

ASSESSMENT AGAINST GOOD PRACTICE CRITERIA

1. PARTNERSHIPS

	Current Position	Improvement Action
Does the Partnership have an agreed Terms of Reference? (S.i.N.) Are they still valid?	Yes see appendix 1 Recently reviewed and updated following merger with Eden group	
What is the make up of the Partnership? Is the Membership reviewed?	See appendix 2 Has been reviewed once in last three years. May be reviewed at launch of new strategy.	
What does the Partnership do to raise public confidence in reporting offences to the police, in providing intelligence and assisting in the provision of evidence in order to contribute to the detection of crime? (C.T.o.C.)	Partnership has recently adopted a proactive media strategy to increase awareness and publicise successes of various initiatives. Community beat officers sit on task groups which also include members of the community	
What training has there been on the implications of Section 17 for the Partnership? (C.T.o.C.)	None. Training event planned for September 2001	
Has the Partnership reviewed the extent to which service delivery is focused at the local level such as through the alignment of wards and beats or locally/geographically based staff? (C.T.o.C.)	The merged Carlisle and Eden Group is co-terminus with the North Cumbria Police Division. Many of the initiatives have been delivered with extensive local involvement from the community, the local beat officers and the local authority	
Is there a development plan for the partnership for reviewing the extent of each partners support and contribution? (C.T.o.C.)	The partnership has recently implemented a system to evaluate progress in its key task areas. This is still to be developed further. It is also hoped that the BVR will add to this process.	

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<p>What measures have been taken to encourage and support those agencies who are not yet fully engaged in the Partnership? (C.T.o.C.)</p>	<p>Reducing the amount of meetings and avoiding unnecessary duplication of work through merging the Carlisle and Eden groups has led to an increase in attendance at meetings from a wider range of agencies</p>	
<p>Does the partnership actively involve the private sector through ; (a) designing out crime opportunities? (b) provision of financial/resource support? (c) assisting with marketing the prevention message? (C.T.o.C.)</p>	<p>a) Planning department issue "Designing out Crime" document with all planning applications. New developments are encouraged to incorporate principles b) Discounts have been given by some retailers in support of crime prevention products c) Use of retailers logos in some schemes</p>	
<p>Does the Partnership encourage the active involvement of the voluntary sector in the reduction of crime and disorder and the promotion of community safety? (C.T.o.C.)</p>	<p>Neighbourhood Watch reps Care and Repair reps and Tenant and Resident Groups reps sit on task groups</p>	
<p>Have the techniques of problem solving and effective intelligence been embraced to identify; (a) the different and competing contribution that partners can make (b) the intervention or combination of interventions that would be most appropriate to the problem (c) the timescale of the intervention (d) a review process for actions taken? (C.T.o.C.)</p>	<p>No</p>	<p>Problem solving conference arranged for October 2001 which should address these points Problem Solving Groups are intended to be a key part of the delivery structure of the next strategy.</p>
<p>Does the Partnership use the problem analysis triangle? Victim, offender, location? (S.i.N.)</p>	<p>Not at present.</p>	<p>This model to be used in 2002-2005 audit and strategy process</p>
<p>Has an improvement Programme been produced for developing the problem-solving approach? (C.T.o.C.)</p>	<p>Yes – problem solving groups intended to be a key part of task group structure in 2002-05 strategy</p>	

Is the routine presentation of crime and disorder data and changes in patterns presented routinely to Partnership meetings? (C.T.o.C.)	Yes Information based on Monthly Crime Bulletins from Police MIU	
Have the opportunities for obtaining sponsorship as a beneficial way of involving the private sector been explored? (C.T.o.C.)	Yes Currently developing domestic CCTV scheme which will be part sponsored by the retailer and possible other local businesses. Retailers have been involved in sponsoring other previous schemes	
Does the partnership have a development strategy which identifies; (a) gaps and how they can be closed (b) how the partnership will continuously improve over a period of three to five years? (C.T.o.C.)	a) No b) No	Should be identified during BVR process and addressed as part of the problem solving model
Is there any evidence of the level of public satisfaction with the way Community Safety is being dealt with? (HMIC)	County wide survey will provide indication together with Carlisle District wide survey being conducted as part of the audit process	
What working arrangements are in place for co-ordinating county-wide between the partnerships and the police areas? (HMIC)	Police area now co-terminus with merged Carlisle and Eden group at local level. County wide practitioners group meets at least quarterly and includes Force Community Safety Manager	
Are there mechanisms in to place identify and disseminate good practice? (HMIC)	Good practice disseminated via County Practitioners Group and Best Value Liaison Group	

