

**Swale Community
Safety Partnership**



Swale Safer and Stronger Communities Plan

2011-14

Final Version: June 2011

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Contacting the CSP

Visit our website for more information on the Partnership, along with updates on our activities and key crime prevention advice – www.swalecsp.co.uk

Alternately please email us at csu@swale.gov.uk or phone 01795 417 193.

Swale Safer and Stronger Communities Plan 2011-14

Introduction

Swale Community Safety Partnership is a statutory body bringing together a number of public sector agencies to tackle crime, disorder, anti-social behaviour, substance misuse and reducing re-offending. These agencies include Swale Borough Council, Kent County Council, Kent Police, Kent Police Authority, Kent Fire and Rescue Service, Kent Probation and Eastern and Coastal Kent Primary Care Trust working closely with the local housing associations such as AmicusHorizon and the voluntary and community sector organisations.

This Plan aims to show how the CSP, also known as the Safer and Stronger Communities Partnership, will continue to create a safer and stronger community over the upcoming years and particular actions that will be taken over the next 12 months. Priority issues have been highlighted and within these a series of priority neighbourhoods for focused activities identified. The importance of the 'Safer' agenda, which is empowering communities to become involved in decision making and service delivery, has also been highlighted.

Strategic Drivers

This last 12 months has presented a large number of challenges to community safety and empowerment work, which will continue into 2012 and beyond, with the main issue being reductions in available funding. The CSP and the agencies that constitute it have experienced in year budget cuts during 2011, with all agencies set to see further large cuts from April 2011. The CSP itself has seen the loss of many funding streams post-April, with its main funding stream seeing a 25% cut.

Simultaneously, the Coalition Government has released significant amounts of new legislation relating to the safer and stronger agenda which are currently making their way through Parliament, all of which will have an effect on Swale CSP over the next few years, for which plans needs to be developed to ensure our compliance. These changes include:

- the introduction of directly elected Police and Crime Commissioners at county level in May 2012;
- changes to licensing legislation including doubling the fine for underage drinking and the introduction of late night levies;
- a new national drugs strategy has been launched with the aim to reduce illicit and other harmful drug use; and to increase the numbers recovering from their dependence;
- details of the Decentralisation and Localism Bill have been released which aims to shift power from Central Government back to local authorities and communities as part of the Big Society agenda. This includes the 'community right to challenge' as well as changes to housing tenancy regulations such as the introduction of fixed terms tenancies; and
- *Breaking the Cycle*, the recent reducing re-offending Green Paper sets out proposals for changes to the criminal justice system including the new approach of payment by results.

Central Government is also looking to drive forward changes to the governance arrangements for CSPs, which will aid in contributing to new, more effective ways of partnership working. A real emphasis is on increased community involvement in local decision making and service delivery. Swale CSP has already recognised the significance of this through the merger of the Safer and Stronger agendas at the Local Strategic Partnership level earlier in the year, ensuring that community safety issues can only be fully resolved with the support of the local community. The CSP also recognises the Government’s plans to create a Big Society, but support needs to continue to be given to support voluntary and community groups to build their capacity and skills to deliver it.

Within Kent the Kent Partnership is changing its structure to become the Kent Forum, along with refreshing its Sustainable Communities Strategy, now focused on three key Ambitions – to grow the economy; to tackle disadvantage; and to put the citizen in control. Swale Local Strategic Partnership will also restructure to fall in line with these ambitions, with the work of the Safer and Stronger Partnership impacting mainly on the latter of these two. Additionally, the County Community Safety Agreement highlights those priorities that Kent considers to be large issues, which include many of those identified by Swale and as such should ensure joint working at all levels.

Within Swale, developments include the Sheerness Gateway, due to open in summer 2011, which will enable more residents to access local services and could be a vital tool for the CSP in achieving its priorities. Kent has also been selected as a pilot area to pool and align community budgets for families with complex needs. Swale has been identified as one of two areas within Kent to be involved with this project, and work is commencing in developing a process for identification of the families and how different working practices can be established.

Due to the reductions in resources, this year will be the first to see the introduction of priority wards. Processes are already in place within each organisation and the Community Safety Unit to deal with business as normal, but with limited staffing and funding any additional resource needs to be focused on the areas and people of greatest need, including repeat victims of crime or ASB.

Summary of progress over the past year

In order to show progress against key priorities for the CSP in 2010/11, a detailed strategic assessment was completed in December 2010. This report reviewed a data from all partner agencies and identified where they have been successes, key concerns, and recommendations for the priorities for the Partnership for the next 12 months. A summary of key statistics is shown in the following table, for the period of the strategic assessment of October 2009 to the end of September 2010 unless otherwise stated.

