

**Swale Community
Safety Partnership**



Swale Community Safety Plan 2014-17

DRAFT February 2014

Sign-Off Date:

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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 reduction advice – www.swalecsp.co.uk

Alternately please email us at csu@swale.gov.uk or phone 01795 417193.

Swale Community Safety Plan 2014-17

1. Introduction

- 1.1 The Swale Community Safety Plan is a rolling three year document, which highlights how the Community Safety Partnership (CSP) plans to tackle community safety issues that matter to the local community. This plan is revised on an annual basis, 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.

2. Background

- 2.1 Swale CSP 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 Fire and Rescue Service, Kent Probation and Clinical Commissioning Groups working closely with the local housing associations such as AmicusHorizon, voluntary and community sector organisations, HM Prison Service and HM Court Service.
- 2.2 From April 2014 Kent Probation Trust will cease to exist and the responsibilities will be split between the National Probation Service (NPS) and the Kent, Surrey and Sussex Community Rehabilitation Company (CRC). NPS will remain the statutory partner but duties will be discharged through the contract of the CRCs to engage with CSPs.
- 2.3 Additionally the CSP will need to cooperate with the Police and Crime Commissioner.

3. Strategic Drivers

3.1 Key strategic drivers have been identified which will impact on the work of the CSP over the next 12 months include the following.

- (i) **Engagement with Police and Crime Commissioner (PCC):** The PCC continues to work closely with district CSPs and has recently refreshed the Police and Crime Plan. The priorities in the refreshed plan are:
- cut crime and catch criminals;
 - ensure visible community policing is at the heart of policing in Kent Police;
 - prevent crime, anti-social behaviour and reduce repeat victimisation and offending;
 - put victims and witnesses at the heart of processes;
 - protect the public from serious harm;
 - deliver value for money; and
 - meet national commitments for policing

Although the PCC is not a responsible authority on the CSP, there is a duty to co-operate to ensure effective joint working to address the common priorities. The PCC has also agreed the provision of the Community Safety Grant for the upcoming financial year but the CSP will need to continue to promote its services and achievements.

- (ii) **Welfare Reform:** A number of changes have already been introduced as part of welfare reform, with the introduction of universal credit still to be introduced in Swale. The scale of the impact of these changes is not yet known, but is likely to see an increase in homelessness (particularly of younger males); overcrowding and associated ASB; increase in Houses of Multiple Occupancies (HMOs) with associated increase in ASB if within a similar location; and possibly a migration of people into the borough
- (iii) **Troubled Families Programme:** The Troubled Families local delivery mechanism has now been created and agreed by partners, with engagement with families commenced. Partners are very supportive of this programme and new way of working, but there could be a resource pressure on those partners that have the best relationships with the target families, which are often schools or housing officers. As more families are engaged as part of the programme, further resource pressures may arise. Information sharing between partners is also positive to date, however there are operational issues that still require action to resolve to ensure the programme works properly.
- (iv) **Emerging communities:** As a result of migration into the borough over the past number of years, the community make-up of Swale has changed and is likely to continue changing following potential further migration as welfare reform continues to be introduced. This could result in a change in service need by local residents and also create community cohesion issues. Additionally through the placement of out of county looked after children in the borough, in particular from London, could lead to issues of gang culture or sexual exploitation which would need to be monitored.
- (v) **Clinical Commissioning Groups and Health Reform:** Clinical Commissioning Groups (CCGs) became responsible authorities on Community Safety Partnerships from April 2013, replacing Primary Care Trusts. Additionally many public health functions transferred to Kent County

Council, on top of the substance misuse support services that they already manage. A relationship needs to be established with both the CCGs covering Swale in order to influence commissioning decisions, along with the public health function of KCC, which is where the most interaction is likely to be needed.

- (vi) **Transforming Rehabilitation:** From April 2014 Kent Probation Trust will cease to exist with offender management responsibilities split between the National Probation Services (NPS) and Community Rehabilitation Companies (CRC). A relationship needs to be established with both the NPS and CRC to ensure the effective working continues and all partners are aware of the different functions performed by each service.

4. Summary of Progress

- 4.1 A Strategic Assessment is compiled annually to show progress for the CSP against its current priorities, identify emerging issues, and recommend priorities for the next 12 months. A summary of key trends are shown in table 1.