2. INDIVIDUAL ORGANISATIONS (Section 17)

	Current Position	Improvement Action
Section 17 should be a guiding principle. How is it, or is it proposed to be, incorporated into internal strategies for the Police and Local Authorities? (C.T.o.C.)	City Council Corporate Management Team have identified departmental "champions" to develop training package and draft policy for the Local Authority	
Do all staff know about the Community Safety Strategy and its purpose? (HMIC)	No	Will be addressed when section 17 training package is rolled out to all departments of the authority
What training has there been, or is proposed, on the implications of Section 17 for staff? (C.T.o.C.)	Training proposed for September/October 2001 via Crime Concern. Aimed at senior managers and members	
Are elected Members designated as having a Community Safety portfolio? (C.T.o.C.)	Community Safety does not have its own portfolio but is covered under 'Community'	
Do all elected Members understand the benefits of partnership working? (C.T.o.C.)	All elected members have varying degrees of understanding of the benefits depending on current involvement	Members to be included in proposed partnership development training package
Has a review been undertaken of the recruitment and role of analysts? (C.T.o.C.) [Police to answer]		
Have the Police adopted the NCIS model as part of the force intelligence strategy? (C.T.o.C.) [Police to answer]]		

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Does the BCU Commander have delegated financial management to facilitate funding of Partnerships? (C.T.o.C.) [Police to answer]		
Have the local authorities and the police included specific resources in their base budgets to support community safety? (C.T.o.C.)	Yes £50,000 per annum from Carlisle City Council £20,000 from Cumbria Police	
Have the local authorities and police provided staff with cross-professional training to help them work with communities as teams addressing local problems? (C.T.o.C.)	No	
Has training been undertaken in all partner agencies for personnel on partnership building, problem solving and information analysis as well as crime prevention skills? (C.T.o.C.)	No	Partnership building and problem solving to be addressed late 2001
Have attempts been made to quantify the cost of crime by each partner? (S.i.N.)	This information has not been available but systems are being developed to provide costs to the public purse of individual crimes	
Is there an integrated approach to issues of social exclusion? (S.i.N.)	No	
Is there a clear approach to dealing with quality of life issues? (HMIC)	Not a formalised approach but quality of life issues are considered in all initiatives	

3. CRIME AND DISORDER AUDITS

	Current Position	Improvement Action
Are compatible IT systems in place to share information, collate crime and disorder data and to analyse and disseminate it? (C.T.o.C.)	Yes. Recently appointed Partnership Support Worker is assembling data warehouse for access and use by all Cumbrian partnerships. Bid also ongoing to Partnership Development Fund to enhance the system	
What methods of consultation are used? (HMIC)	Carlisle Citizens Panel survey Focus Groups Hard to Reach Groups	
Are customer satisfaction surveys used? (HMIC)	Satisfaction is an element of the consultation process and individual initiatives may be evaluated using this method	
Have "Hard to Reach" groups been targeted for their views? (S.i.N.)	Yes Ethnic Minority Community Gay/Lesbian Community Student Community	
Is there a clear focus for identifying problems through hot spot and repeat incident analysis and response? (HMIC)	Yes Hotspots identified as a priority area under last strategy. Hotspots Task Group has specific focus crime in these areas.	

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4. PREPARING AND MANAGING STRATEGIES

	Current Position	Improvement Action
Is the Community Safety Strategy Costed? (C.T.o.C.)	No	
Are exit strategies put in place in relation to externally funded initiatives? (C.T.o.C.)	Yes	
Does the Community Safety Strategy and related Action Plans incorporate targets, realistic timescales and effective mechanisms for performance evaluation and review? (C.T.o.C.)	Strategy sets out to achieve 3% decrease in crime over the three year life. Individual initiatives are evaluated using a variety of methods	
How is the Community Safety Strategy communicated? (HMIC)	Circulation to relevant bodies/agencies Generally available to public Local media publicity	
What evidence is there of real community engagement in the development of the Strategy? (HMIC)	Communities are consulted as part of the audit process and the draft audit document is then consulted upon with relevant partners including the community. Consultation takes place again once the strategy is established	
Is any use made of the tools of the Crime and Disorder Act e.g. ASBOs? (HMIC)	Yes Two ASBOs in force and one in progress together with many cases where the ASBO process was started and resolved before application	Develop expertise in obtaining ASBOs
How is the Strategy Reviewed, Monitored and Evaluated and how often? Is there Performance Management System? (HMIC)	Regular reports to committee Mid Term Review Local Performance Indicators Best Value Performance Indicators Evaluations on a scheme by scheme basis	
Are evaluations of initiatives used to inform future work in similar situations? (HMIC)	Yes	

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<p>Is there an annual Community Safety Plan which links the annual Police Plan to Community Strategies? (HMIC) [Police]</p>	<p>Strategy links into Policing Plan and vice versa</p>	
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5. STRATEGIC ISSUES/INITIATIVES

What Issues/Initiatives were identified from the first Crime and Disorder Audit.

How are they being addressed.

What is the performance in reducing crime and disorder against the targets set?