Category	Result	Change
Violent Crime	↓	Decrease of 103 incidents to 2,071
Criminal Damage	↓	Decrease of 13.8% or 322 incidents
Theft From Motor Vehicle	↓	Decrease of 125 incidents or 17.3%
% Repeat Victims of Domestic Abuse	□	23.1% - 4 th lowest in Kent
Deliberate Fires	↓	Decrease of 50.1% to 263 incidents
First time entrants to youth	↓	Decrease of 7.6% or 19 young

justice system		people (July 2009 – June 2010)
Young People as Offenders	↓	Decrease of 29% (July 2009 – June 2010)
Drug Offences	↓	Decrease of 7.2% or 22 incidents
Theft of Motor Vehicle	↓	Decrease of 21.5% or 79 incidents
All Crime	↓	Decrease of 4.1% or 4 incidents
Public confidence in councils and police dealing with ASB and crime that matters most	↑	Increase of 8.9%
Clients accessing substance misuse services	↑	Increase from 561 in 2007/08 to 631 in 2009/10
Domestic Abuse Incidents	↑	Increase of 71 incidents or 3.7% to 2016
Shoplifting	↑	Increase of 6.5% or 52 incidents to 849
Burglary Dwelling	↑	Increase of 18.5% or 89 incidents
Theft of Metal	↑	Increase of 89.9% or 195 incidents
Theft	↑	Increased by 10.1%
High Perception of ASB as problem in local area	↑	Increase of 3.7% to 9.6%
Burglary Other Than Dwelling	↑	Increase of 5.6% or 42 incidents

A number of activities and projects have been delivered by the CSP in the last year to help achieve these successes which have included:

- introducing a wide range of domestic abuse services including a Swale Independent Domestic Violence Advisor (IDVA), who is a referral point for all agencies; the One Stop Shop, providing victims with access to support services in one location; and the Phoenix Project within schools offering one to one and group support for young people affected by domestic abuse;
- an ASB Delivery Improvement Plan was created for Swale which has included improvements to the CSU ASB Procedures and introduction of a risk assessment process; a series of Operations to tackle ASB in key locations such as Murston and tackling underage drinking across Swale; and an ASB Focus Group to research the truth behind residents perceptions of ASB issues in their area and how the CSP could impact on these;
- the Swale Children's Trust has been put into place, working closely with the CSP to improve outcomes for children and young people, in particular in terms of providing diversionary activities and identifying the needs of young people through outreach work in neighbourhoods;
- operations have also been run in high crime areas to help to reduce crime and prevent further incidents through the provision of advice and equipment, such as light timers and Smartwater in particular to reduce burglary;
- a number of projects have also been piloted to increase engagement with residents and to give them the power to determine the solutions to their issues. The Murston ASB Residents Champions have been trained in how to tackle ASB and have determined and are implementing their own solutions;
- Swale has been selected as a pilot by the Kent Drug and Alcohol Action Team (KDAAT) for a new substance misuse treatment service through KCA, aiming to increase the number of service users who successfully complete treatment.

Additionally, drugs outreach work has been commissioned by the CSU in an area of great need as part of a wider problem solving task and finish group;

- a whole range of new communication methods have been adopted by the CSP to ensure that the community can tell us the issues that matter most to them, and also for the CSP to feedback the work that we have done to resolve these. This has included the creation of the CSP website – www.swalecsp.co.uk – and bespoke leaflets and flyers such as the No Trick No Treat one for use at Halloween, a peak ASB period; and
- the creation of the Stronger Communities Group, aiming to bring partners together to ensure there is a joined up approach to consulting and engaging with local communities.

Priorities for next 12 months

The Priorities for the upcoming 12 months and beyond were selected by the CSP at their Community Safety Strategic Away Day in January 2011, taking into account the findings of the Strategic Assessment, along with the feedback from the community about which issues matter most to them. The communities' views were collated via a questionnaire during September and October 2010, for which over 450 and responses were received.

These priorities are:

- Work to address the needs of vulnerable adults;
- Work to prevent young people from offending or re-offending;
- Reduce incidents of Acquisitive Crime, in particular Burglary and Theft;
- Reduce incidents of ASB and perceptions of ASB; and
- To create Stronger Communities.

Further information on each of these priorities are discussed below, including a detailed description of the issue; what the CSP will do to tackle it; and how success will be measured. A further Action Plan for each priority is also contained as an appendix to this Plan. Many of the activities identified to address each priority will be cross-cutting, impacting on more than one priority area.

At its Strategic Away Day the CSP also determined that, due to resource constraints for the next year at least, priority wards should be selected as focus of the activities identified to address the priority issues for the CSP. These wards were determined as a result of analysis of a range of partnership data. However, general services for the Partnership will continue to be available across all wards in the borough.

The Priority Wards within Swale are:

1. Sheerness East; 2. Murston; 3. Sheerness West;
4. St Michaels; 5. Kemsley*; 6. Milton Regis*

* These two wards scored the same value in the priority ward selection process.

Address the needs of vulnerable adults:

Summary of issue: The definition of a vulnerable adult can be wide ranging, but includes those that have been previous target groups for activities by the CSP including offenders, and those suffering from the consequences of domestic abuse. Vulnerable adults also include those living in the community with learning disabilities and are therefore likely targets for doorstep crime and abuse.

It has been identified that there has been a high increase in the needs of offenders, in particular housing, substance misuse and education/employment/training needs. Without these having been addressed, it is unlikely that an offender can be successfully rehabilitated and therefore ceasing further offending behaviour.

