour disputes	ABC Community Safety Services	Increase in satisfaction of those who report ASB with overall service provided by Kent Police	Increase in satisfaction with the way police deal with ASB
	Attend all repeat victim ASB calls	Kent Police	To attend all repeat victim ASB calls	Reduction in ASB and in criminal damage

	Multi agency operations targeting anti-social behaviour hotspots, including a robust enforcement of the DDP and hotspots in the night time economy	Kent Police	Reduction in total number of anti-social behaviour incidents in target areas	Reduction in ASB and in criminal damage
	To hold school surgeries giving young people the opportunity to discuss crime concerns, including Firefit to raise interest if available	ABC Community Safety Services	To raise awareness in at least 4 schools of ASB & its effects. To learn of emerging patterns affecting young people	Audit of students reached & qualitative feedback to CSP
	6 monthly EVA's in Stanhope & Victoria Wards to determine multi-agency response to documented issues	ABC Community Safety Services	Improvement in environment in Stanhope and Victoria Wards	ASB and in criminal damage
	Social housing providers to engage in noise related issues and to take enforcement action when appropriate	ABC Customer, Homes and Property	Reduction in noise hotspots associated with residents of social housing	Reduction in noise related ASB.
	Provide graffiti-cleaning kits to community groups and aim to increase the number of community groups accessing graffiti removal kits and the number of clean-ups	ABC Green Team & Open Spaces	Increase local community's role in removing environmental crime	Quantitative feedback on number of kits & groups

What is a Community Resolution Panel?

The Community Resolution Panel is based upon the concept of Neighbourhood Resolution, which the Ministry of Justice are keen to extend to ensure swift access to justice for low-level crimes and community disputes. The aim of the Panel is to bring local victims, offenders and criminal justice professionals together, using restorative and reparative approaches and facilitated by community volunteers, to agree what action should be taken to deal with certain types of low level crime and disorder.

- A Neighbourhood Resolution Panel is not a court, but is part of the criminal justice system. It is suitable for misbehaviour that is not serious enough to prosecute or be subject to a more formal out-of-court disposal
- A Neighbourhood Resolution Panel is a form of restorative justice conferencing, facilitated by a community volunteer, for **when an offender has admitted responsibility and both they and the victim consent**

- A Neighbourhood Resolution Panel is not a decision-making forum: it is not the role of the Panel to decide guilt, nor is there a 'decision maker' or 'Judge' deciding the appropriate penalty. It is for the Panel – including the victim and offender - to reach consensus about the outcome
- No lawyers are involved
- Neighbourhood Resolution Panels must be politically impartial

Aim	Action	Main Partner	Targets	Evidence
Acquisitive Crime				
Lead Partner: Kent Police				
Reduction in theft and handling offences	Develop “rapid response” roadshows for areas experiencing high levels of acquisitive crime, to raise awareness & provide practical advice	KCC Wardens	Roadshow to be visible within 7 days of area being identified. Reduction in acquisitive crimes in the area	Qualitative feedback & reduction in theft and handling offences in targeted areas
	Prioritising recent burglary and shoplifting prison releases for IOM programme	Kent Probation	Increase in offenders involved in IOM & subsequent reduction in reoffending rate	Reduction in reoffending rates
	Probation to highlight recent releases of prolific offenders and areas to be targeted with a appropriate safety information	Kent Probation	Reduction in reoffending rate in areas highlighted	Reduction in reoffending rates
	Use of multi-agency Cleansweeps in areas to raise awareness & to reduce acquisitive crimes in areas	ABC Community Safety Services	Reduction in acquisitive crimes in the area. Raised awareness.	Qualitative feedback & reduction in theft and handling offences in targeted areas
	Smartwater & pedal cycle marking campaigns focusing on bicycles, skateboards & targeting crime hotspots, including Firefit to raise interest if available	KCC Wardens	Reduce thefts & increase % of items returned to owners. Increase in community groups running property marking events	Reduction in theft and handling & increase in stolen property returned owners
	Promote use of property marking website	Kent Police	Increase in % of items returned to owners	Reduction in theft and handling & increase in stolen property returned owners
	Develop top 3 rural areas and top 3 urban acquisitive crime locations and target partner activity in these areas	Kent Police	To have reduced crime in these areas & to have raised awareness of precautionary measures public and businesses can take	Reduction in theft and handling
	Develop training brief (retail crime best practice guide) for retail staff – targeting new staff – their responsibilities, assistance available and the law. Promote Operation Aladdin	Kent Police	To ensure all retail staff are aware of their responsibilities and the law. Promote & deter shoplifting	Reduction in theft and handling