ISSUE/INITIATIVE:-	DETAILS OF APPROACH AND PERFORMANCE	IMPROVEMENT ACTION
1. Shop Theft	Task Group has specific focus on retail crime. Shop Radio Link scheme has now developed into Carlisle Retailers Against Crime which is looking at other retail crime initiatives	Encourage more retailers into the scheme
2. Burglary From Dwellings	Task Group set up to look at Burglary, Vehicle Crime and Disorder. Successful application to RBI round 2 for Botcherby area of Carlisle has resulted in approx 35% reduction in burglaries	
3. Vehicle Crime	Task group as above – Two initiatives launched aimed specifically at vehicle crime. Evaluation suggests that the vehicle security message was successfully communicated	
4. Disorder	Task Group as above – Major enhancements to existing CCTV provision through successful applications to the Crime Reduction Programme.	Continue to seek to expand the system for maximum coverage of City Council area
5. Drug and Alcohol	Task group set up with specific Drug and Alcohol Focus	Need to link in to Communities Against Drugs Initiative closely to avoid duplication of work
6. Combined Hotspots	Task Group set up with specific Hotspots focus. Contains reps of the communities identified as hotspots. Currently working on major domestic CCTV initiative.	

Are there any issues identified subsequently which are now being addressed?

What is the performance in reducing crime and disorder?

ISSUE/INITIATIVE	DETAILS OF APPROACH AND PERFORMANCE	IMPROVEMENT ACTION
1. Youth Issues	Youth Conference arranged for September to include agencies in am and youth service users in pm. Aim to disseminate Crime and Disorder themes	Include Youth Issues in all aspects of future strategies.
2. Rural Issues	Rural Conference had been arranged but was cancelled due to Foot and Mouth outbreak. To be rearranged	Include Rural Issues in all aspects of future strategies
3.		
4.		

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Appendix 3

Best Value Review of Community Safety
Key Partner Consultation

Date	Name and Organisation	How has your organisation been involved in Partnership activity	What are the benefits of the partnership	What are the barriers	How could this be improved	Do you still see benefits to involvement	Has action happened as a direct result of partnership activity	Other issues
21 Jan	Bill Walton Cumbria Fire Service	Hotspots Task Group Botcherby BRI Arson Reduction Initiative	Networking, linking into plans of partner agencies. Ability to make a difference	Sustainability. Actions tend to be ticked off and not revisited. Task group structure is not responsive to change. Previous three years were more talk than action by most agencies	Thematic strategy would mean a more holistic approach and would respond better to changing trends	Yes as part of problem solving process on a variety of issues Variety of services – counselling on fire setting etc. may be used as responses	Problem Solving Training Section 17	Provision of data to CUP's – strategic direction of leadership group reflecting inputs (information)? Involvement of courts – acknowledgement of services □

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22 Jan	Malcolm Jackson Crimestoppers Trust Crime Prevention Panel	Membership of task group Also provided assistance with variety of initiatives	Promotion of Crimestoppers activity Involvement in shaping projects Awareness of hotspot areas	Getting the right people to meetings Inertia / slow progress Getting agencies to sign up to actions	Partnership should have more clout Should be able to hold agencies to account Task groups often talking shops and should be more focused on the aims of the strategy	Yes Involvement in proposed Problem Solving Exercises would be very beneficial to Crimestoppers The Crimestoppers message also needs to be communicated in the strategy	Yes many schemes such as CCTV, SHIRPA and Distraction Burglary Project	CuPS Problem Solving Partnership should run training events to clarify roles and expectations
22 Jan	Annie Brown Chair of Carlisle and District Drugs Reference Group	Task Group chair and member of Strategic Group	Ability to promote drug and alcohol issues at strategic level Ability to identify and fill gaps	Complexity & number of issues Lack of quality info e.g. Relationship between drugs and crime Number of meetings	Reduction in frequency of partnership meetings. Partnership needs to link more closely with Alcohol strategy	Yes partnership approach is definitely the way forward and better information being fed in will enable better quality analysis and more focused interventions	Yes Production of Little Blue Book (Drugs awareness guide) Also joint working on Communities Against Drugs Initiative	Role of DAT Role of DRG Problem Solving Partnership Development

24 Jan	Alan Gadman Assistant Chief Probation Officer	Strategic Group member and staff involved in task group structure	Alignment of priorities Assistance in delivering projects (e.g. community punishment projects) Crime and Disorder work incorporated into Probation Area Plan	Role of politicians – conflict between serving ward residents and the needs of the wider community Meetings not meaningful and too frequent Difficult to commit officer time	Fewer meetings Develop protocol to correlate Community Punishment Orders with Crime and Disorder Plans	Yes in all areas but particularly in relation to Prolific Offenders	Many actions have happened. Probation involved in some community punishment projects but this work needs to be more co- ordinated	Partnership Development Role of Courts (Halliday Report "Making Punishments Work") Training for Leadership Group and Management Group Greater awareness of each others roles
24 Jan	Steve Halliday Operational Chief Inspector,	Statutory partner. Personally involved as chair	Multi agency approach gives greater knowledge of	Strategic Group too large. Meetings largely	Smaller strategic group. Tighter more	Yes but all partners have to agree to deliver	Many projects have been initiated a	Partnership Development Issues