The number of reported incidents of Domestic Abuse has increased, whilst the percentage of repeat victims has decreased. Confidence in local agencies has therefore increased, along with knowledge of support services, with support getting to those victims that need it most. An extensive array of support services have been put into place over the last 18 months, including the introduction of the IDVA, One Stop Shop and Phoenix Project. However, there is a high risk that the reduction in funding will have severe impacts on these services. These support services are in place to not only address the needs of the victims of domestic abuse and their children, but the perpetrators themselves, such as housing and substance misuse needs.

It has also been reported that there has been an increase in the number of adults accessing treatment for alcohol and drug misuse issues in Swale. Of those entering treatment, many have identified a housing or employment/education/training need.

Activities to tackle issue: The CSP, in conjunction with other partnership groups (including the Domestic Violence Forum and other Local Strategic Partnership groups), can not only work to identify these vulnerable adults and direct to suitable services, but work to address their needs which may be in relation to housing, or employment/training or substance misuse. Without addressing these needs, it is unlikely that the crime or ASB that is occurring will cease. The CSP will also need to be an active in delivering the Community Budgeting project, aiming to introduce a new more cost effective way of working with families with complex needs.

Identified activities to be undertaken include:

- participation in Community Budgeting project to tackle families with complex needs;
- refreshed Domestic Abuse Strategy in light of current resource levels, prioritising support services to be delivered and approach to seeking additional funding;
- participate in consultation regarding re-tendering of adult substance misuse services in East Kent to reflect the needs of local community and requirements of the national Drugs Strategy;
- develop delivery plans to support the implementation of the

Swale Substance Misuse Strategy and National Drugs Strategy;

- establish a Task and Finish Group to identify activities to address housing and employment/education/training needs of key groups of vulnerable adults;
- develop a local process to identify vulnerable adults within the community and refer to relevant support services, such as financial support services;
- improve linkage with other partnership groups with shared priorities in relation to vulnerable adults; and
- establish mechanisms to feed community priorities into projects undertaken by unpaid work schemes delivered within Swale.

Performance measures:

- Repeat % Victims of Domestic Abuse
- Number of incidents of Violent Crime
- Number of incidents of Serious Violent Crime

Prevent young people from offending or re-offending:

Summary of issue:

Swale has a low percentage of repeat young offenders compared with the rest of Kent, along with a reduction in the number of offenders. However, a large number of young people reported housing needs, as well as there being a large number of young people reported as not being in education, employment or training (NEET). Youth nuisance and a lack of activities for youths were identified as high community concerns from recent consultation undertaken across the borough. Underage drinking also continues to be an issue.

Activities to tackle issue:

In a similar way to supporting vulnerable adults, young people can only be diverted from offending through addressing their needs which may again be housing, substance misuse and education/training/ employment. Swale CSP will also need to work with other partnership groups including the Swale Children's Trust and NEET steering group to address their needs, along with participating in the Community Budgeting project.

Identified activities to be undertaken include:

- participation in Community Budgeting project to tackle families with complex needs;
- work to continue to support and develop the Swale Mediation Service in relation to establishing a Task and Finish Group to identify and implement activities to address accommodation and education/ employment issues of young people;
- develop delivery plans to support the implementation of the Swale Substance Misuse Strategy and National Drugs Strategy;
- refresh the Domestic Abuse Strategy in light of current resource levels, prioritising support services to be delivered and an approach to seeking additional funding; and
- improve linkage with other partnership groups with shared priorities in relation to young people.

Performance measures: ■ Number of first time entrants into the youth justice system

Reduce incidents of Acquisitive Crime, in particular Burglary and Theft:

Summary of issue: 'All crime' has continued to show a decrease, along with vehicle crime, although burglary and theft have shown increases. Jewellery and electrical items are the main items sought after. Metal is also a target item for theft offences, with great difficulty in identifying property even when recovered.

Activities to tackle issue: A large number of activities have previously been undertaken by the CSP and partners to reduce incidents of crime in key locations, with the CSU mainly involved to offer crime prevention advice to residents. The success of these operations should be built upon as required in the priority neighbourhoods, along with tackling emerging acquisitive crime issues as they occur.

Identified activities to be undertaken include:

- delivery of crime prevention operations to tackle acquisitive crime in priority neighbourhoods;
- develop local plans and events for the Olympic period;
- increase linkage with current Offender Management Unit to tackle offending behaviour of prolific offenders; and
- continue to run and develop the prolific and priority offender (PPO) programme.

Performance measures: ■ Number of incidents of All Crime

- Number of incidents of Burglary Dwelling and Burglary Other than Dwelling
- Number of Theft Incidents
- Number of incidents of Serious Acquisitive Crime

Reduce incidents of ASB and perceptions of ASB:

Summary of issue: ASB can be classed as a whole range of behaviours and actions impacting adversely on another individual's life, although within Swale, the greatest number of ASB incidents reported is in relation to neighbour noise or disputes. ASB may be caused by only one or two individuals, but can impact on a whole community. It is only through addressing the behaviour of individual perpetrators and their needs, or changing activities/services or the community environment, that the ASB can be reduced or eliminated.

Incidents of ASB are reported to a number of agencies – Kent Police, Swale Borough Council and AmicusHorizon. Calls to Kent Police have shown a reduction in ASB over the past 12 months. Kent Police also collate information in relation to the communities' perception of ASB in the community, which has shown that the residents of Swale do perceive ASB as being high and that this perception is worsening. Further focus group research identified that this was not due to hearsay but to actual incidents, which may suggest a lack of reporting in certain areas.