Table 1: Summary of progress of 2013/14 Community Safety Plan

Category	Oct - Sept 13	Volume Change	% Change	Per 1000 Pop (current period)	Most Similar Group/County Position (current Period per 1000)
Priority 1 – Violence Against Women and Girls					
Domestic Abuse - No. of incidents	1958	-65	-3.3	14.21	8th (Kent)
Domestic Abuse - No. of repeat victims	485	26	5.7	3.52	9th (Kent)
Domestic Abuse - % of repeat victims	24.7%	n/a	2.2	n/a	10th (Kent)
Priority 2 - Crime					
Burglary Dwelling	495	56	13	8.91	11th (MSG)
Burglary Other Than Dwelling	844	10	15	6.19	11th (MSG)
Shoplifting	825	111	16	6.05	10th (MSG)
Theft - Vehicle Offences	946	135	17	6.94	8th (MSG)
Theft from the person	39	-8	-17	0.29	1st (MSG)
Criminal Damage	1549	-42	-3	11.36	12th (MSG)
All crime	8588	533	7	62.99	9th (MSG)
Priority 3 – Anti-social Behaviour					
Total ASB (Kent Police)	4303	-633	-14.7	31.25	8th (Kent)
% people saying vandalism, graffiti or damage is a big problem in their area	11.9% (12/13)	n/a	1.90%	n/a	9th (Kent)
% people saying rubbish or litter is a big problem in their local area	21.1% (12/13)	n/a	-2.30%	n/a	9th (Kent)
% people saying flytipping is a big problem in their local area	7.1% (12/13)	n/a	-4.90%	n/a	4th (Kent)
% Victims Overall ASB Satisfaction	81.10%	n/a	-7.80%	n/a	5th (Kent)
Total Deliberate Fires	176 (Apr-Oct 13)	36	25.70 %	n/a	12th (Kent) (Apr-Mar 13)
Environmental ASB (includes graffiti, flytipping, littering and dog fouling)	3047	815	36.50 %	n/a	u/a
Noise Incidents (Amplified noise and behavioural noise, including out of hours)	490	-58	10.60 %	n/a	u/a
Flytipping (Clean Kent)	1925 (12/13)	868	82.12	n/a	12th (Kent)
ASB - Amicus	691	u/a	u/a	u/a	u/a
Actual Re-Offending Rate	9.21% (Oct-Sept 12)	n/a	-0.48	n/a	6th (Kent)
Number of Adult Offenders (Kent Probation)	370 (period ending Jun 13)	u/a	u/a	n/a	8th (Kent)
Drug Offences	262	23	10	1.92	3rd (MSG)
% people saying people drunk or rowdy is big problem in their local area (KCVS)	7.0% (12/13)	n/a	-4.70%	n/a	3rd (Kent)
% people saying people using/dealing drugs in a big problem in their local area (KCVS)	7.1% (12/13)	n/a	9.3	n/a	7th (Kent)

Category	Oct - Sept 13	Volume Change	% Change	Per 1000 Pop (current period)	Most Similar Group/County Position (current Period per 1000)
Permanent School Exclusions	33 (Jul-Jun13)	-2	-5.71	u/a	12th (Kent)
Fixed Term School Exclusions	1019 (Jul-Jun13)	-220	-17.76	u/a	9th (Kent)
Number of Young Offenders (aged 10-17)	144 (Jul-Jun13)	-61	-29.76	n/a	10th (Kent)
Young Offenders as % of 10-17 population	1% (Jul-Jun13)	n/a	-0.40	n/a	7th (Kent)
First Time Entrants to Youth Justice System	46 (Jul12-Mar 13)	u/a	u/a	u/a	4th (Kent)
Not in Education Training or Employment (NEET) (as % 16-18)	8.21% (Aug 13)	n/a	0.38	n/a	11th (Kent)
Referrals to Specialist Children's Services	1548 (Apr-Mar 13)	-223	-12.59	n/a	11th (Kent)
Looked after children	131 (at Mar 13)	10	8.26	n/a	11th (Kent)
Completed Common Assessment Frameworks (CAFs)	267 (2012/13)	28	11.72	n/a	12th (Kent)
Proportion of people who consider ASB to be a fairly or large problem (LAPS)	16% (Oct 13)	n/a	1%	n/a	n/a
Proportion of people who have given unpaid help to a club, society or organisation at least once a month in past year (LAPS)	21% (Oct 13)	n/a	3%	n/a	n/a
Road Traffic Collisions - All casualties	443 (12/13)	-61	-12.1	u/a	6th (Kent)
Road Traffic Collisions - Casualties Under 16	45 (12/13)	-13	-22.4	u/a	10th (Kent)
Road Traffic Collisions - Killed or Seriously Injured	39 (12/13)	-12	-23.5	u/a	6th (Kent)
Road Traffic Collisions - Killed or Seriously Injured Under 16	6 (12/13)	2	50%	u/a	10th (Kent)
Sexual Offences	155	41	3.2	1.14	11th (MSG)
Violence Against The Person	1668	160	11	12.24	13th (MSG)
Robbery	67	-2	-3	0.49	10th (MSG)

