

Agenda item 5

Suffolk Police and Crime Panel

18 March 2016

Report from the Task & Finish Group to look at Community Safety Partnerships (CSP) and the Safe and Stronger Communities Group (SSCG), in relation to the PCC

1. Summary

The Panel will hear the findings of the Task & Finish Group that has been looking at Community Safety Partnerships (CSP) and the Safe & Stronger Communities Group (SSCG), and will question the PCC about his views on some of these in relation to enabling crime and disorder reduction in Suffolk.

2. Recommendations

The Panel is recommended to:

- a) Have regard to all the information in this Report.
- b) Ask questions of the PCC, and make any recommendations to the PCC, in relation to the content of this Report.
- c) Identify any suggestions that the Panel might wish to convey to the CSP and SSCG Chairmen.
- d) Thank the four-member T&F Group for their work on this topic and agree that the T&F Group can now disband.
- e) Identify any further actions to be undertaken by the Panel in relation to this topic and include these as appropriate in the Panel's Forward Work Programme.

3. Background

3.1 At the [Police and Crime Panel meeting on 9 Oct 2015](#), in discussion of the PCC's Objective regarding 'Preventing - Crime & Anti-Social Behaviour', there was reference to the activity of the voluntary sector, closer working with mental health agencies, the importance of Safer Neighbourhood Teams, closer working with Community Safety Partnerships, and the changing pattern of crime. The Panel resolved to set up a small 'Task & Finish' group to look at Community Safety Partnerships (CSP) and the 'Strong and Safe Communities Group for Suffolk' (SSCG, of which the PCC is a member), in order to have better clarity of their inter-relationships and funding arrangements.

- 3.2 A small T&F group of four members of the Panel (Cllrs P Gardiner, C Hedgley and D Kearsley, and Revd. Canon P Daltry) was established and in January – March 2016 pairs of members held discussions (mainly via teleconference) with the Chairmen of each of the CSPs and of the SSCG, and with the Deputy Chief Executive of the Office of the PCC.
- 3.3 The outcomes of these discussions, together with background information including Home Office guidance, are drawn together in this Report. This covers Key findings and suggestions, Suggested next steps, and Background / Reference information.

4. Key Findings and Suggestions

- i) There are generally good relationships and informal engagement in particular at an operational level between Councils, the Police, health organisations, the voluntary sector and the PCC's Office, with regard to community safety and crime & disorder reduction in Suffolk. Where there appears to be a gap is with regard to the proactive, collaborative shaping, 'joining up' and delivery of strategic plans and key priorities.
- ii) CSPs, the SSCG and the PCC should be mindful of and seek to apply the policy guidance set out by the Home Office in May 2015. (see Appendix 4 below)
- iii) In Suffolk there are effectively three CSPs (West, Ipswich and East [comprising SCDC and WDC]) with different 'models' of operation. The West and East are the most strategic and proactive; Ipswich is largely inactive; None is currently well aligned with the approach set out in the Home office guidance.
- iv) The CSPs continue to have a legal / statutory role regarding the strategic partnership working of the various 'responsible authorities' in their local area to address crime and disorder and community safety matters. There is an opportunity for all the CSPs, in particular Ipswich, to embrace and utilise this strategic influencing opportunity more effectively across the members of the partnership and in engaging with the PCC.
- v) The funding of the CSPs to undertake their statutory role is not the responsibility of the PCC. The PCC's fund for the awarding of crime and disorder reduction grants to various organisations is not the money that is meant to be used to finance the CSPs to undertake their statutory role. Moreover, the CSPs continue to have an opportunity to influence the appropriateness of PCC grant awards to various organisations.
- vi) There is an opportunity for the PCC to more proactively seek the input and engagement of the CSPs.
- vii) The West CSP is large, covering four of the borough/district council areas in Suffolk, from Mildenhall to Eye and Sudbury to Shotley. It is questionable whether some of the local geographically focused areas of need might be missed with such a large area.
- viii) There are mixed views and perceptions about the role of the SSCG, which is not a statutory body, in particular whether it is fulfilling a policy / strategy function or an operational 'enabling delivery' function. There is an opportunity and need for the SSCG to be clearer about this, in particular in relation to the Home Office guidance regarding CSPs, and the SSCG's relationship with statutory bodies such as the PCC, the CSPs and the LSCB (Local Safeguarding Children Board).
- ix) In general there is a need for the various parties to improve their clarity and timeliness of communication with each other and outwards to the public, sharing and publicising their strategic plans and making effective and regular use of websites.

5. Suggested Next Steps

- 5.1 This specific PCP T&F Group has achieved its aim of getting better clarity of the CSPs, SSCG and relationship with the PCC. The T&F Group therefore can be thanked for its work and disbanded. It is noted that there is still a need for full clarity to be established by the various parties, as indicated above.

- 5.2 The Police and Crime Panel should agree any recommendations and resolutions at the meeting on 18 March 2016 regarding next steps. These could include:
- Communicating to the PCC, CSP, and SSCG the above findings and suggestions.
 - Scheduling an item on its Forward Work Programme for early 2017 to review progress on this topic.

6. Background / Reference Information

6.1 The following information is attached / linked:

- i) Appendix 1 – Focus Areas and Areas identified for discussion with CSP and SSCG Chairs and with OPCC *[2 pages]*
- ii) Appendix 2 - Notes of the Meetings with CSP / SSCG Chairs and DCX OPCC in Jan-Mar 2016 *[10 pages]*
- iii) Appendix 3 – T&F Group Terms of Reference *[2 pages]*
- iv) Appendix 4 – Home Office Policy Guidance *[1 page]*
- v) Appendix 5 - SSCG Terms of Reference and Minutes of recent SSCG mtg. *[3 pages]*
- vi) Appendix 6 – Legislation summary *[4 pages]*
- vii) Appendix 7 – Process flowchart from 2013/14 *[2 pages]*
- viii) Appendix 8 – Various References / Website links *[5 pages]*

7. Contact Details

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Appendix 1

Focus Areas and Areas identified for discussion with CSP and SSCG Chairs and OPCC

Focus areas arising from the Discussions:

- The different 'models' of CSP currently, and how they relate to the Office of the PCC:
 - o West CSP, covering a large geographic area (how 'local'?) and proactively focused around supporting local 'heat' map areas to address specific local issues.
 - o The two East CSPs, proactively focusing on local issues but more aligned with the centralised 'Find / Fund / Fix' approach to addressing cross-Suffolk issues.
 - o Ipswich CSP, which has met very infrequently in recent years, and largely looks to the PCC to set the strategic agenda
- Whether the SSCG is seen as a 'Policy' group (in which case you do expect councillors to be on it) or an 'Enabling Delivery' group (ie. Mainly officers, delivering policy set by others such as PCC and the CSPs?)
- The PCC's views on the desired alignment of geographic boundaries, noting that the new local policing model has defined operational boundaries that no longer coincide with District/Borough/CSP boundaries?
- The various 'Areas identified for Discussion' listed below, with the CSP and SSCG Chairmen.
- CSP engagement / communication / visibility of Partnership Plans, including via Council websites
- How do the CSPs measure what they are achieving?

Areas identified for Discussion with CSP Chairs:

- to understand the key purpose, current status, action plans and key issues of each of the three Suffolk Community Safety Partnerships (CSP) and the new 'Strong & Safe Communities' group (SSCG), how they are resourced, and how they inter-relate to each other, the Constabulary and the Police and Crime Commissioner.
- What is understood to be the core purpose and responsibilities of the CSP, and how aligned is it to the [Home Office Policy Paper \(Updated 8 May 2015\) '2010 to 2015 government policy: crime prevention'](#), which states that "*We're reducing crime by: using CSPs and PCCs, to work out local approaches to deal with issues, including antisocial behaviour, drug or alcohol misuse and re-offending*" and that "*CSPs and PCCs will work together by: CSPs sending their annual community safety plan and strategy to their local PCC, 1 or more CSPs attending PCC meetings, CSPs submitting any merger requests to their PCC, and the PCC asking for reports from CSPs on specific issues*"?
- Does the CSP have a current Partnership Plan for addressing crime and disorder issues in its area, and has it been shared with the PCC, as required by the [Regulations](#)?

Areas identified for Discussion with SSCG Chair:

- to understand the key purpose, current status, action plans and key issues of the SSCG, how it is resourced, and its linkages to the Suffolk Community Safety Partnerships (CSP), the Health & Wellbeing Board, the Constabulary and the Police and Crime Commissioner (PCC).
- whereas the Local Safeguarding Children Board acts as a facilitator of senior level strategic partnership working focused on safeguarding children, would the SSCG see itself in a

similar facilitative role but with regard to the matter of Domestic Abuse / Domestic Violence in Suffolk?

- how senior is the membership of the SSCG?
- Is there a Lead partner with regard to Domestic Abuse / Domestic Violence strategic planning in Suffolk?
- Is the SSCG the body responsible for '*the preparation of a community safety agreement by the county strategy group formed by the responsible authorities in a county area under regulation 8*' of the [Regulations](#), and for sending this document to the PCC?

Input from SCC Community Safety and LSCB:

- The following emailed input was received regarding the SSCG's role in relation to Child Sexual Exploitation:
 - o From Sara Blake, Head of Localities and Partnerships, 16/2/16: "*We were asked to do some initial scoping by the SSCG on sexual exploitation. In terms of children it was clear that the Childrens Safeguarding Board has this as their remit and so the SSCG needs to ensure that it is not duplicating effort, we have a meeting next week to update and discuss this*"
 - o From Ali Spalding, LSCB manager: "*I have e mailed Paul with information regarding the work of the LSCB. I would wholeheartedly agree that it is important that we are not duplicating effort. The recent OFSTED report outlines clearly that CYPS and the LSCB are working hard to safeguard Exploited Children (Missing, Gangs and Groups and CSE). Det Supt David Cutler is the Chair of the LSCB Exploited Children group. From a Police perspective, he may be able to provide statistics regarding children and young people*"

Areas for Discussion with OPCC:

- Home Office policy paper May 2015, re: CSP relationships with PCC, etc.
- How is the 'local' being taken into account in the strategic PCC view? Ask how PCC takes 'local' into account. Ask how H.O. points are addressed re: strategy.
- Has the PCC asked any questions or requested reports from the CSPs in line with the Act / powers?
- Bearing in mind the small number of staff in OPCC, how have the CSPs been utilised for obtaining information regarding community safety?
- Do you (PCC) engage with the CSPs regarding the Police and Crime Plan?
- How relevant do you feel that the CSPs are now?