Activities to The Community Safety Unit is in place to coordinate partnership

tackle issue: activity to tackle ASB, including addressing area-based problems and the behaviour of perpetrators. The CSU has its own strict ASB procedures, dealing with higher risk victims and repeat business, including daily case management and Task and Finish Groups, as identified through the regular tasking and coordinating groups.

Identified activities to be undertaken include:

- review CSU ASB Procedures as a result of Governmental changes to ASB Legislation and changing resource availability, including training as appropriate;
- continuation of partnership response to ASB, including tailored support packages to repeat perpetrators and high risk victims; coordination of Task and Finish Groups; coordination of ASB Patrol Car; and regular tasking and coordination meetings;
- delivery of the mobile CCTV camera system Hawkeye, including relevant review of procedures;
- participation in Community Budgeting project to tackle families with complex needs; and
- support and develop Swale Mediation Service as a vehicle to resolve individuals and community ASB issues.

Performance measures:

- Total number of ASB incidents
- ASB Victim Satisfaction levels

Creating Stronger Communities:

Summary of issue: The CSP has been in place for over ten years, and working alongside it has been a series of activities by partner agencies to better engage communities, initially in identifying their issues or service requirements, and then in actually delivering the solutions.

In 2010/11 an increased linkage between this 'Stronger' agenda, and community safety was created through the establishment of the Safer and Stronger LSP Group. This Group has been responsible for, amongst other things, implementing the Swale Community Empowerment Plan, developed as a result of a peer review by the IDeA. A series of projects have been delivered aiming to empower local communities and the voluntary and community sector as a result of this, enabling them to take responsibility for dealing with their own issues, influence local decisions and deliver local services. Additionally progress has been made in linking partner organisations' community development activities to ensure joint messages are issues and that a better response for communities is achieved.

The voluntary and community sector is an excellent vehicle to deliver local services, including those in relation to community safety, along with encouraging residents to undertake services and activities for themselves. However, they need to be supported and their capacity built in order to do this fully. Additionally there could be improvement to their collation of data to show their impact.

Activities to tackle issue: A series of pilot projects have been run in the last 12 months linking the safer and stronger agendas including the Murston ASB Residents Champions, the Vicarage Road Neighbourhood

Agreement and Ward Walks. A Community Empowerment Plan has also now been in place for 12 months and should be reviewed and developed to take forward this priority and to continue and extend the pilot projects.

Identified activities to be undertaken include:

- continuation of pilot Neighbourhood Agreement, including its evaluation and possible extension to other priority wards;
- continue support to Murston ASB Residents Champions, including its evaluation and possible extension to other priority wards;
- develop local plans and events for the Olympic period;
- develop and build the capacity of the voluntary and community sector to enable them to deliver the Big Society, in particular in to enable them to provide community services;
- develop local partnership Ward Profiles, to inform the most suitable way in which to engage with target communities;
- implement recommendations arising from the Local Engagement Forum Review, including increased linkage and feedback mechanisms between partners engagement mechanisms; and
- continue to work to link organisations' community development activities at all levels.

Performance measures:

- Number of volunteers to support service delivery by VCS organisations
- Swale Community Empowerment Network (SCEN) Yearly Satisfaction Survey
- Increase membership of SCEN
- Participation by adults and young people in consultation and engagement activities across Safer and Stronger theme

*All measures to have their baselines set during 2011/12

Another key issue identified within the Strategic Assessment was that of Road Safety across the borough. Although the number of people killed or seriously injured in traffic collisions over the last number of years has significantly reduced, it remains a high priority for the County and partners such as Kent Fire and Rescue Service. This issue will not be an outright priority for the CSP, but resources will be committed by partners as identified through the monthly Partnership Tasking and Coordinating Group.

In addition to the activities identified above to tackle the CSP's priorities, a series of workstreams will need to be implemented to ensure the CSP is fit for purpose as a result of changing governance and other legislative requirements, such as the introduction of the Police and Crime Commissioner. These activities have also been identified within the Action Plan.

Action Plan 2011/12

No.	Action	Priority Addressed	Key Milestones	Timescales	Lead Agency	Resource Requirements
1	Participation in Community Budgeting project to tackle families with complex needs	Address the needs of vulnerable adults; Prevent young people from offending or re-offending; Reduce incidents of ASB and perceptions of ASB	Final confirmation of families	End April	Kent County Council	Existing budgets
			Project roll-out starts	End May		
			Evaluation report completed	November		
2	Refresh Domestic Abuse Strategy in light of current resource levels, prioritising support services to be delivered and approach to seeking additional funding.	Address the needs of vulnerable adults; Prevent young people from offending or re-offending; Create a Stronger Community	Develop draft version of strategy and action plan	End April	Swale DV Forum	Will be highlighted within action plan
			Consultation with key partners	May		
			Implementation of activities	End March		
3	Participate in consultation regarding re-tendering of adult substance misuse services in East Kent to reflect the needs of local community and requirements of the national Drugs Strategy.	Address the needs of vulnerable adults	Preparation of consultation response	November	KDAAT	Existing budgets
			Contract awarded	January		
			Start of new contract	End March		
4	Establish mechanisms to feed community priorities into unpaid work schemes delivered within Swale.	Address the needs of vulnerable adults	Develop procedure to collate community nominations and refer to appropriate scheme	June	Swale CSU	Officer Time
			Evaluation report completed	January		
5	Develop delivery plans to support the implementation of the Swale Substance Misuse	Address the needs of vulnerable adults; Prevent young people from	Formation of Working Group	May	Substance Misuse Group	Will be highlighted within delivery plans
			Draft Plans developed	End May		
			Sign-off of plans	June		