1st in Kent is best performing out of 12. 1st in Most Similar Group is best out of 15.

4.2 Key activities delivered by the CSP in the past 12 months have included the following:

- Violence Against Women and Girls Group: A strategic multi-agency group has been formed to ensure better communication of local services; identification of gaps in service; and to prioritise the development of additional services. The first meeting was held in September, with a number of areas of work identified including improvements to the One Stop Shop, increased coordination of Sanctuary schemes and local mapping.
- Freedom Programme: SATEDA have secured funding to recommence delivery of the Freedom Programme in Sittingbourne and Sheppey. This programme is suitable for standard risk victims and provides an additional layer of support that has been missing for 2 years.

- IDVA Contract: A countywide contract for the delivery of IDVA services was commissioned from April 2013 for which the Kent Domestic Abuse Consortium was the successful provider. This contract ensures a consistent level of support is in place across Kent for the highest risk domestic abuse victims, with potential funding secured for 3 years.
- Predictive Policing: Predictive Policing (or PredPol) has been introduced to utilise crime data to target Police resources to give them the best chance to prevent crime. Within Swale this approach has been developed to utilise partnership resources such as KCC Wardens and KFRS and expanding its scope to also include ASB.
- CSU Campaigns: The CSU has continued to deliver crime reduction campaigns aiming to reduce burglary dwelling through provision of Smartwater, timer switches and creeper break campaigns. Shed Alarms have also been provided, along with caravan break in campaigns, aiming to reduce burglary other than dwelling. There has been a change of focus on these campaigns this year, focusing on existing victims to reduce repeat victimisation, rather than directing advice at a general area. Operation Nonagon has also been run in the rural areas of the borough, in partnership with neighbourhood districts to tackle crimes such as burglary other than dwelling.
- Offender Management: The Integrated Offender Management (IOM) approach, along with Deter Young Offenders (DYO) programmes continue to run in Swale, focusing partnership resource on the most prolific offenders.
- SwaleSafe: Continues to operate as the Business Crime Reduction Partnership within Swale, linking CCTV and the Police with local retailers across the borough. Partnership contributions have enabled the service to continue to operate and also start to upgrade to a digital system which will involve clearer transmissions over a wider footprint, voice recording and an additional broadcasting channels. The SwaleSafe network is an excellent method in which to continue to tackle shoplifting and crime in the town centres.
- Community Safety Unit Case Management: The CSU continues to provide support to the highest risk ASB victims, whilst remaining with oversight of all repeat ASB victims within the borough. Operation Endeavour has been developed to allow CSU Officers to provide an extra level of support to victims through late night working and tackling issues in problematic locations. Additionally the provision of Guard Cams and home safety improvements has enabled victims to feel safer in their homes.
- Community Trigger: The CSP has implemented a Community Trigger pilot ahead of the formal implementation with the revised ASB tools and powers. The pilot has received several requests but none have met the trigger criteria.
- Mobile CCTV: Investment has been made in a number of new mobile CCTV cameras, with two specifically to tackle flytipping in the Marine Town area of Sheerness. The new cameras provide a direct link to the CCTV Control Room at Medway, enabling quicker identification of issues and provision of evidence.

- Fire Campaigns: KFRS have led a number of campaigns particularly through the summer months to tackle rubbish and grass fires throughout the borough, particularly in known hotspots such as the Isle of Sheppey.
- Troubled families: The programme continues to be delivered in Swale with 58.3% Year 1 families and 81.6% of Year 2 identified families engaged on the programme. Initial payment by results claims have been made for families that have achieved positive outcomes.
- Street Pastors: Street Pastors operate in Swale covering Sittingbourne weekly and Sheerness twice monthly. The pastors provide additional guardians to the high streets to tackle night time economy crime.
- Substance Misuse Support Provision: The substance misuse support provision for the borough is now undertaken by Turning Point and has started to become embedded across the area.