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	North Cumbria Police	of Burglary, Vehicle Crime and Disorder Task Group	possible interventions. Interventions are more likely to be sustainable Partnership approach means that agencies are less likely to duplicate effort	unproductive Task group structure does not adapt well to changing trends and statistics	focused membership. Community could be involved at a different point but their information should be added to the process	the strategy and not just turn up at meetings	direct result of the task group identifying a need and recommending it for CDRP funding The process in future however should follow some logical analysis e.g. SARA /Problem Solving	Problem Solving Section 17 ASB legislation
28 Jan	Erica Arneil Cumbria Neighbourhood Watch	Hotspots Task Group	Potential to influence change from a "bottom up" approach	Lack of effective leadership in task group Unwillingness of community to cooperate Lack of role clarity	Task group is unproductive and a new method of involving the community should be investigated	Yes NHW have a very important part to play and can help deliver initiatives via network of volunteers	Not form the Hotspots Task Group but am aware of many actions resulting from wider Partnership activity	Problem Solving Clarification of future role

28 Jan	Mark Bowman Connexions	Limited involvement in Drug Reference Groups	Multi-agency approach works in other areas and is appropriate in Crime and Disorder, as there are so many specialist areas. This level of knowledge cannot be held by one agency	Ensuring appropriate level of attendance Ensuring commitment	Partnership needs to be able to recognise agencies which are not participating and should take action	Connexions deal with all young people and have vast amounts of data which can be shared in the planning process of any bid or initiative relating to young people	Not involved enough to comment	Awareness of roles within the partnership
	Andrew Yates Eden District Council	Task Group Chair	Using expertise from outside agencies Community Input Delivering initiatives which improve quality of life	Lack of attendance at meetings Too many unproductive meetings	Structure of CDRP needs to be revisited to reflect joint working between Carlisle and Eden	Yes essential that local authorities are represented at all levels of activity. Partnership is key to reducing Anti-social behaviour and funding small voluntary groups	Many projects initiated directly particularly from Eden Neighbourhood Task Group	Section 17 Problem Solving

29/1	Sean McCollum Cumbria Drug Action Team Co-ordinator	Linked at strategic level via DRG chairs	Cross training Shared views / opinions Economies of scale Improved communications	Lack of synergy / co-ordination DRG has no clear defined role Lack of input from health sector CDRP lacks expertise in substance misuse Conflict of aims: DAT= reduce drug related deaths CDRP = reduce drug related offending	CDRP needs to clarify roles and expectations of partner agencies Health need to be actively engaged Need to create synergy between DAT spend & CDRP needs	Yes involvement will continue via DRGs	Yes but drugs priorities need to be dealt with more effectively	None
5 th Feb	Chris Armstrong Clerk to the Magistrates	No involvement to date	Partnership working should lead to less duplication and wider knowledge of the issues	Courts cannot be drawn into discussion on individuals – impartiality issues	Magistrates clerk could attend Problem Solving exercises to gain greater understanding of the issues	No previous involvement but could be involved in provision of information on offending and other information as appropriate	N/A	Problem Solving Partnership Development

5 th Feb	Pauline Dalton Carlisle and District Parish Councils Association	Attend strategic group and provide input from community point of view, particularly the rural community	Police & Council working together & sharing good practice with other agencies	Meetings often long, unfocused and unproductive. Meetings often poorly attended by some of the key agencies	Strategic group would benefit from being trimmed down and hopefully more focused	PCA executive link to CDRP problem solving Act as conduit for information up to Leadership group from Parish Councils	Not that the PCA has been directly involved in but have knowledge of many projects which have been carried out as part of the Crime and Disorder Strategy and partnership activity	Problem Solving
6 Feb	Neil Blackshaw Community Safety Officer Cumbria County Council	Statutory Partner involved at strategic level	Sharing good practice Pooling resources on crime reduction initiatives Link to CCC Corporate Crime Reduction Strategy	Lack of County involvement – statutory partner – not always recognised Fire data not apparent Meetings unproductive	Partnership needs VISION to give purpose / meaning	Self at strategic level Need to engage with other county departments to make the strategy work effectively at practitioner level	Yes but difficult to assess whether or not some initiatives would have happened anyway	Section 17 Problem Solving Partnership Development
6 Feb	Brian Horn Divisional Commander North Cumbria Police	Statutory partner – involved at all levels of partnership activity Personally involved at strategic level Past Chair of Strategic Group	Input from agencies gives the whole picture and enables activity to be targeted towards causes of crime as well as reducing crime itself Partnership encourages ownership of activities	Strategic group too large and unproductive. Too much time spent talking about issues instead of focusing on delivery	Strategy needs to drive the agenda of meetings and actions adopted by the partnership must be aligned to aims of the strategy	There have already been many successes due to partnership working but there are likely to be many more benefits if the partnership is restructured and the participating	Many projects have been initiated directly from analysis carried out by the CDRP	Role of groups in proposed strategy