No.	Action	Priority Addressed	Key Milestones	Timescales	Lead Agency	Resource Requirements
	Strategy and National Drugs Strategy	offending or re-offending	Implementation of activities	End March		
6	Establish a Task and Finish Group to identify activities to address housing and employment/education/training needs of key groups of vulnerable adults and young people	Address the needs of vulnerable adults; Prevent young people from offending or re-offending	Formation of Working Group and Project Plans	End May	Swale CSU	Projects identified may require funding
			Implementation of projects	End March		
7	Develop process to identify vulnerable adults within the community, assess their needs and refer to relevant support services	Address the needs of vulnerable adults; Create a Stronger Community	Training exercise for front line officers	September	Swale CSU	Existing budgets
8	Increase linkage with current Offender Management Unit to tackle offending behaviour of prolific offenders	Address the needs of vulnerable adults; Reduce incidents of Acquisitive crime;	Explore merger of OMU and CSU	End June	Kent Police	Existing budgets
			Review the PPO scheme	End June		
			Implementation of improvements to PPO scheme	End September		
9	Work to continue to support and develop the Swale Mediation Service	Prevent young people from offending or re-offending; Reduce incidents of ASB and perceptions of ASB	Create development plan for service	End April	Swale Borough Council	Officer Time
			Quarterly support meetings	Quarterly		
			Production of monthly performance reports	Monthly		
			Implementation of of development activities	End March		
10	Delivery of the mobile CCTV camera system	Reduce incidents of Acquisitive crime;	Start of new contract	May	Swale CSU	Existing budgets
			Revision of procedures	May		

No.	Action	Priority Addressed	Key Milestones	Timescales	Lead Agency	Resource Requirements
	Hawkeye	Reduce incidents of ASB and perceptions of ASB;	Yearly evaluation of scheme	January		
11	Delivery of crime prevention operations to tackle acquisitive crime in priority neighbourhoods	Reduce incidents of Acquisitive crime	As required	Year Round	Swale CSU	To be identified per operations
12	Develop local plans and events for the Olympic period	Reduce incidents of Acquisitive crime; Create a Stronger Community	Develop crime reduction plans for Olympic Period	End March	Kent Police	Officer Time
			Plan for 'Inspire' event during Olympic period	End March	Kent Police	Existing budgets
			Provide support for community groups wishing to organise events	End March	Swale Borough Council	Officer Time
13	Review CSU ASB Procedures as a result of Governmental changes to ASB Legislation and changing resource availability	Reduce incidents of ASB and perceptions of ASB	Review of current procedures	May	Swale CSU	Officer Time
			Participation in consultation on ASB Legislation	May		
			Training on amended procedures/ legislation	September		
			Introduction of new Legislation	March		
14	Continuation of partnership response to ASB, including tailored support packages to repeat perpetrators/locations and high risk victims	Reduce incidents of ASB and perceptions of ASB	Develop a suite of packages to support repeat victims of ASB	September	Swale CSU	To be identified per project
			Coordination of Task and Finish Groups	As required		
			Coordination of ASB Task Vehicle	Weekly		
			Continuation of Partnership Tasking Meetings	Weekly/Monthly		
15	Continuation of pilot	Reduce incidents of	Support residents in developing	December	Swale CSU	Existing

No.	Action	Priority Addressed	Key Milestones	Timescales	Lead Agency	Resource Requirements
	Neighbourhood Agreement in Milton Regis	ASB and perceptions of ASB; Create a Stronger Community;	and implementing a neighbourhood action plan			budgets
			Undertake activities to increase community engagement	September		
			Signing of Neighbourhood Agreement	December		
			Evaluation of project	January		
16	Continue support to Murston ASB Residents Champions	Create a Stronger Community; Reduce incidents of ASB and perceptions of ASB	Develop residents action plan for 2011	May	Swale CSU	Funding to be sought as required
			Installation of play equipment	August		
			Implementation of community projects	March		
			Evaluation of project to date	September		
			Research into wider rollout	December		
17	Delivery of Ward Walks in priority neighbourhoods	Create a Stronger Community; Reduce incidents of ASB and perceptions of ASB	Linkage of Ward Walks to LEFs	June 2011	Swale Borough Council	Officer Time
			Delivery of ward walks	March		
			Review of ward walks	December		
18	To develop local partnership Ward Profiles, to inform the most suitable way in which to engage with target communities.	Create a Stronger Community	Scope of content for inclusion	June	Stronger Communities Group	Officer Time
			Creation of profiles	September		
			Develop neighbourhood plans for priority wards	October		
			Implementation of activities to increase engagement, utilising profiles	March		
19	Improve coordination and communication within and between agencies of	Create a Stronger Community	Develop effective communication methods for engaging/updating Councillors	July	Stronger Communities Group	Publicity material will require cost.