5. Priorities for 2014/15

- 5.1 The priorities for 2014/15 for the CSP were selected by members of the Partnership following a Strategic Planning Session in January 2014, taking into account the findings from the strategic assessment, along with feedback from the community about which issues matter most.
- 5.2 A series of enablers have also been identified which are key initiatives that will support the delivery of all of the priorities.

Table 2: Swale CSP Priorities and Enablers 2014/15

Priorities		
Violence Against Women and Girls	Crime	Anti-Social Behaviour
Focus on high and standard risk victims, programmes for young people and addressing sustainability issues.	Continued focus on crime committed by most prolific offenders and top categories of burglary dwelling and other, along with shoplifting. Focusing on the locations that have the highest volume of incidents.	Continued focus on high risk victims, whilst also tackling issues such as deliberate fires and environmental ASB. Focusing on the locations that have the highest volume of incidents.
Key Enablers		
Troubled Families Programme		
Integrated Offender Management		
Community Engagement		
Preventative and educational programmes for Young People		

- 5.3 Further details on how these priorities will be achieved are shown in table 3, including a summary of the issue; clear actions to be undertaken; and how performance will be measured. Details of the enablers are also discussed including what the CSP will do to achieve these.

Table 3: Summary of Swale CSP Priorities

Priority – Violence Against Women and Girls

Summary of issue: The number of reported incidents of domestic abuse has decreased slightly in the reporting period, but the volume remains high. The repeat victimisation rate has shown a slight increase showing worsening performance. The scale of harm of domestic abuse remains high and a large amount of partnership work has been put into place to continue to address it, through the commissioning of County Services and development of increased local provision.

Local services, such as SATEDA are supported by partners both financially and in terms of advice and signposting, enabling it to grow and increase the services it delivers. A police officer has recently been seconded to SATEDA to increase collaborative working. However, sustainability of many local support services such as this continues to remain an issue, despite increasing referral levels and the need for these services to develop further to meet community needs. Joint commissioning of the Independent Domestic Violence Advise Service (IDVA) by partners across Kent is one step forward

to achieving this.

Domestic abuse/violence against women and girls is an issue that affects many partners, but there is no one clear partner that takes strategic ownership of this issue. The creation of the Violence Against Women and Girls Group is developing to provide strategic overview, assess needs and look at continuous service improvement.

Due to the continued level of harm the Partnership has agreed that Violence Against Women and Girls (VAWG) will continue to feature as a high priority, with the current level of work being maintained. This priority has been mainly focusing on domestic abuse and the partnership needs to understand the prevalence of the wider VAWG agenda.

- Activities to tackle issue:** Activities that will be undertaken by the Partnership to tackle this priority include:
- Manage the Violence Against Women and Girls (VAWG) Group to provide strategic overview and co-ordinate services in Swale.
 - Provide support to SATEDA to meet local community needs through effective provision of services to victims of domestic abuse
 - Support KDAC providing the IDVA contract as commissioned by Kent Criminal Justice Board
 - Support the Community Domestic Abuse Programme and evaluate its effectiveness in supporting perpetrator work in the borough.
- Performance measures:**
- % repeat victims of domestic abuse
 - Number of incidents of domestic abuse
 - Number of incidents of stalking

Priority – Crime

Summary of issue: Tackling crime is a long standing priority for the Partnership with an increase in All Crime of 7%. Burglary dwelling, burglary other than dwelling, and shoplifting has also seen increases.

A recent HMIC review into Crime Recording within Kent Police found a recording error of 10%. Correcting the error has inflated crime numbers and makes it difficult to assess current performance.

Tackling behaviour of those most prolific offenders through Integrated Offender Management (IOM) and breaking the cycle of repeat offenders will be a focus for the partnership. Utilising the IOM approach will be a key enabler in ensuring that the CSP effectively tackles crime. Additionally action will focus on those repeat young offenders.

The CSP will work to tackle those crime issues that have the highest impact on the borough. These are:

- burglary dwelling;
- burglary other than dwelling; and
- shoplifting.

The CSP will also identify through its tasking processes the geographical locations that are crime hotspots and carry out targeted operations to tackle the problem.