			by agencies involved			agencies are committed to delivering agreed pieces of work.	Not all of these would have happened without partnership working	
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13 Feb	Mark Clowes Partnership Support Worker Police HQ	At strategic level and also personally as a task group chair	Input from a wide range of agencies leads to greater knowledge of issues and hopefully more efficient pooling and targeting of resources	Community involvement is often patchy Strategic group and tasks groups are not producing any meaningful outputs now Membership of strategic group too wide	Narrow the focus of the strategic group Incorporate the Problem Solving Model into all activity and initiatives Produce a Partnership Development Plan	Partnership working is the way forward for crime reduction All agencies still see the benefits but need to be more focused on the strategy and delivering its objectives	CDRPs need to demonstrate real achievements which have happened directly because of the CDRP	Problem Solving Section 17 Facilitating
14 Feb	Peter Stybelski Chief Executive Carlisle City Council	Statutory partner – involved at all levels of partnership activity Personally involved at strategic level Past Chair of Strategic Group	The authority in its role as community leader has a duty to make the district safe CDRP should enable other agencies to achieve their objectives	Lack of support from Health Lack of funding from County Council Duplication of work – need for single site accommodation for CDRP workers	Need to clarify roles – potential conflict between aims of individual agencies and aim of the CDRP Need to engage with Health Need to build on links with EDC	Partnership working is the future for various elements of work but particularly crime and disorder. Need to improve		Section 17 – need to run event for identified officers from within the authority

14 Feb	Yvonne Lake Manager Cumbria Youth Offending Team	Involved at strategic level	Sharing good practice Pooling knowledge and resources Linking in to each others plans	Information – barriers to effective exchange Strategic group has grown too large to be fully effective	Audit process should be continuous throughout the life of the strategy Agencies must decide whether they want full involvement or just to pay lip service Problem Solving at an earlier stage Working more closely with agencies to ensure work is not duplicated	Yes but membership needs to be narrower focus	Yes many activities have been implemented by the partnership but a greater focus should ensure future work is targeted more effectively and has more beneficial results	Problem solving Section 17
22 Feb	Cllr Judith Pattinson Portfolio Holder Community Activities	Statutory partner involved at all levels of CDRP Personally only recently involved	Shared information Greater knowledge of issues around crime	Data protection Not all agencies send representatives Funding from County Council	County Council should contribute in some way to partnership Partnership should examine external funding opportunities	Yes Partnership approach is the appropriate way to tackle crime and disorder	Aware of several initiatives before being involved but have also been involved in some projects which have happened as a direct result of partnership intervention	Partnership development Practitioners need to be trained in many areas if the partnership is to function successfully Section 17 for self and other authority reps

Appendix 4

Carlisle Community Safety Best Value Review

Responding Authority: _____

1. What do you understand by the term 'Community Safety'?
2. Are you familiar with the Crime and Disorder Act 1998?
3. If yes, what does it mean to you?
4. Are you familiar with Section 17 of the Crime and Disorder Act?
5. Which of the following 'tools' have you used to improve your knowledge of Community Safety issues?

Tool	Yes/No
Home Office Publications	
Home Office Toolkits	
Nacro publications	
National Conferences/seminars	
Regional Conferences/Seminars	
Council led seminars/workshops	
DPAS publications	
Visited other CDRPs	
Crime Concern	
NSPCC	
Other	

6. Which of the following does your department/service address?

Issue	Yes/No
Quality of life	

<ul style="list-style-type: none"> ▪ ASB ▪ Fear of crime ▪ Criminal damage 	
Violent crime <ul style="list-style-type: none"> ▪ Domestic violence ▪ Alcohol related ▪ Drug related 	
Prolific offending behaviour <ul style="list-style-type: none"> ▪ Perpetrators ▪ hotspots 	

7. What does your department do to address these community safety issues?

Issue	
Quality of life <ul style="list-style-type: none"> ▪ ASB ▪ Fear of crime ▪ Criminal damage 	
Violent crime <ul style="list-style-type: none"> ▪ Domestic violence ▪ Alcohol related ▪ Drug related 	
Prolific offending behaviour <ul style="list-style-type: none"> ▪ Perpetrators ▪ hotspots 	

8. Is there anything in particular that your service is currently doing (or has recently done) in relation to community safety that you would consider to be 'innovative' or 'best practice'?

9. Can you give any examples of best practice or innovation in relation to community safety that you are aware of from other local authorities?

10. What links do you have with the Community Safety team in your area?

11. What other council services do you work with to deliver community safety?

12. Which external partners do you work with?

13. Is addressing community safety included in your departmental strategy?

14. How could your service contribute to the Community Safety Strategy?

15. Is your strategy or action plan linked to any of the following?

Plan	Yes/No
Community Safety Strategy	
Policing Plan	
Health Improvement Plan	
Drug Action Team	

Plan	
Youth Justice Plan	
Community Plan	
Housing Improvement Plan	
Regeneration and neighbourhood renewal plans	

16. If you had a free rein, how would you like to see community safety work delivered in Carlisle?
17. Are there ways in which your community safety work could be delivered more effectively, for example, could it be delivered by another department or an external agency whether it be private or voluntary sector?
18. Are there unmet needs or gaps in community safety provision?
19. If so, how could these be addressed?
20. What targets do you have for improving community safety?
21. How many staff from your department are involved in delivering community safety related work – roughly hours per week?
22. What does it cost to deliver your community safety work?
23. Do you think it would be more cost-effective for this service to be delivered by another department or agency?