Appendix 2

Notes of the Meetings with CSP / SSCG Chairs and DCX OPCC in Jan-Mar 2016

This document is the summary notes from the discussions with the CSP and SSCG Chairs and the Deputy Chief Executive of the Office of the PCC.

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1. The East Suffolk CSP(s)

Conference Call on 13/1/16:

- PCP: Cllrs Diana Kearsley & Colin Hedgley [Notes: P.Banjo]
- CSP: Waveney and Suffolk Coastal (East) CSP Chairmen (Cllr Steve Gallant - SCDC, Cllr Mary Rudd - WDC)

Purpose: An initial discussion towards assisting the Police and Crime Panel members to understand the key purpose, current status, action plans, resourcing and key issues of the East CSPs and linkages to the SSCG, the Constabulary and the PCC.

Areas for Discussion on the Call:

- to understand the key purpose, current status, action plans and key issues of each of the three Suffolk Community Safety Partnerships (CSP) and the new 'Strong & Safe Communities' group (SSCG), how they are resourced, and how they inter-relate to each other, the Constabulary and the Police and Crime Commissioner.
- What is understood to be the core purpose and responsibilities of the CSP, and how aligned is it to the [Home Office Policy Paper \(Updated 8 May 2015\) '2010 to 2015 government policy: crime prevention'](#), which states that "*We're reducing crime by: using CSPs and PCCs, to work out local approaches to deal with issues, including antisocial behaviour, drug or alcohol misuse and re-offending*" and that "*CSPs and PCCs will work together by: CSPs sending their annual community safety plan and strategy to their local PCC, 1 or more CSPs attending PCC meetings, CSPs submitting any merger requests to their PCC, and the PCC asking for reports from CSPs on specific issues*"?
- Does the CSP have a current Partnership Plan for addressing crime and disorder issues in its area, and has it been shared with the PCC, as required by the [Regulations](#)?

Notes from the meeting:

- i. The PCC holds money for grant funding; Suffolk Community Foundation (SCF) disburses the grants.
- ii. CSPs are all represented on the PCC's grant funding Panel, so there is some joined up engagement there.
- iii. SSCG is a very new group; still evolving. Following concerns raised about the make-up of the SSCG, the CSP Chairs now have (elected member) representation at the SSCG.

- iv. SSCG is doing a 'Deep Dive' on Domestic Abuse.
- v. The new 'Policing Model' changes to the Constabulary's way of working will take effect from 4 April; need to understand this better, as some of the activities currently picked up by SNTs will not be after 4 April.
- vi. Q. Is SSCG a replacement for the (disbanded) Safer Suffolk Partnership? How does it relate to the PCC? Not clear.
A. The SSCG has come out of the Health & Wellbeing Board, as a result of a perception of discrepancies in the way of working and effectiveness of the CSPs; H&WB sees it as another way to influence the county-wide issues, eg. the Poverty Strategy, which requires local groups of interested parties.
- vii. It doesn't necessarily mean that it needs a load of money; the CSP could approach various bodies for money if needed.
- viii. Can see the potential worth of the SSCG, however sitting under H&WB there is a risk of it having too many priorities. It will need to 'get on and do it' and not simply produce strategies, policies and action plans.
- ix. The East Suffolk CSPs (SCDC and WDC) have prepared a current Plan for 2015/16. A lot of thought had been put into the CSP Plan going forward. It is linked to the PCC's objectives. (*The current Plan was provided by email following the discussion; it had not been available/published on the SCDC / WDC websites at the time but can now be seen at this link: <http://www.suffolkcoastal.gov.uk/assets/Documents/District/Community-safety/CSP-Action-Plan-2015.pdf>*).
- x. The main worry is that changes to the policing model will impact low-level ASB, etc. The CSP needs to think about and see where there is the capacity to plug the gap. Through joined-up working the CSP could look to fund some mediation work. In the past District Councils did 'high-level' ASB work; then the PCC had taken this over. Now the local councils are being expected to do the 'low-level' ASB work. The CSP could look for local initiatives.
- xi. The SSCG Terms of Reference says that community safety responsibility stays with the CSPs.
- xii. SCDC & WDC CSPs work as one; SG and MR share the Chairmanship. Full amalgamation into a single 'East CSP' would require Home Office approval.
- xiii. One other issue is the Police redefining their geographic areas; they are no longer coterminous with the District boundaries.
- xiv. There are still a lot of unanswered questions. It will be interesting to see what comes out of the 'deep dive' into domestic violence (DV) and how the SSCG will direct action to address what they have found; that will be the crux of the matter. Eg. Where action on DV is a 'postcode lottery', what are you going to do about it?
- xv. Q. Have you been able to secure funding for various CSP projects since the PCC started?
A. Rotary have picked up some of the funding gap in Lowestoft. Funding via Suffolk Community Foundation is not directly available to statutory bodies, eg. the Police, whereas in the past the CSPs could have done this. Eg. For funding 'Crucial Crew' – have had to approach various other charities and encourage them to put a bid in. It has created an issue where CSPs can no longer apply directly for any of the funding. Perhaps there could be a smaller amount that goes to the Suffolk Foundation, and more held back by the PCC for some direct funding to CSPs, even if just a few £k?
- xvi. SCDC councillors have a community enabling budget of £5k each; WDC councillors do not have this.

2. The West Suffolk CSP

Conference Call on 15/1/16

- PCP: Cllrs Diana Kearsley & Colin Hedgley [Notes: P.Banjo]
- West CSP: Chairman Cllr Robin Millar

Purpose: An initial discussion towards assisting the Police and Crime Panel members to understand the key purpose, current status, action plans, resourcing and key issues of the **West CSP** and linkages to the SSCG, the Constabulary and the PCC.

Areas for Discussion on the Call:

Same as for the East Suffolk CSPs (see above)

Notes from the meeting:

- i. Q. Has a Partnership Plan been prepared for 2015/16?
A. There is a strategy and plan in place. It is very simple: 1st to respond to local issues and, 2nd to do 'horizon scanning' when big issues come up, eg. Domestic abuse, etc., in which case ad-hoc round table meetings are convened to address these.
- ii. The CSP had convened a round-table meeting in response to the question about withdrawal of funding and the role of the CSPs. At that time there was no overarching approach. Concern that the CSP was failing, but still had the statutory duty. Hence decided to come up with own strategy and direction, set from local politicians, without waiting for 'central direction'.
[NB. See the 2014/15 documents; not clear if there is a 2015/16 Plan that has been published on the website / sent to the PCC?: (i) [OAS SE 15 002 - Appendix A - Partnership Plan and Action Plan , item 11. PDF 347 KB](#) , (ii) [OAS SE 15 002 - Appendix B - Project plan for community identified priorities , item 11. PDF 255 KB](#)]
- iii. Should turn the question round and ask 'How is the SSCG linking in with what the CSP is doing?'
- iv. Q. How do you see the SSCG, with the demise of the SSP? Are things working?
A. SSCG not around long enough to demonstrate that; have resisted the idea that the SSCG would dictate what happens locally. Yet to be persuaded that a 'Suffolk Approach' is going to be right for people being abused in the West.
- v. Q. Is SSCG a hindrance or a help? What about funding?
A. Informal conversations held previously with SSCG Chairman (IG). Don't stand for 'one-size-fits-all' top down direction; it didn't work before and no evidence that it will work again. The statutory obligation is on the CSP; it is for the SSCG to demonstrate to the CSP that it has relevance.
- vi. Re: Funding, there had been concerns it had been 'swallowed up'. Happy that the SCF mechanism works. The CSP Chairmen are members of the PCC's grants Panel. With regard to funding, '*Where there is a will there is a way*'; so far have found £15k part match funded to deal with domestic abuse, in conjunction with St Eds BC.
- vii. CSPs should prove the need if they want funding from the PCC. No problem with CSPs having to seek funding via the voluntary sector rather than being able to put in direct appeals for funding themselves; this is not a 'deal breaker'; it puts more onus on the CSP to understand better the communities, issues, etc.; this very often sits with community organisations, not statutory services.
- viii. Q. In the Home Office Policy Paper there is emphasis on CSPs working with PCCs – Is this happening in W Suffolk?
A. No problem with the link with the PCC; both personal and political link. Have never found him unwilling to communicate and discussions have been frank and helpful.

- ix. By contrast, it is seen as a weakness of the SSCG that it does not have a political link (*ie. SSCG Chairman is a Chief Executive Officer, not a Councillor*). Need to consider what does the system need rather than what is effective? Often, time being spent on things that have no political mandate; the H&W Board is creating bodies (SSCG) that draw on resources that have the backing of the H&W Board but not necessarily the local political mandate; this is starting to create a problem.
- x. Q. When asking the PCC how he relates to CSPs and SSCG the answers were very imprecise; the PCC seemed to be keeping CSPs at a distance?
A. Have not looked to the PCC for guidance / instruction / direction but when have approached him it has been constructive, eg. Round Table on DA – RM had asked the PCC if he would present the UCS Report to a gathering of about 16 local authority and health representatives to discuss the challenge. The actual clarity of communication is good – there isn't a defined process that is followed.
- xi. Q. How does the PCC get evidence of the need, eg. There had been a perception at PCP that grants for domestic abuse were going mainly to the East?
A. It was at the 'round table' that the needs in the West came up.
- xii. The 'old' approach is the 'Find / Fix / Fund' approach that starts with mapping out needs; there isn't the money to do this. In the West, have said it is better to think about strengths and relationships; we will know that there is a need when we see people taking some action themselves to do something about it; then we get behind them and assist. Should create more of a 'heat map' showing problems that people are responding to. Hence there are some misgivings about the SSCG. This is not new thinking; many examples from the USA especially in deprived communities – it is about building trust with people and showing that you care about them. The SSCG corporate strategic governance is a reaction of the system to the issue of 'accountability' rather than how we fix a problem in society; people are being abused now; when will they have help? The SSCG needs to make the case for the benefits it will deliver.
- xiii. An illustration of the different approach is the strategy for Communities in West Suffolk, '[More Fences, Fewer Ambulances](#)', with focus on prevention (with different solution / approach / work / skills) rather than the historic focus on response.
- xiv. [*Potential Follow-on Question for future discussion*] How well communicated is the West CSP strategy/plan, eg. on the websites?