Activities to tackle issue: Activities that will be undertaken by the Partnership to tackle this priority include:

- Continue to develop and use Restorative Justice approaches
- Delivery of crime reduction campaigns by the Community Safety Unit for those crime issues that have the highest impact and of greatest community concern (Burglary dwelling, burglary other and shoplifting)
- Further develop a partnership input into the Predictive Policing model
- Support the Integrated Offender Management (IOM) model and Deter Young Offenders Programme (DYO).
- To identify crime hotspots and carry out targeted operations to tackle the problem.

Performance measures:

- Number of incidents of all crime
- Number of incidents of burglary dwelling
- Number of incidents of burglary other than dwelling
- Number of incidents of shoplifting
- % rate of adult reoffending
- % rate of youth offending

Priority – Anti-Social Behaviour

Summary of issue: ASB is a long standing priority for the Partnership, with the number of incidents reported to Kent Police through the non-emergency number having decreased by 14.7%.

Environmental ASB has seen an increase of 36.5%; this is fly tipping, graffiti, littering etc. Noise incidents reported to Swale Borough Council has decreased by 10%.

Deliberate fires across the borough remains a concern, with an increase of 25.7%. Despite a large increase further analysis shows the levels are in-line with the three year average and the 2012/13 is considered to be an abnormal year due to the weather.

Satisfaction of ASB victims with services received has reduced overall by 7.8% from a high level of satisfaction in previous years; the CSU continues to focus on victims with the greatest need.

Repeat offenders (adults and young people) will also be a focus for the CSP, in a similar manner to crime, working to tackle the cycle of

offending. The partnership should also focus on locations that have a high level of incidents.

The Anti-Social Behaviour Crime and Policing Bill are currently passing through Parliament. This will see the introduction of revised ASB Tools and Powers, which will require a review of current policies and procedures and a training need for partners on how to effectively use them; the current implementation is unknown but is expected to be Autumn 2014. One new tool will be the Community Trigger, which will give the community a right to request action to tackle an on going issue. Swale is currently piloting a Community Trigger initiative which will run to March 2014.

Activities to tackle issue:

Activities that will be undertaken by the Partnership to tackle this priority include:

- Continue risk based case management of ASB victims by CSU and seek to establish across all partners working to tackle ASB.
- Continue delivery of a mobile CCTV system and other evidential capture mechanisms
- To review ASB policies and procedures to ensure compliance o new legislation and ensure all ASB practitioners are aware of revised tools and powers once introduced and participate in training.
- Evaluate the Community Trigger Pilot and ensure local procedures match needs of communities and partners ahead of formal introduction.
- Undertake intelligence led operations to tackle ASB issues in areas with high level of incidents.
- Continue to support KFRS projects to reduce deliberate fires in the borough.

Performance measures:

- Number of incidents of ASB
- ASB Victim Satisfaction
- Number of incidents of deliberate fires.
- Proportion of residents that perceive ASB is a problem

Enabler – Troubled Families Programme

Summary of activity:

The Troubled Families Programme continues to progress and is now entering into its final year. A local co-ordinator is now in post who is working with all partners to ensure that the correct families are engaged and that partners have capacity to effectively support them.

The main activities as part of the programme for the next year includes:

- To continue to work with Year 1 and 2 cohorts until achieved progress as defined by the financial framework.
- Utilising a referral mechanism identify families for the Year 3 cohort.
- Support local practitioners involved with the programme, building

skills and knowledge to enable them to effectively support families.

- Identify best practice and current issues to inform future commissioning or service design.

Performance measures: ▪ Number of families engaged with Troubled Families Programme in Swale

Enabler – Integrated Offender Management

Summary of activity: Integrated Offender Management processes are now embedded locally through Community Safety Units. IOM focusses on providing an enhanced service and pooling of partnership resources for those most problematic offenders (crime and ASB), along with young offenders through the Deter Young Offenders scheme. A framework has now been developed to provide guidance on the process to all partners, with performance monitoring processes also now in place.

The focus of the CSP will be to ensure that this mechanism continues to work effectively within Swale, with the correct partners engaged as required. Recognising that through reducing reoffending of these most prolific offenders that the greatest reduction in crime and ASB can be achieved.

Additionally the CSP will work to ensure that support services needed by these offenders are in place or where gaps are identified that these are raised through the correct mechanisms.