24. Are you contributing to a pooled budget to deliver community safety work?
25. Finally, please provide an overall assessment of how you view the current service?
Think about the following:
- What do you see as the current big issues or problems that the service has to address if it is to improve?
 - Are there any major demographic or social trends that you believe will materially affect your service in the future?
 - What do you consider to be the major/significant barriers to change or improvement?
 - Can you see ways in which your service could be significantly 're-engineered' in order to bring benefits for your customers?

Appendix 5

Template for
Action Plan – Fear Of Crime

	Problem	How to resolve	Targets/Outputs	Outcome	Agency / Lead Person	Resource Implications
1	Negative publicity nationally and locally – distorted view of true picture	<ul style="list-style-type: none"> Be more proactive with the media Use more methods of communicating such as internet Give more information to the media 	<ul style="list-style-type: none"> CDRP Media strategy by October 2002 Development of dedicated CDRP website by December 2002 	Increased awareness of CDRP activity Reduction in fear of crime through greater understanding	CDRP Communications sub group	Still to be fully costed
2	Lack of confidence in Criminal Justice System	<ul style="list-style-type: none"> Involve court representatives in Partnership activity Use community punishment offenders 	Clerk to magistrates court to be invited to all PSEs and related meetings Publicise use of Community Punishment projects	Greater understanding of issues between both agencies Increase in public confidence	CDRP M T As above but link to Communications Strategy	None Links into comms strategy costing
3	Lack of awareness of identity of partnership and profile of chair	<ul style="list-style-type: none"> Use chair as a figurehead to report successes to the media Develop identity for partnership 	Proactively and consistently use Chair as media contact Arrange media training for Chair Commission design of logo	Public familiarity with CDRP Reinforce identity of partnership.	CDRP CDRP Communications sub group	None Links into comms strategy costing

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	Problem	How Resolved	Targets/Outputs	Outcome	Agency / Lead Person	Resource Implications
4	Lack of understanding between generations	<ul style="list-style-type: none"> Awareness sessions with range of residents in target areas 	Identify provider and costs Identify three target areas and hold awareness sessions in each before review of FoC PSE	Develop understanding of issues of all sectors of communities concerned	Tenants and Residents groups in liaison with TP officers in both districts	Hire of venues and provision of refreshments. Possible use of external facilitator
5	Lack of sense of community and citizenship	<ul style="list-style-type: none"> Ensure that young people have a voice Link in to school curriculum proposals Build on work already undertaken under LSP Link with Youth Council work 	March 2003	Greater youth inclusion Increased sense of community spirit	LSP to nominate lead agency	Unknown

	Problem	How to resolve	Targets/Outputs	Outcome	Agency / Lead Person	Resource Implications
7	Too many run down properties in poor repair	<ul style="list-style-type: none"> Ensure that repairs are carried out rapidly particularly in hotspot areas. Continue to link in to Community Punishment Schemes Take good practice from Botcherby Void scheme 	5 Community Punishment Projects initiated by CDRP per year Invite Carlisle Housing Association to be part of CDRP activity and check on repairs arrangements	Improved quality of life Reduction in Criminal Damage leading to reduction in Fear of Crime Enhancement and improvement in partnership working	CDRP MT in conjunction with Probation and CHA	May be small cost involved when using Community Punishment e.g. hire of equipment, purchase of materials
8	Statistics should show difference in fear of crime in rural and urban areas	<ul style="list-style-type: none"> Request Citizens Panel Co-ordinators to split replies to this question by post code 	All CP questionnaires to show split in rural and urban fear of crime by next survey	Greater understanding of the issue of fear of crime	P Musgrave on behalf of CDRP MT via County Consultative Group and Carlisle Citizens Panel	May be nominal cost if this is not standard work for citizens panels

Appendix 6

Best Value Review of Community Safety. Draft Action Plan

1. Recommendation 1

It is recommended that Carlisle City Council in conjunction with the CDRP apply the problem-solving model to the issue of Fear of Crime, examining how the authority works to reduce the fear of crime, how the authority works with other agencies and what activity other agencies are involved in to reduce fear of crime. Funding sources will also need to be examined and it is recommended that the City Council develop a positive Communications Strategy that facilitates and takes account of local views and ensures that they are aware of the progress of the CDRP Crime and Disorder Strategy in order to impact on the issue of fear of crime.

1.1. Action

Problem Solving is now the basis of all partnership activity and fear of crime is a major element of the Crime and Disorder Reduction Strategy 2002-05. The problem-solving model was applied to fear of crime in October 2002 and produced the action plan, which is attached at appendix 5. Part of the action plan relates to communications and the need for the CDRP to be involved in proactive publicity of achievements to promote reductions in fear of crime. The advice of Carlisle City Councils communications unit was sought and a communications strategy has been produced. This will be presented to the CDRP on 15th January 2003

2. Recommendation 2

It is recommended that Carlisle City Council develops a clear definition of anti-social behaviour, which reflects citizens concerns, and makes a unambiguous public commitment to Community Safety. This will need to be developed and communicated, as all agencies need to be clear what does and does not constitute anti-social behaviour.