No.	Action	Priority Addressed	Key Milestones	Timescales	Lead Agency	Resource Requirements
	community events/issues		Develop effective feedback mechanisms to communities following engagement events	September		Officer Time
			Continuation of ward and engagement event diaries	End March		
			Develop joint consultation mechanisms	September		
			Create mechanisms to share best practice between agencies	July		
20	Develop and build the capacity of the voluntary and community sector	Create a Stronger Community	Implementation of voluntary and community sector strategy	End March	Swale Borough Council	Officer Time
21	Increase involvement of local community in local decision making	Create a Stronger Community	Implementation of LEF review recommendations	September	Swale Borough Council	Officer Time
			Continued operation of the SCEN	End March		
			Continuation of the Community Development Network	End March		
			Continuation of parish planning support	December		
22	Improve linkage with other partnership groups with shared priorities in relation to the safer and stronger agenda	All Priorities	Participate in consultation on restructure of LSP to Locality Board and linkage to S&S Group	September	CSP Executive	Officer Time
			Investigate possibility of domestic abuse steering group	September		
			Investigate possibility of joint meetings between related Partnership Groups	September		
			Investigate possibility of updates from related Partnership Groups	September		

No.	Action	Priority Addressed	Key Milestones	Timescales	Lead Agency	Resource Requirements
			as Standing Items on agendas			
			Improve linkage between Stronger Group and other LSP Thematic Partnerships.	September		
23	Review and update existing local information sharing procedures	All Priorities	Circulation of revised Information Exchange Protocol	May	CSP Executive	Officer Time
			Update current Designated Officers	May		
			Training of revised protocol	September		
22	Implementation of CSP Regulation Amendments	All Priorities	Implementation of requirements as needed	December	CSP Executive	Officer Time
23	Implementation of requirements of Policing Reform and Social Responsibility Bill	All Priorities	Implementation of requirements as needed	December	CSP Executive	Officer Time
24	Delivery of road safety initiatives to increase road safety awareness to all users	Address Road Safety	Delivery of a range of road safety initiatives aimed at drivers & their passengers & powered two wheeler riders	February	KFRS	Publicity materials; officer time
			Delivery of two road safety initiatives per year, aimed particularly at young people in the night time economy	February	KFRS	
			Promotion of safe use of children's car seats/use of seat belts	October	Swale LCTB	

Priority Ward Action Plan – 2011/12

Ward	Priorities				
	Vulnerable Adults	Young People	Acquisitive Crime	ASB	Stronger Communities
Sheerness East	✓	✓	✓	✓	✓
Murston	✓	✗	✓	✓	✓
Sheerness West	✓	✓	✓	✓	✓
St Michaels	✓	✗	✓	✗	✓
Kemsley	✗	✓	✗	✓	✓
Milton Regis	✗	✓	✗	✗	✓

NB: the priorities for action within the priority wards has been selected based upon that ward being within top five worst performing for those priorities.

Target Selection Process 2011/12

The table below identifies the key performance indicators which will be monitored by the CSP to assess its performance against this overall Safer and Stronger Communities Plan. Additionally, a number of diagnostic indicators will be monitored which will aid in the rectification of any under performance against key targets that have been set.

Priority	Performance Indicator	2010/11			2011/12			2012/13		2013/14	
		Baseline for 2010/11	Target (2010/11)	Met?	Baseline 2011/12 target	Target (2011/12)	Comment	Target (12/13)	Comment	Target (13/14)	Comment
Work to address the needs of vulnerable adults;	Number of incidents of Serious Violent Crime	0.5 per 1,000 pop (Apr-Mar 2010)	0.5 per 1,000 pop	✓	0.4 (Apr-Mar 2011)	0.4 per 1,000 pop	Maintenance target set as top quartile position already achieved	0.4 per 1000 pop	Maintenance target set as top quartile position already achieved	0.4 per 1000 pop	Maintenance target set as top quartile position already achieved
	Number of incidents of Violent Crime	16.2 per 1,000 pop (Apr-Mar 2010)	14.7 per 1,000 pop	✓	14.4 (Apr-Mar 2011)	12.1 per 1,000 pop	Achieve top quartile position within MSG based upon 2010/11 data	12.1 per 1000 pop	Maintenance target set as top quartile position to be achieved by 11/12	12.1 per 1000 pop	Maintenance target set as top quartile position to be achieved by 11/12
	Repeat % Victims of Domestic Abuse	24.1% (Apr-Mar 2010)	24%	✓	24% (Apr-Mar 2011)	23.50%	Achieve top quartile position within Kent based upon 2010/11 data	23.50%	Maintenance target set as top quartile position to be achieved by 11/12	23.50%	Maintenance target set as top quartile position to be achieved by 11/12
Reduce incidents of Acquisitive Crime, in particular Burglary and Theft;	Number of incidents of All Crime	72.7 per 1,000 pop (Apr-Mar 2010)	66.9 per 1,000 pop	✗	69.5 (Apr-Mar 2011)	67.8 per 1,000 pop	Achieve AVERAGE position within MSG based upon 2010/11 data	62.3 per 1000 pop	Achieve top quartile position within MSG by 13/14	56.9 per 1000 pop	Achieve top quartile position within MSG by 13/14
	Number of incidents of Burglary Dwelling	10.1 per 1,000 household (Apr-Mar 2010)	9.8 per 1,000 households	✓	8.3 (Apr-Mar 2011)	6.5 per 1,000 households	Achieve top quartile position within MSG based upon 2010/11 data	6.5 per 1000 households	Maintenance target set as top quartile position to be achieved by 11/12	6.5 per 1000 households	Maintenance target set as top quartile position to be achieved by 11/12