Performance measures: ▪ Number of offenders committing re-offences within offender management unit cohort

Enabler – Community Engagement – Emerging Communities

Summary of activity: Engaging the local community (residents, voluntary and community organisations and businesses) in decision making and delivery of services is a step required for delivering effective community safety services and public services in general. A number of mechanisms are already in place to support this which will need to be maintained and developed such as Local Engagement Forums.

The local population is constantly changing and in order to provide appropriate service delivery partners agencies need to better understand the new and emerging communities that have formed due to a migration and immigration. It has been agreed as a priority by the Partnership for its community engagement work for the upcoming year. Actions to be undertaken to achieve this will be agreed by partners, including appropriate research and analysis, training and engagement work.

Performance measures: ▪ Proportion of residents that agree the Swale is a place where people from different backgrounds get on well together.

Enabler – Preventative and educational programmes for Young People

Summary of activity: There are a wide variety of educational and engagement carried out with young people both in a school setting and in the community. However, there are often inconsistent approaches across the borough with key groups not always receiving the relevant

preventative input.

The partnership have identified a number of key themes where preventative inputs on domestic abuse, healthy relationships, road safety, ASB and e-safety advice would assist in reducing incidents and the vulnerability of individuals.

The partnership have also piloted initiatives with those on the edge of offending to hear about experiences of prison but also provide positive activities to divert away from offending behaviour.

Performance measures: ▪ Number of young people engaged in preventative inputs.

- 5.4 Alongside addressing the identified priorities, the CSP will need to ensure that legislative changes and requirements are adhered to. This will include work to incorporate the 'Prevent' agenda into the role of the Partnership.
- 5.5 Additionally, there will be a need to support the delivery of priorities identified in the Kent Community Safety Agreement which impact upon Swale and the Kent Police and Crime Plan.

6. Action Plan 2014/15

No.	Action	Desired Outcome	Key Milestones	Timescales	Lead agency
Priority 1: Violence Against Women and Girls (VAWG)					
1.1	Manage the Violence Against Women and Girls group to provide strategic overview and co-ordinate services in Swale.	Strategic oversight of VAWG issues in Swale achieved including gaps or issues with services	Mapping exercise reviewed on quarterly basis. Monitor commissioned services on quarterly basis.	Ongoing – quarterly meetings.	Swale Borough Council
1.2	Provide support to SATEDA to meet local community needs through effective provision of services to victims of domestic abuse	Local support service in place for victims of domestic abuse, meeting needs of local community in relation to VAWG	Monitor outcomes from grant agreement on quarterly basis. Provide Capacity Building support and signposting to SATEDA Board.	Ongoing – quarterly reviews	Swale Borough Council/ AmicusHorizon
1.3	Support KDAC providing the IDVA contract as commissioned by Kent Criminal Justice Board	Sustainable support service in place for highest risk victims of domestic abuse	Monitor outcomes from grant agreement on quarterly.	Ongoing – quarterly reviews	Kent Probation
1.4	Support the Community Domestic Abuse Programme and evaluate its effectiveness in supporting perpetrator work in the borough.	Support provided for perpetrators of domestic abuse not subject to a IDAP requirement.	Agreement in place. Promote the scheme. Quarterly monitoring of agreement.	April 2014 April 2014 Quarterly	Swale Borough Council.
Priority 2: Crime					
2.1	Continue to develop and use Restorative Justice approaches.	Further developed and embedded RJ approaches to reduce reoffending and improve victim satisfaction	Post-conviction, Pre-sentence RJ Restorative Justice Capacity Building programme Continued local RJ Clinics	April - March 15 May – March 15 Ongoing	Kent Probation Kent Probation Kent Police
2.2	Delivery of Crime reduction campaigns by the Community Safety Unit for those crime issues that have the highest impact and of greatest community concern (Burglary dwelling, burglary other and shoplifting)	Reduction in number of incidents of burglary dwelling, burglary other and shoplifting.	Schedule created for campaigns based upon analysis Campaigns undertaken as required for each of three crime types	By May 2014 Ongoing	Kent Police
2.3	Further develop a partnership input into	Reduction of all crime	PredPol model continued and	By March 15	Kent Police