2.1. Actions

The review consistently found that anti-social behaviour (ASB) was one of the principal concerns of residents. The CDRP decided to include anti-social behaviour as a separate strand in the 2002-05 strategy and in April 2002 this subject was identified as the one to be tackled first. The approach was to run three problem solving sessions with the ultimate aim being to arrive at a shared definition of anti-social behaviour and to involve the community in devising and costing an action plan. The exercise is to be run again in January 2003 with the opportunity to review and redefine the work programme.

The CDRP also identified the need for a dedicated ASB co-ordinator for which funding was available via the Safer Communities Initiative. The post has recently been appointed following a readvertisement which has led to some

delay in fully implementing the action plan. The co-ordinator will take up the post early in the New Year. Carlisle and Eden CDRP are the first district in the North West to secure funding for and employ a dedicated ASB co-ordinator.

3. Recommendation 3

It is recommended that Carlisle City Council explore fully the use of the Community Punishment Scheme and curfew orders which can then be linked to the findings of the problem solving exercise on Prolific Offenders and Crime Hotspots, making the most of the Court system as a useful source of information on offender profiling.

3.1. Actions

The CDRP recognised that the Probation Service were a valuable source of labour to undertake work within the community such as removing graffiti, work to gardens etc. The scoping panel asked the team to investigate using community punishment orders to tackle crime. Following the CDRP exercise into Crime Hotspots, the areas of Currock and Upperby were identified as being priorities for action. Community punishment teams have now been engaged in activities such as graffiti removal, environmental works and minor repairs.

A scheme has recently been started in Botcherby where community punishment teams are carrying out work to void gardens.

Early in 2003 the services of the Youth Offending Team will be added to this and they will be employed in such activities as litter picking, environmental works and other work which may fit with specific reparation orders. The problem solving exercise on prolific offenders has not yet been held but is expected early in 2003.

In terms of the court system although the courts are protective of their independence the CDRP has successfully engaged at Magistrate level and is now inviting the Clerk to the Magistrates to all Problem Solving events. Whilst we cannot influence the system we have been able to make good use of information held and have reached general agreement to share information.

4. Recommendation 4

It is recommended that Carlisle City Council disband the task group dedicated to geographic 'hotspots' and apply the problem solving model to areas with above average crime, involving the relevant communities at every stage of the process and ensuring all new approaches to community safety have clear objectives and are monitored and evaluated.

4.1. Action

The hotspots task group existed under the 1999-2002 strategy and was set up to specifically look at crime in geographically defined locations. The main issues were already being examined in other areas such as disorder, vehicle crime, burglary, drug offences and the group had no specific remit and therefor did not produce any work. Added to this, one of the hotspots

identified was Raffles which, during the course of the strategy, became the subject of significant demolition leading to reductions in crime and disorder in that area.

The challenge for this review was to implement a structure which made reference to hotspots and worked to reduce offences in these locations but did not tightly define them. The outcome is that hotspots are now looked at on a six monthly basis and are based on selecting the top one or two locations according to Police incident data. The CDRP is three months into an intensive programme of measures in Currock and Upperby which were the first areas selected for priority.

Community involvement is seen as key to the success of this initiative and the CDRP is working with residents groups, neighbourhood forums and elected members in the wards concerned.

5. Recommendation 5

It is recommended that Carlisle City Council consider the three level approach of **corporate, service area and committee** to ensure acknowledgement and understanding of the requirements of Section 17. Training and raising awareness of the implications of Section 17 needs to be conducted with operational staff and more local authority personnel should be included in the County wide training programme.

Action

See under **Recommendation 6**

6. Recommendation 6

It is recommended that Carlisle City Council develop a clear procedure for all departments and members on how to deal with community safety issues, clarifying and securing shared corporate goals and targets for Community Safety and therefore make crime and disorder issues real for service departments by integrating community safety objectives either from local community strategies or county wide actions into service planning, ensuring these are communicated to frontline staff in a way which is relevant to their job. Elected members must challenge any cursory reference to community safety within future committee reports to assist the mainstreaming of community safety into corporate business.

6.1. Action

The previous two recommendations have several overlapping areas and it was felt appropriate to join up the actions. Section 17 of the Crime and Disorder Act 1998 states:

'... it shall be the duty of each authority ... to exercise its various functions with due regard to the likely effect of those functions on, and the need to do all it reasonably can to prevent, crime and disorder in its area'

Training has taken place on section 17 but it has not been comprehensive and has not filtered down to operational staff. Some Unit Heads and elected members have been involved but the review identifies a three level approach.

Partnership funding under the Partnership Development Fund will be used from April 2003, subject to agreement by the CDRP, on a range of training measures related to this issue. In addition to this there will be a continuous county wide programme which can also be accessed by local authority personnel.

Crime and Disorder objectives are now monitored via the City Council Corporate Plan as well as through best value performance indicators. This review will be fed in to all other subsequent reviews to ensure that community safety is looked at during scoping.