	Number of incidents of Burglary Other than Dwelling	N/A	N/A	N/A	5.8 per 1,000 household (Apr-Mar 2011)	4.0 per 1,000 households	Achieve top quartile position within MSG based upon 2010/11 data	4.0 per 1000 households	Maintenance target set as top quartile position to be achieved by 11/12	4.0 per 1000 households	Maintenance target set as top quartile position to be achieved by 11/12
	Number of Theft and Handling of Stolen Goods Incidents	N/A	N/A	N/A	19.6 per 1,000 pop (Apr-Mar 2011)	16.6 per 1,000 population	Achieve AVERAGE position within MSG based upon 2010/11 data	13.7 per 1000 pop	Achieve top quartile position within MSG by 12/13	13.7 per 1000 pop	Maintenance target set as top quartile position to be achieved by 12/13
	Number of incidents of Serious Acquisitive Crime	11.8 per 1,000 pop (Apr-Mar 2010)	10.9 per 1,000 pop	✓	10.0 (Apr-Mar 2011)	8.2 per 1,000 pop	Achieve top quartile position within MSG based upon 2010/11 data	8.2 per 1000 pop	Maintenance target set as top quartile position to be achieved by 11/12	8.2 per 1000 pop	Maintenance target set as top quartile position to be achieved by 11/12
Work to prevent young people from offending or re-offending;	Number of first time entrants into the youth justice system	N/A	233	u/a	238 (Apr-Mar 2010)	Awaiting Information	TBC	TBC	TBC	TBC	TBC
Reduce incidents of ASB	Total number of ASB Incidents	N/A	N/A	N/A	N/A	N/A	Baseline Setting Year 2011/12 - ASB Codes changed in March 2011	To be set - March 2012	To be set - March 2012	To be set - March 2012	To be set - March 2012
	ASB Victim Satisfaction Levels	N/A	N/A	N/A	N/A	N/A	Baseline Setting Year 2011/12	To be set - March 2012	To be set - March 2012	To be set - March 2012	To be set - March 2012

To create Stronger Communities.	Number of volunteers and volunteer hours to support service delivery by VCS organisations	N/A	N/A	N/A	N/A	N/A	Baseline Setting Year 2011/12	To be set - March 2012	To be set - March 2012
	SCEN Yearly Satisfaction Survey	N/A	N/A	N/A	N/A	N/A	Baseline Setting Year 2011/12	To be set - March 2012	To be set - March 2012
	Increase membership of SCEN	N/A	N/A	N/A	N/A	N/A	Baseline Setting Year 2011/12	To be set - March 2012	To be set - March 2012
	Participation by adults and young people in consultation and engagement activities across Safer and Stronger theme	N/A	N/A	N/A	N/A	N/A	Baseline Setting Year 2011/12	To be set - March 2012	To be set - March 2012

Diagnostic Measures:

Number of Drug Offences	Number of CAF referrals
Number of clients accessing structured substance misuse services	Number of permanent exclusions
Homelessness Applications received	Number of fixed-term exclusions
% Offenders with accommodation needs in Swale	Number of young people not in education, employment or training (NEET)
% Offenders with education/employment needs in Swale	Total number of ASB incidents reported to Swale Borough Council
% Offenders with substance misuse needs in Swale	Total number of ASB incidents reported to AmicusHorizon
Number of homeless enquiries of those aged 16-24	Number of noise, graffiti and flytipping incidents

Risk Assessment 2011-12

Risk Ref	Risk	Score	Implications	Controls	Risk Owners	Score Post controls	Risk Mitigated
1.0	Olympics 2012 – Crime Increase	5*3= 15	Based upon findings from other Olympic games, crime increases as a result of increased visitors such as theft, along with fraud and ASB.	Local plans to be developed, to be implemented as required, to limit the impact of increased visitors on crime and safety in Swale.	Kent Police	5*2= 10	Minimised
2.0	Economic Climate – Crime Increase	5*3= 15	Acquisitive crime including burglary and theft continue to be high – theft of metal and petrol increased greatly and set to continue. Debt issues hidden, but anticipate being high and loan sharking prevailing.	Acquisitive crime prevention operations as required. Identification of vulnerable adults in community and service support packages as needed – financial support etc.	Kent Police	5*2= 10	Minimised
3.0	External Grant Funding – short term availability	5*3= 15	Sustainability of services/staffing in CSU and DV Forum; community tensions as a result of (potential) loss of services	Funding for posts and priority services to be sought from variety of sources on a longer term basis. Staff and services supported by partnership funding to be kept aware of situation Prioritisation of services/posts to be undertaken	CSP Executive Group	5*2= 10	Minimised