3. The Safe & Strong Communities Group (SSCG)

Meeting/Conference Call on 25/1/16

- PCP: Cllr Peter Gardiner, Revd Canon Paul Daltry, [Notes: P.Banjo]
- SSCG: Chairman Ian Gallin (Ch.Exec. of SEBC & FHDC West Suffolk Councils)

Purpose: An initial discussion towards assisting the Police and Crime Panel members to understand the key purpose and current status of the Safe and Strong Communities Group (SSCG) and the linkages to the Suffolk CSPs, the Constabulary and the PCC.

Areas for Discussion on the Call:

- to understand the key purpose, current status, action plans and key issues of the SSCG, how it is resourced, and its linkages to the Suffolk Community Safety Partnerships (CSP), the Health & Wellbeing Board, the Constabulary and the Police and Crime Commissioner (PCC).

- whereas the Local Safeguarding Children Board acts as a facilitator of senior level strategic partnership working focused on safeguarding children, would the SSCG see itself in a similar facilitative role but with regard to the matter of Domestic Abuse / Domestic Violence in Suffolk?
- how senior is the membership of the SSCG?
- Is there a Lead partner with regard to Domestic Abuse / Domestic Violence strategic planning in Suffolk?
- Is the SSCG the body responsible for '*the preparation of a community safety agreement by the county strategy group formed by the responsible authorities in a county area under regulation 8*' of the [Regulations](#), and for sending this document to the PCC?

References

- H&W Board: Establishment of a Strong and Safe Communities Group for Suffolk, 9 July 2015
http://committeeminutes.suffolkcc.gov.uk/LoadDocument.aspx?rID=090027118185ba16&qry=c_committee%7e%7eSuffolk+Health+and+Wellbeing+Board
- [Safe and Strong Communities Group (SSCG) briefing note from Ian Gallin which Charlie Adan read out at the H&W Board meeting on 19 November 2015, and which will be included in the minutes of that H&W Board meeting when published – P Gardiner & P Daltry have been sent a copy of the briefing note.]
<http://committeeminutes.suffolkcc.gov.uk/meeting.aspx?d=19/Nov/2015&c=Suffolk+Health+and+Wellbeing+Board>
- The [Home Office Policy Paper \(Updated 8 May 2015\) '2010 to 2015 government policy: crime prevention'](#), which states that "*We're reducing crime by: using CSPs and PCCs, to work out local approaches to deal with issues, including antisocial behaviour, drug or alcohol misuse and re-offending*" and that "*CSPs and PCCs will work together by: CSPs sending their annual community safety plan and strategy to their local PCC, 1 or more CSPs attending PCC meetings, CSPs submitting any merger requests to their PCC, and the PCC asking for reports from CSPs on specific issues*"

Notes from the meeting:

- i. Q. Role of the SSCG, given that CSPs have the statutory responsibility?
A. H&W Board said crime is a key determinant of health. No strategic co-ordination since the demise of the SSB. IG picked up the role; the Brief was around co-ordination, where there are gaps, where is improvement needed compared with H&WB Outcomes. Three meetings of SSCG so far. SSCG reports into H&WB. Have now met with all the CSP Chairs. Not to direct CSPs but to offer support. Not to interfere with bottom-up community-led work, as all are very different; Ipswich very focused on gangs and drugs, In West it is about building community capacity to reduce demand. Very informal relationship with the CSPs.
- ii. SSCG will pick up the big pan-Suffolk issues. Focus around DA, Youth violence & Drugs, Sexual exploitation and cybercrime. Lots of work going on; turning data into 'single intelligence' so can co-ordinate and direct work to fill gaps. Good emerging understanding about the 'narrative' around understanding Domestic Abuse. Would report into H&WB if issues are not being addressed. Pulling together a 'single understanding'. Governance in some areas is very unclear. Understanding 'good' and 'bad' demand.
- iii. Q. Any duplication, bearing in mind looking for consistent approach across the county?
A. Has allayed some fears re: duplication, eg. The focus on identifying gaps.
- iv. IG has had conversation with Ipswich CSP Chairman; they are seeking funding. Focus on drugs / gangs and CSE.

- v. SSCG is trying to pull together pan-Suffolk data. Good level of response across the group. Possible use of Transformation Challenge Award (TCA) funding? Recognising work going on; not to duplicate or cut across. Scoping document to establish 'single version of the truth'.
- vi. Use of MASH: Almost too much information in the MASH to be useful!
- vii. Funding of Domestic Homicide Reviews: the Group has agreed that the relevant parties need to find the money to undertake DHRs in their area.
- viii. There have been useful conversations about the E-CINS and ATHENA information management systems. Flow of information is crucial.
- ix. There has also been work around Domestic Abuse; when is the first awareness of the problem ie. not just Police), what are the 'trigger points' – to enable joined-up response (as highlighted in the PCC's UCS Report)
- x. Q. Current leaflets about Domestic Abuse are v confusing?
A. Will be meeting ACC Rachel Kearton; Police view is that they get a lot of demand into their system that is not for them. Need a better way to head off that demand. The answer isn't always a big IT system or single call centre. When Councils turn off phones at 5pm everyone rings the Police! Last resort, especially re: mental health issues.
- xi. People 'falling in gap' between alcohol abuse and mental health.
- xii. CSP Funding: CSPs are for local partnerships – it was never meant to be funded from the project money.
- xiii. Concerns that there is not enough CSP lead / guidance into how the (PCC grant) funds are allocated.
- xiv. In the past, everyone got used to just 'accessing' it; most of what the public bodies should be interested in should be mutual aid, response, etc. The SCF fund is for capacity building.
- xv. Needs strategic oversight; the more community support, the better the outcomes.
- xvi. If we can share the 'single understanding' with the CSPs then they are the right grouping to support the capacity of the communities to deal with those issues.
- xvii. Relationship with the CSP: Each CSP has the possibility of elected member attendance at SSCG; Ipswich CSP has an officer rep at SSCG. They are all very different. It's about local relationships, the role of the CSP Chairman, and how substantial are the issues on the local agenda. In the West it's about building community resilience about issues 'below the surface', eg. Domestic abuse; people don't understand the hidden nature .
- xviii. Getting to grips with the overall problem: a compelling narrative (ie. that compels someone to do something)

4. The Ipswich CSP

Meeting on 25/1/16

- PCP: Cllr Peter Gardiner, Revd Canon Paul Daltry, [Notes: P.Banjo]
- Ipswich CSP: Chairman, Cllr Neil MacDonald

Purpose: An initial discussion towards assisting the Police and Crime Panel members to understand the key purpose, current status, action plans, resourcing and key issues of the **Ipswich CSP** and linkages to the SSCG, the Constabulary and the PCC.

Areas for Discussion:

Same as for the East Suffolk CSPs (see above)

[NB. It is known that there was a verbal report on 'Crime & Disorder Matters - Annual Review' by the PCC at the IBC Scrutiny Committee meeting on 7 Jan 2016, the minutes of which will be awaited <https://democracy.ipswich.gov.uk/ieListDocuments.aspx?CId=136&MId=1534&Ver=4>]

Notes from the meeting:

- i. Historically the CSP was set up to encourage partnership working. At one time Ipswich CSP was getting £250k of funding. Now, that funding of projects is via the PCC (using SCF), it is felt by some that 'the PCC has the CSP's money'
- ii. The issue with grant funding via the SCF is that it has to be a charity that requests it; it can't be the CSP or the Police.
- iii. The CSP used to meet four times per year; has only met once in past year.
- iv. The PCC has set his Crime Plan for Suffolk.
- v. Now have NPGs (Neighbourhood Partnership Groups) led via the Areas Forum Chairs. Lower-level partnership working is via the NPGs. There is a need to 're-cast' the CSP.
- vi. The PCC sets strategy at higher level.
- vii. Drugs gangs are a concern eg. in Jubilee Park.
- viii. Future of CSP is finding tasks where you need to bring people together and move it on.
- ix. No direct funding; need access to 'the PCC's big pot of cash'; feels that there is a lack of strategic direction for this.
- x. Not clear what is happening re: the next step on from the UCS Report into DA. Still months away? With County Council? Balls being chucked around, no-one taking responsibility. PCC has put passion into it; strategically, is he achieving?
- xi. Q. CSPs setting local priorities to influence the PCC's plans? (NB. See *Process Flowchart in Appendix A of this 2012/13 document*:
<http://committeeminutes.suffolkcc.gov.uk/LoadDocument.aspx?rID=09002711809ec37f>)
A. Doesn't see that as the CSP role; various IBC services (housing, ASB, etc.) are involved in aspects of community safety and are engaged with the police.
- xii. Q. No structure that combines all of these? Strategic Plan?
A. Maybe could start doing this, as per the [Home Office Policy Paper](#).
- xiii. Q. Has Ipswich CSP put anything across to a charity to seek PCC funds to drive something forward?
A. Not yet.
- xiv. Q. How does Ipswich compare with the other CSPs? Has Ipswich got its current strategic plan?
A. We have a plan (produced by Lorraine Arthur, Community Safety Officer at IBC) but are not actively following it up. It aligns with the PCC's objectives. The Plan has probably not changed.
- xv. Could proactively put the Plan in front of the PCC; this could strengthen the hand of the CSP and PCP, challenging the PCC (could also help re: CSP intelligence). Do we need to strengthen the position of the CSP? Policing priorities; Strategic CSP can be quite useful; there is still a role for the CSPs; More power to your elbow!; get Ipswich round the table and counter the 'rural domination' from the West!
- xvi. Proof of pudding with the SSCG will be if it helps to 'identify the gaps'

5. Office of the PCC

Meeting on 1/3/16

- PCP: Cllr Colin Hedgley, Revd Canon Paul Daltry, [Notes: P.Banjo]
- OPCC: Deputy Chief Executive, Claire Swallow (via telephone)

Purpose: A discussion with OPCC further to some of the areas highlighted from the initial discussion with CSP and SSCG Chairs.