	the Predictive Policing model	across borough	increased partners involved, with scope widened to include ASB		
2.4	Support the Integrated Offender Management (IOM) model and Deter Young Offenders Programme (DYO).	Reduced offending of identified cohort.	Continued delivery of IOM including DYO and engagement by partners	On-going	Kent Police / Kent Probation / KCC YOS
2.5	To identify crime hotspots and carry out targeted operations to tackle the problem.	Reduce incidents of crime in targeted locations.	Identification of hotspot locations. 4 operations carried out in identified locations.	April 2014 By March 2015	Swale CSU
Priority 3: ASB					
3.1	Continue risk based case management of ASB victims by CSU and seek to establish across all partners working to tackle ASB.	Reduction in ASB Incidents and increased satisfaction of ASB victims	Continued ASB Case Management by CSU	Ongoing	Swale CSU
3.2	Continue delivery of a mobile CCTV system and other evidential capture mechanisms	Reduction in ASB and Crime. Increased satisfaction with service by partners.	Monitoring of service Continuation of other evidential capture as needed	Apr 14 -Mar 15	Swale CSU
3.3	To review ASB policies and procedures to ensure compliance of new legislation and ensure all ASB practitioners are aware of revised tools and powers once introduced and participate in training.	Compliance with new legislation. Staff are confident to use new powers.	Implementation plan for ASB legislation created. Training delivered to ASB practitioners. Implementation plan delivered.	By Jun 14 By Oct 14 By Oct 14	Swale CSU
3.4	Evaluate the Community Trigger Pilot and ensure local procedures match needs of communities and partners ahead of formal introduction.	Effective Community Trigger procedure in place prior to formal introduction of legislation.	Evaluation completed. Final Community Trigger procedures agreed and implemented.	By Apr 14 By Oct 14	Swale CSU
3.5	Undertake intelligence led operations to tackle ASB issues in areas with high level of incidents.	Reduction of ASB incidents in targeted wards.	Identification of hotspot locations. 4 operations carried out in identified locations.	Ongoing By March 2015	Swale CSU
3.6	Continue to support KFRS projects to	Reduction of deliberate	Monthly engagement with	Ongoing	KFRS

	reduce deliberate fires in the borough.	fires.	KFRS to identify appropriate projects.		
Enabler 1: Troubled Families					
4.1	Ensure effective implementation of Troubled Families Programme in Swale	Reduction in offending behaviour, exclusions and worklessness of families involved with programme	Engagement with those families referred onto Year 2 of scheme. Identification of Year 3 cohort Engagement of Year 3 cohort	By Mar 15	Kent County Council
Enabler 2: Integrated Offender Management					
5.1	Continued implementation of effective IOM mechanism	Reduced offending by those engaged on IOM	Continued delivery of IOM including DYO and engagement by partners	Ongoing	Kent Probation/Kent Police
Enabler 3: Community Engagement – Emerging Communities					
6.1	Establish mechanisms to better understand the emerging communities within the borough.	Increased understanding of our community and their service needs.	Project identified to undertake assessment. Resources identified to undertake project. Project delivered.	April 2014 June 2014 March 2015	Swale CSU
Enabler 4: Preventative and educational programmes for Young People					
7.1	To work with schools and youth clubs to ensure a co-ordinated response to preventative and educational inputs regarding healthy relationships, e-safety, drug and alcohol awareness and anti-social behaviour.	Young People do not engage in risky behaviour.	Project Plan developed and agreed by Partners Project implemented	By May 14 By Mar 15	Swale CSU
7.2	To work with identified young people to provide positive activities to prevent offending.	Reduction in offending by identified cohort.	Project Plan developed and agreed by Partners Project implemented	By May 14 By Mar 15	Swale CSU

7. Priority Champions

Lead officers have been assigned to each of the priorities and enablers within this Community Safety Plan. These officers will take the strategic lead for that priority or enabler. The table below identifies these lead officers for 2014/15.

Priority/Enabler	Lead Officer
Violence Against Women and Girls	Regional Director – Kent, AmicusHorizon
Crime	CSU Inspector, Kent Police
ASB	CSU Inspector, Kent Police
Troubled Families Programme	Economy and Community Services Manager, Swale Borough Council
Integrated Offender Management Unit	NP / CRC Lead TBC
Community Engagement – Emerging Communities	Economy and Community Services Manager, Swale Borough Council
Preventative and educational programmes for Young People	CSU Sergeant, Kent Police

8. Target Selection Process 2014/15

- 8.1 Key Performance Indicators and management data have been selected with agreement by the Partnership, based upon those set by individual partners but identifying where the CSP can best add value. Performance against these indicators will be reported quarterly to the CSP Executive. Population and Household figures should be calculated using the latest ONS estimates. Target setting will take place when final outturn of 2013/14 has been received.