The CDRP and the community safety co-ordinator will be obtaining prices from training providers to deliver the package, as recommended, during financial year 2003-04. This package will be specifically tailored to Carlisle City Council and this review to ensure that a procedure is developed alongside for all members of staff and elected members. The review team acknowledges that this is the major challenge in the coming year.

7. Recommendation 7

It is recommended that Carlisle City Council carry out problem solving exercises throughout the implementation and development of the 2002-05 strategy around the wider issues of community safety involving the community in setting priorities.

7.1. Action

The CDRP used this review, along with the development of a new strategy, to restructure the partnership and to adopt alternatives to dedicated standing task groups which looked at specific topics. Under the previous structure, task groups met every month whether or not they had issues to discuss or funding to address them. The new structure from April 2002 has adopted the problem solving model as recommended in this review. The model has been applied to all CDRP priority areas and has extensively involved members of the wider community in priority setting. These priorities are reviewed every six months and redefined as necessary.

8. Recommendation 8

It is recommended that Carlisle City Council establish a basis for the exchange of depersonalised information, with partner agencies that have proved difficult to engage, and actively promote and involve Education, Social Services and Health in the problem solving process.

8.1. Action

Carlisle City Council is now fully signed up to the Safe Estates Agreement which is the basis for sharing of information between all agencies mentioned above. All agencies are invited to Problem Solving Exercises and improvements in involvement are now being seen. The CDRP funded Anti Social Behaviour Co-ordinator will have a role to play in engaging further with

Education and Social Services and the PCT is to become a responsible authority under the Police Reform Act 2002. This legal duty to be involved in Crime and Disorder is scheduled to take effect in spring 2004 but Carlisle and Eden CDRP have invited the relevant PCTs to become engaged from spring 2003.

The table shows the above recommendations with their actions and timescales:

Recommendation	Actions	Timescale	Lead agency	Status	Comments/financial implications
1	Problem Solving model applied to fear of crime (see appendix 5).	Already complete. Will be reviewed every six months	CDRP Management Team	Green	None
	Communications strategy produced awaiting approval	Implementation March 2003	Carlisle City Council	Green	Finance allocated from CDRP
2	ASB will be prepared as sub strategy upon appointment of Co-ordinator	Within first 12 months of appointment	ASB co-ordinator (Carlisle City Council)	Green	Finance in place for all points above
	Multi agency and community approach adopted.	First stage complete. Continuous process every six months	CDRP Management Team	Green	
	Public commitment to Anti Social Behaviour	Funding used to appoint ASB co-ordinator. Appointment date 15.01.03	Carlisle City Council	Green	
3	Protocol now in place to refer work via community punishment. Further funding needs to be sought to make the scheme sustainable	Protocol in place now. Funding issues to be resolved by March 2003	CDRP Management Team	Amber	Dependent on funding from CDRP
					Comments/financial

Recommendation	Actions	Timescale	Lead agency	Status	implications
4	<p>Standing Task Group disbanded as part of CDRP restructuring. Now applying problem solving model to all areas with above average crime.</p> <p>Self assessment framework will monitor performance</p>	<p>Already complete. Task group disbanded February 2002. Problem Solving process commenced for Currock and Upperby in October 2002</p> <p>April 2003</p>	CDRP Management Team	Green	
5 and 6	<p>Comprehensive training package being developed and prices sought from recognised training providers</p> <p>County wide training will continue to be made available to members and officers at all levels</p> <p>Feed this review into others to ensure community safety is considered during scoping</p>	<p>After April 2003 when new funding is allocated. (Partnership Development Fund)</p> <p>Ongoing</p> <p>Upon completion/approval of this review</p>	<p>Community Safety Co-ordinator</p> <p>Community Safety Co-ordinator</p> <p>Performance Officer and Community Safety Co-ordinator</p>	<p>Amber</p> <p>Green</p> <p>Green</p>	<p>Dependent on funding.</p> <p>More officers need to be encouraged to attend the events re section 17. Potential nominal cost implication per delegate.</p>

Recommendation	Actions	Timescale	Lead agency	Status	Comments/financial implications
7	<p>Problem solving model now applied to all priority areas.</p> <p>Community fully engaged in the process.</p>	<p>Already complete but each priority area will be subject to a six monthly review</p>	<p>CDRP Management Team</p>	<p>Green</p>	<p>Action plans are producing demands on resources but it is felt that these can be met through CDRP funding</p>
8	<p>Fully signed up to Safe Estates Agreement</p> <p>Sustained participation in CDRP activity from Education and Social Services</p> <p>Better engagement with Health services</p>	<p>Complete</p> <p>Upon appointment of ASB co-ordinator</p> <p>April 2003</p>	<p>Cumbria Police</p> <p>Carlisle City Council</p> <p>CDRP</p>	<p>Amber</p> <p>Green</p> <p>Amber</p>	<p>Carlisle Housing Association need to be added to this agreement</p> <p>Early success already achieved</p> <p>Unsure of willingness or ability of PCTs to fully participate before statutory deadline in 2004</p>