Areas for Discussion:

- Home Office policy paper May 2015, re: CSP relationships with PCC, etc.
- How is the 'local' being taken into account in the strategic PCC view? Ask how PCC takes 'local' into account. Ask how H.O. points are addressed re: strategy.
- Has the PCC asked any questions or requested reports from the CSPs in line with the Act / powers?
- Bearing in mind the small number of staff in OPCC, how have the CSPs been utilised for obtaining information regarding community safety?
- Do you (PCC) engage with the CSPs regarding the Police and Crime Plan?
- How relevant do you feel that the CSPs are now?

Notes from the meeting:

- i) CSPs should be looking at complex issues and coordinating the work across the various agencies, eg. Ipswich / Jubilee Park, and ensuring that the PCC is aware of the key issues
- ii) Proactivity – CSPs and PCC should be approaching each other.
- iii) Q. How relevant do you see the CSPs to be these days?
A. They have their place; The government considers that they have their place; legislative requirements. They could perform a very useful function to the community safety arena. They have struggled to understand where they fit in the 'jigsaw' since PCCs were introduced. They had hinged their activity around the funding and felt that once lost funding they had lost 'teeth'. Don't understand why they feel not able to find their place in the landscape, given the legislation.
- iv) Q. How do CSPs engage with OPCC?
A. Formal engagement per the Act. The Act requires cooperative working between PCC and 'responsible authority'. It requires each to have regard to the other. We do that by consulting with them about the Police & Crime Plan. Don't hear much from them after that.
- v) When the PCC introduced the Safer Suffolk fund it was decided of own volition to invite all CSP Chairs onto the Grants Panel – keeping them engaged and also opportunity for them to feed back on appropriateness of grants. Also, as an information sharing forum bringing together CSP Chairs, etc. Gives regular opportunity every other month. Of late has had people coming to the grants panel to present, eg. UCS Dr Emma Bond.
- vi) Q. Re: What CSPs do to engage with OPCC?
A. Would be helpful to have more. We don't get any of their crime and disorder reduction strategies. We don't get them! Would fit together – jigsaw. Formal requirement. PCCs are not a 'responsible authority' on the CSP; the Police are a 'responsible authority'.
- vii) Q. Are all the 'responsible authorities' working together effectively? Different models: West – how local? Works around local 'heat' areas; East – Partnership, have a Plan, not well publicised; Ipswich – Only met once in last few years – absent – no strategic plan. West / East – seeking to be strategic – Concern that the PCC is not being shared this. West – too large? Includes Shotley!

- A. Are they following the criminal justice system – including Shotley. District Council boundaries. Approach tends to be more reactive.
- viii) Q. Home Office policy document – PCC can ask for reports. Given small staff, isn't this a useful resource to draw upon?
A. Yes, not something we have done. PCC meets CSP Chairs when doing work in each local area. PCC would say he's confident that if there are any issues then they get raised in that environment. OPCC have asked PCC if he wishes to seek reports from the CSPs but he hasn't chosen to do that yet. From PCC perspective it would feel more adversarial, relying on legislation, so not the best way to run a partnership.
- ix) Q. Ethos / concept is there?
A. There is room for improvement, especially around fact that we don't get their strategies. Also DHR (Domestic Homicide Reviews) – there were 3 last year. In one case there were recommendations that the Chair had put down for the PCC but without any consultation at all with the PCC. DHR was published but not even sent to the PCC, who only found out very recently, even though it contained a recommendation for the PCC.
- x) Q. Every CSP is 'operating in its own bubble'. Certain good points but no linking / joining up. What about the SSCG?
A. CSP Chairs have persuaded the SSCG to include the CSP Chairs. Gives the CSPs another strategic opportunity. SSCG has effectively replaced the SSP (safer Suffolk Partnership) which was disbanded!
- xi) Q. SSCG – Policy or delivery body?
A. PCC made reservations clear about introducing such a body. There was a need for something to coordinate the more serious areas eg. hidden harm. This was an idea that stemmed out of the H&W Board. When first introduced it had officers; was impressed with the first meeting; strategic level but with practitioners – senior officers, chief execs, etc. The first mtg looked at priority areas – Domestic Abuse was suggested! Subsequent to that CSP Chairs were concerned and requested to be on the group if they were to support it. A member of OPCC staff attended the last mtg. It is early days. It helps that one of the CSP Chairs also has practitioner knowledge (ex-Constabulary).
- xii) Q. County Strategy?
A. SSP used to produce an overriding strategy. SSCG – what problem is it trying to solve? Don't think they see themselves as the 'county wide CSP' and so wouldn't produce the strategy. Someone should! Various senior officers who used to be involved in Community Safety and the SSP have gone, so the strategy has not been done. Could be a role for the SSCG in pulling everything together.
- xiii) Q. CSE (Child Sexual Exploitation) – Local Safeguarding Children Board (LSCB) leading on strategy?
A. Everyone is working in silos. Does the LSCB sit on the H&W Board? In which case they must have signed up to the SSCG. How are other partners linking in to the LSCB strategy?
- xiv) "It's very muddled!". Still unclear what the SSCG is about. Multiple relationships: CSP, SSCG, PCC – creates confusion. A lot of people are either 'being precious' or doing nothing.
- xv) Q. CSPs, Ipswich in particular, saying that PCC 'has their money'?
A. OPCC has a good working relationship with the officers supporting the CSPs. What's lacking is the strategic cooperation.
- xvi) Q. PCC unaware of the Jubilee Park issues in Ipswich when raised in informal discussion with PCP Chair / Vice Chair?
A. Difficult one. Chief Constable is operationally responsible. Would expect PCC to be aware of such issues strategically.
- xvii) It's the strategic bringing together that is needed. SSCG could help promote that role. SSCG needs to focus more about how it will operate.

- xviii) Q. How local influences the strategic?
A. PCC meets with Chief Constable regularly. There are also the public A&P meetings. They need to hear about these local issues. Eg. issue of domestic abuse in Waveney was raised by OPCC in recent PCC Accountability & Performance meeting. We are getting high numbers of domestic abuse risk assessments (and use of MARAC, IDVA, etc) across the county, apart from Waveney. No-one from the CSP had mentioned it! Not getting answers as to why that is happening. Waveney DA Forum refute the suggestion by Constabulary that they are holding on to high risk DA cases and not passing them on. Hence the data suggests that the Constabulary are not grading victims high risk in Waveney.
- xix) "Things are muddled!" Opportunity for SSCG to help get clarity

Terms of Reference - Task & Finish Group – Community Safety Partnerships (CSP) and Strong & Safe Communities Group (SSCG)

At the Panel meeting on 9 Oct 2015 it was agreed to set up a Task and Finish Group to look at CSPs. The group has been established, with Cllrs P.Gardiner, D.Kearsley and C.Hedgeley, and Revd Canon P.Daltry. The Terms of Reference of the T&F Group are set out below, for information:

Suffolk Police and Crime Panel – Task & Finish Group to look at CSPs

Background: At the Police and Crime Panel meeting on 9 Oct 2015, in discussion of the PCC's Objective regarding 'Preventing - Crime & Anti-Social Behaviour', there was reference to the activity of the voluntary sector, closer working with mental health agencies, the importance of Safer Neighbourhood Teams, closer working with Community Safety Partnerships, and the changing pattern of crime (more 'hidden' and online). The Panel resolved to set up a small 'Task & Finish' group to look at Community Safety Partnerships and the 'Strong and Safe Communities Group for Suffolk' (of which the PCC is a member), in order to have better clarity of their inter-relationships and funding arrangements.

Suggested Terms of Reference for the Task and Finish Group:

Membership: Ideally 4 members of the Panel, one each associated with West, East and Ipswich areas and one of the independent co-opted members.

Objective / Purpose: to understand the key purpose, current status, action plans and key issues of each of the three Suffolk Community Safety Partnerships (CSP) and the new 'Strong & Safe Communities' group (SSCG), how they are resourced, and how they inter-relate to each other, the Constabulary and the Police and Crime Commissioner.

[NB. At present there are three partnerships in Suffolk: Western Suffolk (covering Babergh, Forest Heath, Mid Suffolk and St Edmundsbury), Ipswich CSP and Suffolk Coastal and Waveney CSP]

Suggested Approach:

- An initial meeting of the group to plan/scope their work
- In singles or pairs, meet up with the Chairman of each CSP and the SSCG, for a brief discussion of the areas in the above 'Objective / Purpose'.
- A second meeting of the group to review/summarise initial findings
- Singly or in pairs, meet up with (i) the Chief Constable or his senior rep, and (ii) the Chief Exec of the PCC's Office or his senior rep, for a brief discussion of the areas in the above 'Objective / Purpose', in context of the information already gleaned from CSPs/SSCG.
- A third meeting of the group to review/summarise findings and formulate conclusions
- A report back from the group to the main PCP (probably at the March meeting?); this will be an opportunity for the PCP to ask further questions of the PCC in relation to the T&F Group findings.
- Disband the group (any follow on work to be done as a new T&F group if required)

Timescale:

- Nov 2015 - T&F Group to be formed and have initial meeting
- Dec 2015/Jan 2016 – Meetings with CSP / CCSG Chairs
- Jan 2016 – second meeting of the Group
- Early Feb 2016 - Meetings with CC / OPCC
- End-Feb 2016 – Third meeting of the Group, to formulate conclusions
- 18 Mar 2016 – T&F Group reports back to main PCP and disbands

Resources:

- Panel member involvement and travel/expenses as per the usual Panel arrangements
- Panel support officer(s) to assist with co-ordination of meetings, research, documentation, etc.

*Possible Additional Question Areas regarding the (new) SSCG:

- whereas the Local Safeguarding Children Board acts as a facilitator of senior level strategic partnership working focused on safeguarding children, would the SSCG see itself in a similar facilitative role but with regard to the matter of Domestic Abuse / Violence in Suffolk?
- how senior is the membership of the SSCG?
- Is there a Lead partner with regard to DA/DV strategic planning in Suffolk?
- Is the SSCG the body responsible for '*the preparation of a community safety agreement by the county strategy group formed by the responsible authorities in a county area under regulation 8*' of the [Regulations](#), and for sending this document to the PCC?