Risk Ref	Risk	Score	Implications	Controls	Risk Owners	Score Post controls	Risk Mitigated
4.0	In year funding cuts – external grant or partner agencies	4*3= 12	Sustainability of services/ staffing; community tensions; delivery of CSP Plan.	Staff and services supported by partnership funding to be kept aware of situation Prioritisation of services/ posts to be undertaken	CSP Executive Group	4*2= 8	Minimised
5.0	Elections – Change in priority services	3*3= 9	Change in councillors may result in a change in corporate priorities for SBC and the removal of the Safer and Stronger Communities.	Keep Councillors aware of importance of addressing these issues and the work of the CSP and Stronger Groups.	Swale Borough Council	2*2= 4	Yes
6.0	Big Society - Capacity Issues	3*3= 9	Voluntary and community sector under skilled to deliver local community services	Capacity building exercises to be undertaken	Stronger Communities Group	2*2= 4	Minimised
7.0	CSP Governance Changes	4*3= 12	Removal of specific requirements for structures or activities for the CSP	Assessment undertaken locally as to whether removal of statutory requirements should remain locally	CSP Executive Group	3*2= 6	Yes

Priority Ward Selection Matrix 2011-12

Priority	Indicator	Source	Data Period	Abbey	Borden	Boughton and Courtenay	Chalkwell	Davington Priory	East Downs	Grove	Hartlip, Newington and Upchurch	Isade and Lower Halstow	Kensley	Leysdown and Warden	Milton Regis	Minster Cliffs	Murston	Queenborough and Halfway	Roman	Sheerness East	Sheerness West	Sheppey Central	St. Ann's	St. Michaels	Teynham and Lynsted	Wating	West Downs	Woodstock
Needs of vulnerable adults	Violence Against the Person	Kent Police	Oct 09 - Sept 10	12	24	19	11	20	23	13	18	22	10	14	5	8	4	7	9	3	2	6	15	1	16	17	25	21
	Serious Violent Crime	Kent Police	Oct 09 - Sept 10	7	8	7	8	8	8	6	7	7	5	6	4	5	7	5	5	5	1	2	5	3	6	7	8	6
	Repeat Victims of Domestic Abuse (%)	Kent Police	Oct 09 - Sept 10	13	20	17	12	21	25	16	22	8	10	19	4	3	7	15	18	5	9	14	6	2	24	11	23	1
	Domestic Abuse Incidents	Kent Police	Oct 09 - Sept 10	13	24	21	12	14	23	7	17	22	6	16	9	10	3	5	11	1	2	4	15	8	20	18	25	19
	Repeat Victims of Domestic Abuse (Number)	Kent Police	Oct 09 - Sept 10	13	24	21	11	18	23	9	20	19	7	17	8	10	3	5	12	1	2	4	24	6	22	16	25	15
	Drug Offences	Kent Police	Oct 09 - Sept 10	8	15	14	10	15	16	12	14	13	7	11	9	7	4	4	6	1	2	5	8	3	14	15	16	16
	Clients with learning disabilities	Kent Adult Social Services	As at 25/02/11	11	20	17	11	6	16	10	14	17	18	15	16	4	9	8	4	2	7	5	13	1	3	12	19	12
	Total Rate of unemployment	SBC	Dec-10	8	18	17	9	4	15	10	16	14	5	3	6	12	3	7	9	1	2	11	13	8	11	12	20	19
	Prevent young people from re/offending	Number of Young Offenders (10-17)	YOS	Jun-Jul 10	14	13	13	8	12	14	6	15	15	5	11	2	5	5	4	7	3	1	3	9	10	14	7	16
Young Offender Crime (10-19)		Kent Police	Oct - Sept 10	11	21	21	7	16	23	13	19	18	12	17	4	8	5	10	9	2	3	6	15	1	14	15	22	20
Children in Need numbers		Children's Social Services	As of 31/01/11	13	20	17	10	10	15	1	15	18	6	13	4	9	5	7	11	2	3	5	14	12	14	8	19	16
Social Care Referrals		Children's Social Services	1/1/10 - 31/01/11	14	25	22	8	13	23	5	19	16	4	17	10	12	3	6	9	1	2	7	20	15	18	11	24	21
Number of CAF assessments		CFE	Oct-Sept 10	3	8	8	3	5	7	5	4	5	2	7	3	9	2	5	3	3	2	5	6	7	1	6	2	7
Number of permanent exclusions		CFE	2009/10	4	4	3	4	4	4	1	4	3	3	4	3	2	3	4	3	2	3	3	3	4	4	3	4	3
Number of Fixed term exclusions		CFE	2009/10	12	15	19	9	12	16	3	17	13	3	9	1	6	7	2	5	3	4	4	9	11	10	12	18	14
Number of Looked After Children		CFE	As of 31/01/11	10	8	10	8	10	10	8	10	9	1	10	5	5	5	3	4	5	7	2	9	10	10	4	10	10
Number of First Time Entrants into Youth Justice		YOS	Jul-Jun 10	10	10	9	7	9	9	4	11	11	2	9	1	3	4	5	6	3	1	3	7	8	12	7	13	8