	Expand & improve Ashford Partnership Against Crime (APAC) membership	APAC	Increase use of Town Net radios, improve exchange of information & images to prevent & deter crime by challenging potential offenders	Increase in exclusion notices and reduction in theft and handling decrease in shoplifting offences
	Improve retail imposed banning orders – develop the “ban from one, banned from all” approach	APAC	Top 10 shop lifting sites to work in partnership with each other with banning orders working across stores. Photos of banned individuals shared with monitoring centres	Number of banning orders in effect across top 10 and reduction in theft and handling decrease in shoplifting offences

Aim	Action	Main Partner	Targets	Evidence
Road Safety				
Lead Partner: Kent Fire & Rescue				
<p>Focus on improving the education and life chances of young people to divert them away from patterns of ASB</p> <p>Reduce the number of killed or seriously injured (KSI) in road crashes</p> <p>Increase the knowledge amongst drivers of which types of roads most fatal and serious crashes happen on</p> <p>Increase the amount of young people prepared to speak up if concerned by a driver's behaviour</p> <p>To increase knowledge amongst your motorcycle and scooter riders of the dangers and increased risks of them being involved in a serious crash</p>	Deliver 2 Youth Engagement Around Road Safety (Years) programmes aimed at 16-24 year olds	KFRS	Target young people with motoring offences, those with concern around motoring-related activity and those identified as risk takers	Numbers targeted & reached
	Deliver 1 6 week Pathway course	KFRS	Provide work skills to 16-24 year old NEETS, such as team work, problem solving & communication, & health & safety qualification	Numbers targeted & reached. Reduction in KSI
	Deliver one multi-agency programme to reduce causality rates amongst 16-17 year old moped riders, including Firefit to raise interest if available	ABC Community Safety Services	Use local, county and national partners to increase the knowledge amongst young motorcyclists of which types of roads most fatal and serious crashes happen & what to do if a crash occurs	Attendance at event, awareness levels before & after event. Reduction in KSI
	Run 1 Biker Down training event to target motorcyclists of all ages	KFRS	Teach practical skills to help avoid being involved in a crash & advise on what to do if first on the scene of a crash where someone is injured	Attendance at event, Awareness levels before & after event. Reduction in KSI
	Deliver road safety advice to over 1000 year 6 children as part of the Safety in Action Fortnight	KCC Road Safety	Raise awareness amongst year 6 pupils of road safety, including pedestrian and cycle safety	Numbers targeted & feedback after event
	Run 2 restorative justice events in partnership with the police, fire and ambulance services	Kent Police	Provide safety advice to targeted drivers in partnership with police, fire & ambulance services	Numbers targeted & feedback after event
	Encourage local car show rooms to run car confidence evenings	ABC Community Safety Services	Improve confidence and safety awareness amongst drivers	Numbers targeted & feedback after event
	Deliver RUSH programmes to	KFRS	Provides safety advice & raises awareness	Numbers targeted

	secondary schools & stage at least one event at a rural fire station. Education on the potential risks of being involved in a car crash, either as a driver or passenger.		at 15-16 year olds. Highlighting the vulnerability of their age group and provides strategies aimed at reducing risk and staying safe on the roads.	& feedback after event
	Deliver "Licence to Kill?" event to pupils attending academies, schools and sixth form colleges. Explore the circumstances and consequences of a road crash.	KFRS	Provides safety advice & raises awareness of years 12 & 13.	Numbers targeted & feedback after event
	Run 2 speed events in partnership with the Kent Community Speed Watch in rural areas of the borough	KCC Road Safety	Community engagement in targeting speeding issues in rural communities	Numbers targeted & feedback after event. Reduction in KSI
	Deliver one Carrmageddon event as part of a multi-agency event	KFRS	Raise awareness amongst young drivers in a location where young drivers gather.	Numbers targeted & feedback after event