*Possible Additional Question Areas regarding each CSP:

- What is understood to be the core purpose and responsibilities of the CSP, and how aligned is it to the Home Office Policy Paper (Updated 8 May 2015) '2010 to 2015 government policy: crime prevention', which states that "We're reducing crime by: using CSPs and PCCs, to work out local approaches to deal with issues, including antisocial behaviour, drug or alcohol misuse and re-offending" and that "CSPs and PCCs will work together by: CSPs sending their annual community safety plan and strategy to their local PCC, 1 or more CSPs attending PCC meetings, CSPs submitting any merger requests to their PCC, and the PCC asking for reports from CSPs on specific issues"?
- Does the CSP have a current Partnership Plan for addressing crime and disorder issues in its area, and has it been shared with the PCC, as required by the [Regulations](#)?

Appendices: [not attached]

- **APPENDIX A** - Home Office Policy Paper: (Updated 8 May 2015) - 2010 to 2015 government policy: crime prevention
- **APPENDIX B1** - Strong and Safe Communities Group (SSCG) Terms of Reference
- **APPENDIX B2** - Strong and Safe Communities Group (SSCG) – Briefing Note for H&W Board meeting on 19 November 2015
- **APPENDIX C** - Other Useful References and Background Information:
 - o **Suffolk CSPs and the Suffolk PCC**
 - o **Legislation**
 - o **Examples of other CSPs**

Appendix 4 – Home Office Policy Paper: (Updated 8 May 2015) - 2010 to 2015 government policy: crime prevention

<https://www.gov.uk/government/publications/2010-to-2015-government-policy-crime-prevention/2010-to-2015-government-policy-crime-prevention#appendix-4-community-safety-partnerships>

“We’re reducing crime by:

- *using community safety partnerships and police and crime commissioners, to work out local approaches to deal with issues, including antisocial behaviour, drug or alcohol misuse and re-offending”*

Appendix 4: community safety partnerships

This was a supporting detail page of the main policy document.

Community safety partnerships (CSPs) are made up of representatives from the ‘responsible authorities’, which are the:

- police
- local authorities
- fire and rescue authorities
- probation service
- health

The responsible authorities work together to protect their local communities from crime and to help people feel safer. They work out how to deal with local issues like antisocial behaviour, drug or alcohol misuse and reoffending. They annually assess local crime priorities and consult partners and the local community about how to deal with them.

CSPs were set up under [Sections 5-7 of the Crime & Disorder Act 1998](#). There are about 300 CSPs in England and 22 in Wales.

Working with police and crime commissioners

Community safety partnerships and police and crime commissioners (PCCs) will work together by:

- CSPs sending their annual community safety plan and strategy to their local PCC
- 1 or more CSPs attending PCC meetings
- CSPs submitting any merger requests to their PCC (but the PCC cannot impose mergers)
- the PCC asking for reports from CSPs on specific issues

Strong and Safe Communities Group (SSCG) Terms of Reference

H&W Board: Establishment of a Strong and Safe Communities Group for Suffolk, 9 July 2015
http://committeeminutes.suffolkcc.gov.uk/LoadDocument.aspx?rID=090027118185ba16&qry=c_committee%7e%7eSuffolk+Health+and+Wellbeing+Board

Strong and Safe Communities Group Draft Terms of Reference

Introduction

This group has been formed as a result of an engagement with interested parties across Suffolk. There is recognition of the need to:

- Develop a county wide overview but avoid creating a large and separate bureaucracy to 'oversee' community safety activity.
- Use the synergy between the work of the Health and Wellbeing Board (HWB) in tackling the causes of ill health and health inequality and improving community safety.
- Work primarily through local structures such as existing community safety partnerships, using county wide resource to support the work programme.
- Target our limited resources to proportionately tackle the threats to achieving strong and safe communities in Suffolk.
- Form a reference group of interested to organisations to support, if and when necessary, the work of the Group. .

Scope and key responsibilities

The Strong and Safe Communities Group (SSCG) will:

- Focus on those areas that present the greatest threat, harm and risk to achieving safer and stronger communities in Suffolk (see table below).
- Aim to reduce vulnerability of communities at risk.
- Ensure join-up between agencies to improve efficiency and effectiveness.
- Use intelligence and demand data to identify and respond to changing needs.
- Agree and monitor a shared set of principles and outcomes.
- Act as connectors within the system, spotting synergies between organisations and work programmes, as well as gaps and duplication.
- Facilitate the join up of resources and intelligence to improve efficiency and effectiveness.
- Facilitate delivery of outcomes, spotting where issues lie and taking action to unblock progress.
- Keep the HWB apprised of progress and action needed through a new community safety representative on the Board.
- Based on current information from partners, the following issues, pragmatically themed below, could currently be considered within scope. Early priorities are Ending Gangs and Youth Violence, Cybercrime and Sexual Exploitation.

The statutory duty for Community Safety remains with the individual Community Safety Partnerships.

<p>Hidden Harm 1 (People) Including; domestic abuse, violence against women and girls, honour based violence, sexual exploitation, hate crime</p>	<p>Hidden Harm 2 (Communities) Including; child sexual exploitation, human trafficking, gangs and youth violence, acquisitive crime, criminal justice, Health and Wellbeing outcomes</p>
<p>Prevention Including; liaison and diversion activities across all partner agencies, substance</p>	<p>Community Cohesion Including; measures to tackle radicalisation, cyber-crime, internet fraud, fear of crime</p>

Ways of Working

- The SSCG will meet as directed by the Suffolk Chief Executive Group (SCEG) representative as SSCG Chairperson
- Agenda items will be requested at least five working days prior to the meeting
- Reports to the SSCG will be coordinated by a joint resource committed by SCEG to support the work of the group.
- The Chair will ensure that any identified action points are dealt with promptly.
- The group will have a strong working relationship with the HWB. The HWB can refer issues and be used to drive or unblock partnership working.
- The group will meet as often as required, at least 4 times a year.
- In light of the move towards further collaboration between organisations across the County, the continuation of the Strong and Safe Communities Group in this form should be reviewed on a 6-monthly basis
- The group will engage with and maintain communication with the reference group and with local Community Safety Partnerships as appropriate.

Key relationships

- The SSCG will have a direct link to the HWB through the following structure, as well as maintaining strong links with SCEG and the Criminal Justice Board in line with aspirations under the Transformation Challenge Award (TCA).
- The group will operate in support of the existing Community Safety Partnerships.

Membership

The Group will be chaired by the SCEG Community Safety lead.

The membership will be formed of:

- Community safety lead from District and Borough councils with appropriate decision-making authority.
- The County Council Community Safety Manager or substitute.
- Police and PCC's Office representative(s).
- Safeguarding Board Managers
- Public Health representative

Additional members can be co-opted as required.

June 2015

Minutes of the 25 Feb 2016 SSCG Meeting: From Suffolk [Health & Wellbeing Board, 10 Mar 2016](http://committeeminutes.suffolkcc.gov.uk/LoadDocument.aspx?rID=0900271181b495dc). (<http://committeeminutes.suffolkcc.gov.uk/LoadDocument.aspx?rID=0900271181b495dc>)

Safe and Strong Communities Group (SSCG)

1. A meeting of the SSCG took place on 25 February 2016 at West Suffolk House in Bury St Edmunds. The following partner agencies were represented:
 - District, Borough and County Councils
 - Clinical Commissioning Group
 - Public Health

- Police
- Adult safeguarding
- Community Safety Partnership chair – Waveney
- Community Safety Partnership chair – Suffolk Coastal
- Police and Crime Commissioner's Office
- Apologies received from Public Health

Athena Partnership Platform

2. A presentation was given by Sarah Blyth on the project so far and timetable for roll out. The transfer to this platform needs all partner buy-in at a strategic level.
3. Actions re operational partners input into development and joining up the work through the Suffolk Information forum will be taken forward.

Governance for Prevent work

3. The question of governance for the countywide Prevent operational group led to a view that governance for a number of groups working in the community safety arena needs to be explored.
4. The group felt that a wider piece of work needs to be commissioned to look at the number of groups working in the arena and where they are all reporting to or if they need to do so. The picture is very muddled and a number of groups are looking to the SSCG to be that governance body which would change the role of the group as it stands now.
5. There was an appetite to commission a piece of work around scoping all the different governance arrangements (both statutory and non statutory responsibilities) for community safety partners.
6. Ian Gallin will bring a paper to the Health and Wellbeing Board in due course.

Workstreams

Domestic Abuse – scoping lead Sara Blake

7. Sara Blake reported that the review is going well. A workshop was held in January which produced feedback requiring further follow up work. The next workshop is in March which will further explore what a good partnership and good services look like. The work will be completed by May.

Youth violence and Gangs –scoping lead Jen Meade

8. Jen Mead (JM) had circulated a scoping paper for the group – ‘Gangs and County lines in Suffolk’, which outlined the current position and progress in this area of work. JM asked for the group to consider two of the recommendations in the report.
 - a) Governance - this will be included in the governance review piece of work that is to be commissioned.
 - b) Refreshed threat assessment – the group discussed this matter and agreed that a refreshed threat assessment would be useful, however felt that the Jubilee Park work should remain separate as this was a specific piece of work already commissioned.

Cyber Crime

9. A presentation was given by Estelle Skuse – Cyber crime unit. The unit are looking at making links with groups who are already working in this area eg E safety group (subgroup of the Local Safeguarding Children Board). The unit are only looking at ‘cyber dependant’ crime (must have a computer to commit the crime). Not looking at enabled cyber crime and prevention, which are other areas of work which need to be considered. There may be a partner role in the prevention work.
10. A deeper dive into this is required to see how it fits with the E safety group, and how/where are adult victims supported. There will be conversations with partners about this area of work- if this is already adequately covered then no requirement for the SSCG to continue with this work stream at this time, but it can be brought back if any ‘blockers’ are identified.

Next meeting dates

11. The next meeting dates are as follows:
 - 9.30 am on 21 April 2016, Mid Suffolk District Council Lecture Theatre
 - 9.30am on 13 July 2016, West Suffolk House Conference Room East.