Performance Indicators

Priority	Performance Indicator	Agency	Baseline 2013/14			Target 2014/15	
			Baseline (13/14)	Target (13/14)	Target Met ?	Target 2014/15	Comment
VAWG	Repeat % Victims of Domestic Abuse	Kent Police	TBC	TBC	TBC	TBC	TBC
Crime	Number of incidents of all crime per 1000 population	Kent Police	TBC	TBC	TBC	TBC	TBC
Crime/IOM	Adult rate of re-offending	Kent Probation	TBC	TBC	TBC	TBC	TBC
Crime /IOM	Youth rate of re-offending	KCC YOS	TBC	TBC	TBC	TBC	TBC
ASB	ASB Victim Satisfaction Levels	Kent Police	TBC	TBC	TBC	TBC	TBC
ASB	Proportion of residents that perceive ASB is a problem.	Swale BC	TBC	TBC	TBC	TBC	TBC
Community Engagement	Proportion of residents that agree Swale is a place where people from different backgrounds get on well together.	Swale BC	TBC	TBC	TBC	TBC	TBC

Management Data Indicators

Priority/Enabler	Indicator Details	Agency	Baseline End March 2014
Violence Against Women and Girls	Number of Incidents of Stalking	Kent Police	TBC
Violence Against Women and Girls	Number of Incidents of Domestic Abuse	Kent Police	TBC
Crime	Number of incidents of burglary dwelling per 1000 households	Kent Police	TBC
Crime	Number of incidents of burglary other than dwelling per 1000 population	Kent Police	TBC
Crime	Number of incidents of shoplifting per 1000 population	Kent Police	TBC
ASB	Number of incidents of ASB per 1000 population	Kent Police	TBC
ASB	Number of incidents of deliberate fires	KFRS	TBC
Troubled Families	Number of families engaged with programme	KCC	TBC
Troubled Families	Payment by results outcomes – level of school attendance; youth offending and ASB; employment	Kent County Council	TBC
Integrated Offender Management	Number of offenders committing re-offences by OMU	Kent Probation	TBC
Young People	Number of young people engaged in preventative inputs	Swale CSU	TBC

9. Risk Assessment 2014/15

9.1 The creation and monitoring of the risks associated with the Safer and Stronger Plan will be undertaken inline with Swale Borough Council's Risk Management Procedures.

Ref	Risk	Score	Implications	Controls	Score Post control	Risk Mitigated
1	Increased creation of unlicensed Houses of Multiple Occupation (HMOs) as result of welfare reform	4*2=8	Increased ASB and other issues such as substance misuse in areas where created. May not be aware in existence until issues emerge.	Promote vigilance by partners to identify HMOs; work with SBC Housing on identification and management to reduce community safety issues	3*1=6	Reduced
2	Inability to effectively use revised ASB New Tools and Powers once introduced	4*2=8	Training need for ASB officers to use new powers along with legal teams. Expectation of public may be raised as to what can actually be achieved.	Monitor when new powers will officially be in place; raise awareness of training need and cost; communications plan for residents	2*1=2	Mitigated
3	Sustainability of local domestic abuse support services	5*3=12	Lack of sustainable funding of local domestic abuse services could result in a loss or reduction of service.	Support IDVA commissioning by KCJB; continue to support SATEDA locally to develop and seek suitable funding	3*2=6	Reduced
4	Transfer of victim services funding to Police and Crime Commissioner from 14/15	3*2=6	Could result in loss of local victim services following any commissioning exercises. However also opportunity to shape commissioning specifications to address local need of victims.	Identify local victim services and gaps; capacity build local victim services as required to become commissioning ready; develop new mechanisms to support victims locally	2*2=4	Reduced
5	Organisational change due to legislative change or CSR impacting on delivery of CSP priorities	4*4=16	Could result in loss/reduction of partnership working. Lack of knowledge and understanding of changes within individual organisations and the impact on the partnership.	Standing item on organisational change and legislative impacts on CSP Executive. Monitor of attendance at meetings and ensure new organisations/members are inducted into the partnership.	3*3=9	Reduced

6	Limited data analytical capability and provision of relevant data.	3*3=9	Lack of data and analysis could lead to poor use of resources or limited identification of longer-term problems.	Revised monthly meeting to monitor both data and contextual information. Work with commissioners to request appropriate and usable information from providers.	2*2=4	Reduced
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