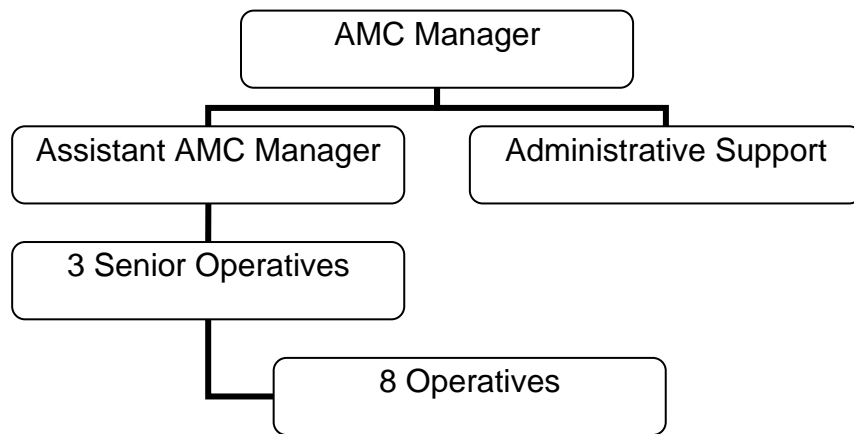
Aim	Action	Main Partner	Targets	Evidence
Violent Crime				
Lead Partner: Kent Police				
To reduce the violent crime rate	Target serial perpetrators of violence	Kent Police	Reduce repeat violent reoffending through PubWatch briefings, targeting & case management	Reduction in violent offences for top 10 nominals
	Review and comment on the ABC's Licensing Act policy in light of government changes to legislation	ABC Licensing	Draft policy for consultation Nov 2013. All regulatory authorities respond to consultation	Summary of policy to CSP
	Support and enhance Ashford's Pubwatch and develop a Pubwatch in Tenterden.	APAC	Increase regular attendance to 12 per month in Ashford and establishment of Pubwatch in Tenterden	Numbers attending. Reduction in violent crime associated with NTE
	Improve reporting structure with Street Pastors	ABC Community Safety Services	Information from pastors is passed quickly and securely to identified partners	Audit of information sharing, effectiveness & feedback from pastors
	Run Operation Caddy in 4 schools (drug dog days), providing educational information about drug searches, demonstrating skills of sniffer dogs.	Kent Police	Increase in drug awareness. Pupils caught with drugs offered a place on a drug treatment programme.	Target number of schools & number of pupils
	Education in schools around consequential thinking for bullying / violence	Kent Police	Educational visits to 6 secondary schools	No of schools/pupils engaged with Reduction in youth on youth crime
	Enforcement of DPPO	Kent Police	All Neighbourhood staff to be briefed	Reduction in alcohol related crimes

Glossary

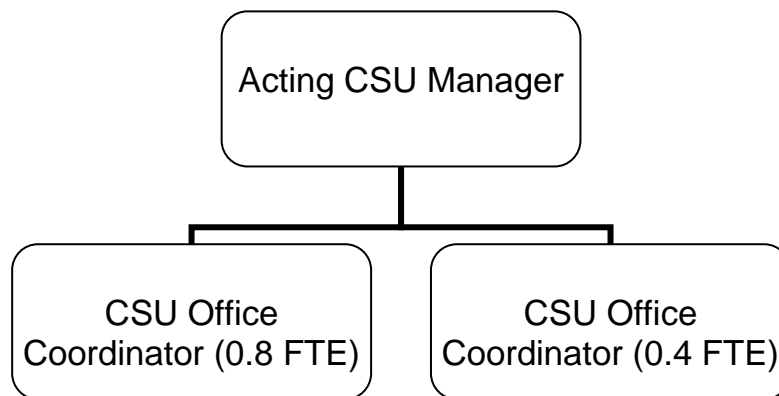
ABC	Ashford Borough Council
ASB	Anti-social behaviour
ASBO	Anti-Social Behaviour Order
CSP	Community Safety Partnership
DPPO	Designated Public Places Order
HMIC	Her Majesty's Inspectorate of Constabulary
IDVA	Independent domestic violence advisor
IOM	Integrated Offender Management
KCA	An organisation delivering drug, alcohol and mental health services
KCAP	Kent Community Alcohol Partnership
KCC	Kent County Council
KDATT	Kent Drug and Alcohol Action Team
KFRS	Kent Fire & Rescue Service
KIASS	Kent Integrated Adolescent Support Services
KSI	Killed or seriously injured
NEETS	Not in education, employment or training
NHS	National Health Service
NTE	Night time economy
PCC	Police and Crime Commissioner
PCSO	Police Community Support Officer
SECAMB	South East Coast Ambulance Service
TF	Troubled Families initiative
YEARS	Youth engagement around road safety

APPENDIX B

Former AMC structure



Former CSU structure



New management structure of the Community Safety Service