Appendix 6

Legislation summary

Statutory Partnerships and Responsibilities

Nov 2013

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/389746/statutory-partnerships.pdf

Legislation: Police Reform and Social Responsibility Act 2011 – Explanatory Notes:

<http://www.legislation.gov.uk/ukpga/2011/13/notes/division/2/1/7/13>

Schedule 11: Crime and disorder strategies

246. Schedule 11 amends the Crime and Disorder Act 1998.

247. Paragraph 2 amends section 5(1) of the Crime and Disorder Act 1998 (responsible authorities for strategies) which lists the authorities responsible, together, for formulating and implementing strategies in relation to reducing crime and disorder etc. When exercising these functions together, the responsible authorities are known collectively as a **Community Safety Partnership**. The paragraph removes the references to police authorities from section 5, without replacing them with references to police and crime commissioners. **Police and Crime commissioners will not be members of Community Safety Partnerships.**

248. Paragraphs 2 and 3 amend those provisions in section 5 of the Crime and Disorder Act 1998 dealing with mergers of Community Safety Partnerships in England. These provisions apply only in relation to local government areas in England and currently the power to merge rests with the Secretary of State. These paragraphs provide instead for the mergers to take place by agreement between the responsible authorities and police and crime commissioner. The Secretary of State will retain a role in agreeing to mergers which involve more than one police area (see the new section 5A(5) inserted by paragraph 3).

249. Paragraph 4 amends section 6 of the Crime and Disorder Act 1998 (formulation and implementation of strategies). The amendments allow regulations to confer functions on a police and crime commissioner in England in relation to strategies for any local government area that lies in their force area. This includes provision for the commissioner to arrange meetings to assist development and implementation of strategies; being chair of any such meetings; and being able to specify attendees which may include representatives of the responsible authorities comprising a Community Safety Partnership in their force area.

250. Paragraph 5 amends section 7 of the Crime and Disorder Act 1998 (supplemental). Section 7 makes provisions for the Secretary of State to require the responsible authorities comprising a Community and Safety Partnership to submit a report on any matter relating to the exercise of their functions, apart from devolved Welsh functions. This power is transferred to the relevant policing body (which will be the police and crime commissioner for police areas outside of London). The power must be exercised in a reasonable and proportionate manner, and only where the relevant policing body is not satisfied the responsible authorities within a Community and Safety Partnership are performing their functions adequately.

Crime and Disorder Act 1998

<http://www.legislation.gov.uk/ukpga/1998/37/section/6>

6 Formulation and implementation of strategies.

(1) The responsible authorities for a local government area shall, in accordance with the provisions of section 5 above and this section, formulate and implement, for each relevant period,

[F1(a)] in the case of an area in England—

- (i) a strategy for the reduction of crime and disorder in the area; and
- (ii) a strategy for combatting the misuse of drugs in the area;

and

(b) in the case of an area in Wales—

(i) a strategy for the reduction of crime and disorder in the area; and

(ii) a strategy for combatting substance misuse in the area.]

(2) Before formulating a strategy, the responsible authorities shall—

[F2(a) carry out, taking due account of the knowledge and experience of persons in the area, a review—

(i) in the case of an area in England, of the levels and patterns of crime and disorder in the area and of the level and patterns of the misuse of drugs in the area; and

(ii) in the case of an area in Wales, of the levels and patterns of crime and disorder in the area and of the level and patterns of substance misuse in the area;]

(b) prepare an analysis of the results of that review;

(c) publish in the area a report of that analysis; and

(d) obtain the views on that report of persons or bodies in the area (including those of a description prescribed by order under section 5(3) above), whether by holding public meetings or otherwise.

(3) In formulating a strategy, the responsible authorities shall have regard to the analysis prepared under subsection (2)(b) above and the views obtained under subsection (2)(d) above.

(4) A strategy shall include—

(a) objectives to be pursued by the responsible authorities, by co-operating persons or bodies or, under agreements with the responsible authorities, by other persons or bodies; and

(b) long-term and short-term performance targets for measuring the extent to which such objectives are achieved.

(5) After formulating a strategy, the responsible authorities shall publish in the area a document which includes details of—

(a) co-operating persons and bodies;

(b) the review carried out under subsection (2)(a) above;

(c) the report published under subsection (2)(c) above; and

(d) the strategy, including in particular—

(i) the objectives mentioned in subsection (4)(a) above and, in each case, the authorities, persons or bodies by whom they are to be pursued; and

(ii) the performance targets mentioned in subsection (4)(b) above.

(6) While implementing a strategy, the responsible authorities shall keep it under review with a view to monitoring its effectiveness and making any changes to it that appear necessary or expedient.

[F3(6A) Within one month of the end of each reporting period, the responsible authorities shall submit a report on the implementation of their strategies during that period—

(a) in the case of a report relating to the strategies for an area in England, to the Secretary of State; and

(b) in the case of a report relating to the strategies for an area in Wales, to the Secretary of State and to the National Assembly for Wales.]

(7) In this section—

- “co-operating persons or bodies” means persons or bodies co-operating in the exercise of the responsible authorities’ functions under this section;

- “relevant period” means—

(a)

the period of three years beginning with such day as the Secretary of State may by order appoint; and

(b)

each subsequent period of three years.

- **[F4** “reporting period” means every period of one year which falls within a relevant period and which begins—

(a)

in the case of the first reporting period in the relevant period, with the day on which the relevant period begins; and

- (b) in any other case, with the day after the day on which the previous reporting period ends;
- “substance misuse” includes the misuse of drugs or alcohol.]

Police Reform and Social Responsibility Act 2011

Changes to legislation:

There are outstanding changes not yet made by the legislation.gov.uk editorial team to Police Reform and Social Responsibility Act 2011. Any changes that have already been made by the team appear in the content and are referenced with annotations. 

✖ Changes to Legislation

...

✖ Commencement Orders

- **S.I. 2011/2896 art. 2** commences (**2011 c. 20**)

4(1)Section 6 (formulation and implementation of strategies) is amended as follows.

(2)In subsection (1), after “section 5” insert “, with subsection (1A), ”.

(3)After subsection (1) insert—

“(1A)In exercising functions under subsection (1), apart from devolved Welsh functions (as defined by section 5(8)), each of the responsible authorities for a local government area must have regard to the police and crime objectives set out in the police and crime plan for the police area which comprises or includes that local government area.”.

(4)In subsection (3) after paragraph (c) insert—

“(ca)the conferring of functions on a police and crime commissioner for a police area in England in relation to the formulation and implementation of a strategy for any local government area that lies in that police area;”.

(5)After subsection (4) insert—

“(4A)Provision under subsection (3)(ca) may include provision—

(a)for a police and crime commissioner to arrange for meetings to be held for the purpose of assisting in the formulation and implementation of any strategy (or strategies) that the commissioner may specify that relate to any part of the police area of the commissioner,

(b)for the commissioner to chair the meetings, and

(c)for such descriptions and numbers of persons to attend the meetings as the commissioner may specify (including, in particular, representatives of the responsible authorities in relation to the strategies to be discussed at the meetings).”.

Regulatory Guidance:

Police and Crime Commissioners and Community Safety Partnerships

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117509/community-safety-partnerships.pdf

This guidance note explains amendments made to the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 to require CSPs to share their partnership plans and community safety agreements with the PCC and give the PCC power to call together representatives of these authorities across their police area to attend a meeting. This guidance should be read alongside:

- The Crime and Disorder Act 1998 (“the 1998 Act”)
- The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 (“the 2007 Regulations”)

- The Crime and Disorder (Formulation and Implementation of Strategy) (Amendment) Regulations 2012 (“the 2012 Regulations”)
- The Police Reform and Social Responsibility Act 2011 (“the 2011 Act”)

The Crime and Disorder (Formulation and Implementation of Strategy) (Amendment) Regulations 2012

http://www.legislation.gov.uk/ukxi/2012/2660/pdfs/ukxi_20122660_en.pdf

EXPLANATORY NOTE

The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 (“the 2007 Regulations”) provide for the formulation and implementation, by the responsible authorities in a local government area, of strategies for the reduction of re-offending and crime and disorder and for combating substance misuse. Regulation 9 provides for the preparation of a community safety agreement by the county strategy group formed by the responsible authorities in a county area under regulation 8. Regulation 10 provides for the preparation of a partnership plan by the strategy group formed by the responsible authorities in a local government area under regulation 3.

*These Regulations insert new provision into the 2007 Regulations requiring the county strategy group to send a copy of the community safety agreement to the elected local policing body in whose police area the county is to be found. Provision is also inserted **requiring the strategy group for every local government area except the City of London to send a copy of the partnership plan to the elected local policing body in whose police area the group’s local government area is to be found.** The elected local policing body for a police area outside London is the police and crime commissioner; in the metropolitan police district, it is the Mayor’s Office for Policing and Crime. These Regulations also insert new provision into the 2007 Regulations allowing a police and crime commissioner to require representatives of the responsible authorities to attend a force level meeting to assist in the formulation and implementation of strategies.*

{ NB. It would appear, from the legislation / regulations, that CSPs should be publishing 3-year strategies for crime reduction in their areas, and be keeping the implementation of these under regular review. The requirement to do this continued to apply following creation of the PCC role, and indeed the partnership is required now to give regard to the PCC’s Police and Crime Plan }

Appendix 7 - **Process flowchart from 2013/14**

Previous years (2012/13/14) approach:

Suffolk West CSP: 2013-14

<http://www.suffolk-pcc.gov.uk/wp-content/uploads/2013/12/Western-Suffolk-Community-Safety-Partnership-Appendix-A.pdf>

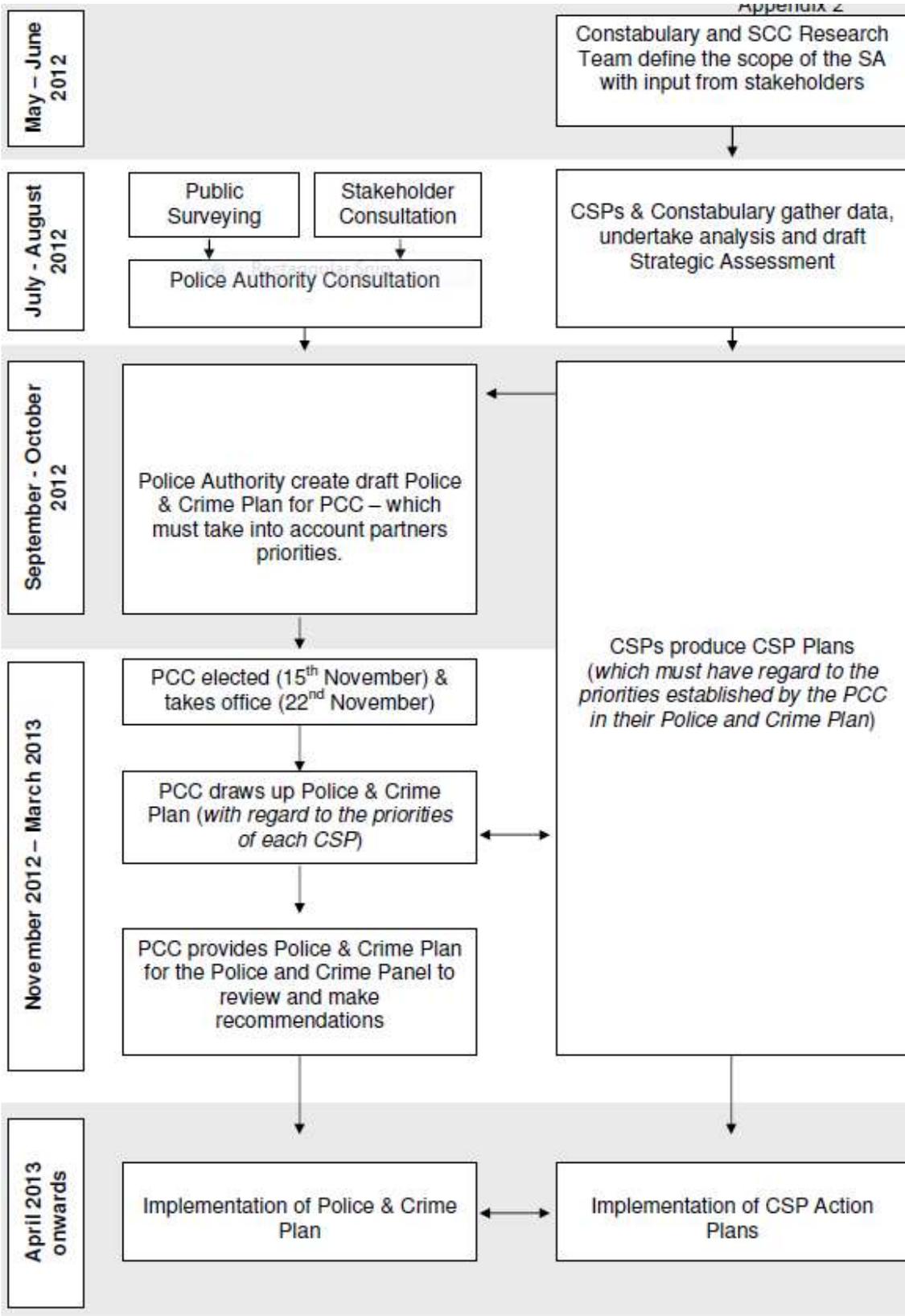
Initial approach adopted in late-2012, for 2013/14: (Agenda item 7)

[http://committeeminutes.suffolkcc.gov.uk/meeting.aspx?d=23/Oct/2012&c=Police and Crime Panel \(Joint Committee\)](http://committeeminutes.suffolkcc.gov.uk/meeting.aspx?d=23/Oct/2012&c=Police and Crime Panel (Joint Committee))

See Process Flowchart in Appendix A (copied below):

<http://committeeminutes.suffolkcc.gov.uk/LoadDocument.aspx?rID=09002711809ec37f>

{NB. It was not apparent that the Suffolk CSPs were continuing to follow this process }



Appendix 8 – Various References / Website links

- i) The [Home Office Policy Paper \(Updated 8 May 2015\) '2010 to 2015 government policy: crime prevention'](#).
- ii) H&W Board: Establishment of a Strong and Safe Communities Group for Suffolk, 9 July 2015 http://committeeminutes.suffolkecc.gov.uk/LoadDocument.aspx?rID=090027118185ba16&qry=c_committee%7e%7eSuffolk+Health+and+Wellbeing+Board
- iii) SCDC & WDC Community Safety Partnerships in East Suffolk <http://www.suffolkcoastal.gov.uk/yourdistrict/communitysafety/csp/>
- iv) WDC - **OVERVIEW & SCRUTINY COMMITTEE – 11/06/2015. Item 5 - Community Safety Partnership Year End Report.** Minutes: http://www.waveney.gov.uk/egov_downloads/Item_3_-_Minutes_11_June_2015.pdf “From 1 April 2014 the Partnership had not been funded directly, with the Police and Crime Commissioner (PCC) commissioning Suffolk Foundation to administer the Safer Suffolk Fund on his behalf. This meant that the Partnership was now prevented from applying for support and commission of previously successful projects. Following concerns being raised, the PCC had agreed to directly fund two of the Partnership’s projects, provided that a minimum of 50% match funding was identified.” http://www.waveney.gov.uk/egov_downloads/Item_5_-_CSP.pdf “1.1 When Police and Crime Commissioners were first introduced, responsibility for funding Community Safety Partnerships transferred from the County Council to their remit. For two years the Police & Crime Commissioner continued funding under the same criteria Partnerships were previously funded. However, from 1st April 2014 a decision was made to discontinue funding the Partnerships directly, but to commission Suffolk Foundation to oversee a Safer Suffolk Fund on his behalf. A Panel, that includes the Chairs of each Community Safety Partnership, was set up and meets quarterly to discuss applications and allocate funding if appropriate. 1.2 Implications for the Partnership were that restrictions within this funding criterion prevented the Partnership from directly applying to support and commission previously successfully run projects. 1.3 Concerns were raised in regards to continuance of funding to deliver key projects that support priorities identified within the county-wide annual Strategic Assessment for Community Safety Partnerships and the Police & Crime Commissioner’s Police and Crime Plan.
- v) SCDC - SCRUTINY COMMITTEE - Thursday 9 July 2015. (Item 6) COMMUNITY SAFETY (SCR05/15) <http://apps.eastsuffolk.gov.uk/committeeminutes/showagenda.asp?id=20814> “1.1 The Crime & Disorder Act of 1998 gave a statutory obligation to Local Authorities to work in partnership to reduce crime and disorder in their area. As a result of this legislation the Suffolk Coastal Community Safety Partnership (previously called the Crime & Disorder Partnership) was created. Key partners include the local authority, county council, Police, Fire Service, Probation and Health. Suffolk Coastal plays an active role in leading this partnership with the Chairman of the Partnership being the Cabinet Member with responsibility for Community Health. 1.2 Historically the Partnership was granted an annual budget direct from the Home Office, subsequently delegated through the County Council and, with the creation of Police & Crime Commissioners, the funding being transferred through to their remit. 1.3 From 1st April 2014 the decision was made to discontinue direct funding provision to the Community Safety Partnerships, but commission Suffolk Foundation to oversee a Safer Suffolk Fund on behalf of the Commissioner. A Panel, that includes the Chairman of each Community Safety Partnership was set up and meets quarterly to discuss applications and allocate funding if appropriate. 1.4 Restrictions to the criteria and change of process in applying for funding via this route prevented the Partnership from funding previously successfully run projects. However after raising concerns the Police and Crime Commissioner agreed to directly fund two of the Partnerships projects, providing a minimum of 50% match funding was identified. This, the Partnership was able to achieve in 2014-15 and details are provided in paragraph 2 below. 1.5 There remains a statutory requirement for

local authorities to work in partnership with the Police and other Partners to reduce crime and anti-social behaviour and the Suffolk Coastal Community Safety Partnership continues to meet quarterly to share information, discuss priorities and to make sure any problems/concerns continue to be addressed in partnership where possible. The Active Communities Team at Suffolk Coastal plays an active role in leading the work of the partnership through our Community Safety Officer and the Anti-Social Behaviour Officer. The Partnership designs an agreed Action Plan, and as well as taking local issues into consideration, also works within the Police & Crime Commissioners Crime and Policing Plan.

- vi) SCC: Crime and public safety <http://www.suffolk.gov.uk/community-and-safety/crime-and-public-safety/>
- vii) West CSP annual report: Informal Joint Overview and Scrutiny Committee, Monitoring the Western Suffolk Community Safety Partnership, 12 March 2015
<https://democracy.westsuffolk.gov.uk/ieListDocuments.aspx?CId=130&MId=238&Ver=4>
<https://democracy.westsuffolk.gov.uk/documents/s6657/OAS%20SE%2015%20002%20-%20Monitoring%20the%20Western%20Suffolk%20Community%20Safety%20Partnership.pdf>
f “The annual strategic assessment which informs the priorities for the CSP is an amalgamation of information from all partners. However due to the sensitivity of some of the information it remains a restricted document and not available for public consultation.”
“From April 2014 the WSCSP ceased being a commissioning body, but has an enabling and supportive role to voluntary and community sector who can deliver against the priorities as well as a small number of statutory functions. □ Funding for Domestic Homicide reviews. All funding to support the work of the CSPs has been withdrawn by the Police and Crime Commissioner, including that which would have used to fulfil this statutory function. The implication is that individual statutory partners may have to meet this shortfall.
<https://democracy.westsuffolk.gov.uk/documents/s6658/OAS%20SE%2015%20002%20-%20Appendix%20A%20-%20Partnership%20Plan%20and%20Action%20Plan.pdf>
- viii) Ipswich CSP: Crime & Disorder Matters Annual Review. Meeting of Strategic Overview & Scrutiny Committee, Thursday 29th January 2015 6.00 pm (Item 57.) MINUTES:
<https://democracy.ipswich.gov.uk/mgAi.aspx?ID=5451> “Mr Passmore reminded the Committee that the purpose of his role was not involvement in operational issues but to hold the Chief Constable of the Suffolk Constabulary to account for the exercise of his functions”
<https://democracy.ipswich.gov.uk/ieListDocuments.aspx?CId=136&MID=1395#A15451>
<https://democracy.ipswich.gov.uk/documents/g1395/Public%20reports%20pack%2029th-Jan-2015%2018.00%20Strategic%20Overview%20Scrutiny%20Committee.pdf?T=10>
- ix) [NB. There was a verbal report on ‘Crime & Disorder Matters - Annual Review’ by the PCC at the IBC Scrutiny Committee meeting on 7 Jan 2016, the minutes of which will be awaited
<https://democracy.ipswich.gov.uk/ieListDocuments.aspx?CId=136&MId=1534&Ver=4/>
- x) PCC: Annual Governance Statement 2015: http://www.suffolk-pcc.gov.uk/wp-content/uploads/2015/09/AC15_23a-Annual-Governance-Statement-2015.pdf.
“Commissioning - The PCC has responsibility for the commissioning of services that will help secure crime and disorder reduction as well as services to help victims or witnesses of crime and anti-social behaviour. ... All grants awarded are subject to conditions and monitoring requirements, and details relating to them are published on the PCC website. All business cases for grants must set out clear success criteria. Grant recipients are required to report on progress and attend the PCC’s Accountability and Performance Panel as appropriate to report upon how the grant has been spent and the outcomes achieved. All grants awarded via the Safer Suffolk Fund, are discussed and approved in partnership with other statutory agencies and the successful awards published on the PCC’s website.
- xi) PCC (&CC) External Audit Report: http://www.suffolk-pcc.gov.uk/wp-content/uploads/2015/09/AC15_22-The-PCC-for-Suffolk-and-the-CC-of-Suffolk-Constabulary-Audit-Results-Report-2014-15.pdf. With regard to PCC Commissioning, this report says: *“For 2015/16, the PCC’s commissioning budget is £1.7 million. The budget covers the Crime and Disorder Reduction Fund and administration of the Ministry of Justice*

Victims' Services Grant Our review concludes that there is good scrutiny of the outcomes of the grants awarded as evident from the minutes of the PCC's Accountability and Performance Panel. In addition, management has adopted various methods to independently corroborate the outcomes from the awards of grants. Management are also seeking further ways to check the outcome from the user's perspective This is good practice and aids decision making as to whether and how future should be awarded."

- xii) PCC Grants Process Audit: http://www.suffolk-pcc.gov.uk/wp-content/uploads/2015/12/AP15_83-The-PCC-for-Suffolk-and-CC-of-Suffolk-Constabulary-2014-15-Annual-Audit-Letter.pdf "Our review noted good governance arrangements in place for the distribution of awards and also for monitoring of those awards. Our review concludes that there is good scrutiny of the outcomes of the grants awarded as evident from the minutes of the PCC's Accountability and Performance Panel."

- xiii) Reports from the CSPs to the PCC A&P meeting: <http://www.suffolk-pcc.gov.uk/wp-content/uploads/2014/04/Ipswich-Community-Safety-Partnership.pdf>
<http://www.suffolk-pcc.gov.uk/public-meetings/accountability-and-performance-panel/accountability-performance-panel-29-april-2014>

Crime and Disorder Reduction Grants:

[Ipswich Community Safety Partnership](#) (Paper AP14/16) (PDF, 636KB)

[Waveney Community Safety Partnership](#) (Paper AP14/17) (PDF, 160KB)

[Waveney Community Safety Partnership – Appendix A](#) (PDF, 128KB)

[Waveney Community Safety Partnership – Appendix B](#) (PDF, 92KB)

[Suffolk Coastal Community Safety Partnership](#) (Paper AP14/18) (PDF, 164KB)

[Suffolk Coastal Community Safety Partnership – Appendix A](#) (PDF, 132KB)

[Suffolk Coastal Community Safety Partnership – Appendix B](#) (PDF, 88KB)

[Western Suffolk Community Safety Partnership](#) (Paper AP14/19) (PDF, 216KB)

[Western Suffolk Community Safety Partnership – Appendix A](#) (PDF, 144KB)

[Safer Suffolk Partnership Board](#) (Paper AP14/20) (PDF, 232KB)

[Safer Suffolk Partnership Board – Appendix A – Christmas Project](#) (PDF, 3.31MB)

[Safer Suffolk Partnership Board – Annex A – Radio Messages](#) (PDF, 36KB)

[Safer Suffolk Partnership Board – Annex B – Banner on Heart App](#) (PDF, 2MB)

[Safer Suffolk Partnership Board – Annex C – Drain on Resources flyer](#) (PDF, 1.10MB)

- xiv) PCC relationship to CSPs - Comparison with Thames Valley – See Thames Valley PCC Annual Report 2014-2015:

https://democracy.bucksc.gov.uk/documents/s61238/PCC_Annual_Report_2015_REPRO_f inal_BIG_ONE2.pdf (See pg.11 – *The Thames Valley PCC gives significant funding to/via the local CSPs). In Suffolk the current approach, since 2014, is for the PCC not to involve the CSPs in grant management and instead to give either direct or via Suffolk Community Foundation: <http://www.suffolk-pcc.gov.uk/crime-and-disorder-reduction-grants-awarded>*

CSP Partnership Plans – examples from elsewhere in England:

- xv) Cambridge: 2014-2017 <https://www.cambridge.gov.uk/cambridge-community-safety-partnership> "These actions are detailed in a document called the Community Safety Plan, which runs for three years. The new plan came into force on 1 April 2015. ... In a quickly changing environment, however, this plan is checked on an annual basis to make sure it is on track and that the priorities originally set are still relevant for the different communities within Cambridge. This is done using a document called the Strategic Assessment".

- xvi) Bedford: 2014-2017

http://www.bedford.gov.uk/community_and_living/community_services/community_safety.aspx "An evidence based approach has been taken within the Strategic Assessment to identify emerging themes for the CSP to prioritise for action within the Borough over the remainder of the period 2014 – 2017".

- xvii) Bracknell: Plan 2014 - 2017 (2015 Refresh) <http://www.bracknell-forest.gov.uk/community-safety-partnership-plan-2014-to-2017.pdf> *“The Bracknell Forest Community Safety Partnership (CSP) is required to conduct an annual assessment of crime, anti-social behaviour (ASB) and substance misuse within the borough. It is also required to publish a three year plan, to be updated annually, of how it intends to make the community safer. This document is the 2015 refresh of the three year plan for 2014 – 2017”.*
- xviii) Wycombe: 2015/16 <http://www.wycombe.gov.uk/council-services/community-and-living/community-safety/community-safety-partnership.aspx> *“The Partnership has developed its Community Safety Partnership Plan for 2015/2016, which outlines the Partnership's priorities for improving community safety in the district”.*
- xix) Thurrock: 2015/16. https://www.thurrock.gov.uk/sites/default/files/assets/documents/tcsp_plan_2015.pdf *“The responsible authorities who form the Community Safety Partnership (CSP) in a local government area are required to work together in formulating and implementing strategies to tackle local crime and disorder in the area and to have in place a partnership plan for that area, setting out the CSP's priorities; This plan has regard for the police and crime objectives set out in the Police and Crime Commissioners (PCC) police and crime plan and will be shared with the PCC. This plan builds on the partnerships strategic assessment which identifies the crime and disorder priorities which Thurrock needs to focus on addressing and covers the period for 2015/16. It will be refreshed annually to keep in line with our changing priorities.”*
- xx) Norfolk: 2012-15 <http://www.norwich.gov.uk/Neighbourhoods/NeighbourhoodServices/CommunitySafety/Pages/NorfolkCommunitySafetyPartnership.aspx> *“The Norfolk CSP has developed a partnership plan, outlining the current priorities and the actions and partners required to address those priorities”*
- xxi) Tower Hamlets: 2013-16 http://www.towerhamlets.gov.uk/lgnl/community_and_living/community_safety_crime_preve/community_safety_partnership/csp_plan_2013-2016.aspx *“The Community Safety Partnership (CSP) Plan 2013-16 sets out how we will make Tower Hamlets a safer and more cohesive place to live. The Plan has been developed in response to crime, anti-social behaviour, substance misuse and re-offending statistics, and the concerns of local people. ... The Plan will be implemented by the Community Safety Partnership Sub-group Delivery Plans. These Sub-groups bring together all of the Partnership's key delivery agencies including: Council, Police, Fire Service, Health, Probation, Tower Hamlets Homes, Registered Social Landlords, Voluntary and Community Groups, Faith Communities and businesses. The Plan is reviewed annually during its term; this is to allow the Partnership the opportunity to review the performance from the latest annual Strategic Assessment and to ensure that they target partnership resources at any emerging local priorities that may not have been included at the start of the CSP Plan's term”*
- xxii) Maidstone: 2013-18. http://www.maidstone.gov.uk/_data/assets/pdf_file/0020/19154/Maidstone-Partnership-Plan-2013-18.pdf. *“The Maidstone Community Safety Plan 2013-18 is a rolling five year document, which highlights how the CSP plans to tackle community safety issues that matter to the local community. This plan is revised annually through reviewing information provided from a wide range of organisations in a strategic assessment, to ensure that current issues can be taken into account into the activities undertaken by the CSP.”*
- xxiii) South Lakeland: 2015/16 <http://www.southlakeland.gov.uk/council-business/policies-and-plans/?entryid70=43625> *“Our vision is to keep South Lakeland communities safe, without the fear or threat of crime. Using information from the Cumbria Community Safety Strategic Assessment, the Police and Crime Commissioner's Police and Crime Plan and the latest crime trends and statistics, South Lakeland Community Safety partnership (SLCSP) partners have identified and agreed two key areas of work for 2015/16”*

- xxiv) Charnwood: 2015 <http://www.charnwood.gov.uk/pages/charnwoodcommunitysafetypartners1>
“Each year, the Partnership reviews performance and emerging issues to enable it to set new priorities and target.”
- xxv) Watford: 2014-17 <http://www.watford.gov.uk/ccm/content/ehl/community-safety/community-safety-partnership-plan-2014-17.en;jsessionid=766881CFA41ED90689ADF049E5F7110F>
“The Community Safety Plan briefly outlines the aims of the Community Safety Partnership at a strategic level. It identifies how the priorities set from the strategic assessment will be worked towards over a three year period but refreshed each year and amended if necessary.”
- xxvi) Luton: 2014-17 https://www.luton.gov.uk/Community_and_living/crime-and-community-safety/SoLUTiONs/Pages/soLUTiONs%20Partnership%20Plan.aspx
- xxvii) Blaby: 2014-17 <http://www.blaby.gov.uk/about-the-council/strategies-plans-policies/corporate-plans-and-strategies/community-safety-partnership/>
- xxviii) Warwickshire: <http://safeinwarwickshire.com/key-documents-and-links/>
- xxix) Kent: 2013-16
<http://www.medway.gov.uk/crimenuisanceandsafety/communitysafety/communitysafetypartnership.aspx>