



SUFFOLK COMMUNITY SAFETY PARTNERSHIPS

DIRECTORY FOR PARTNERS

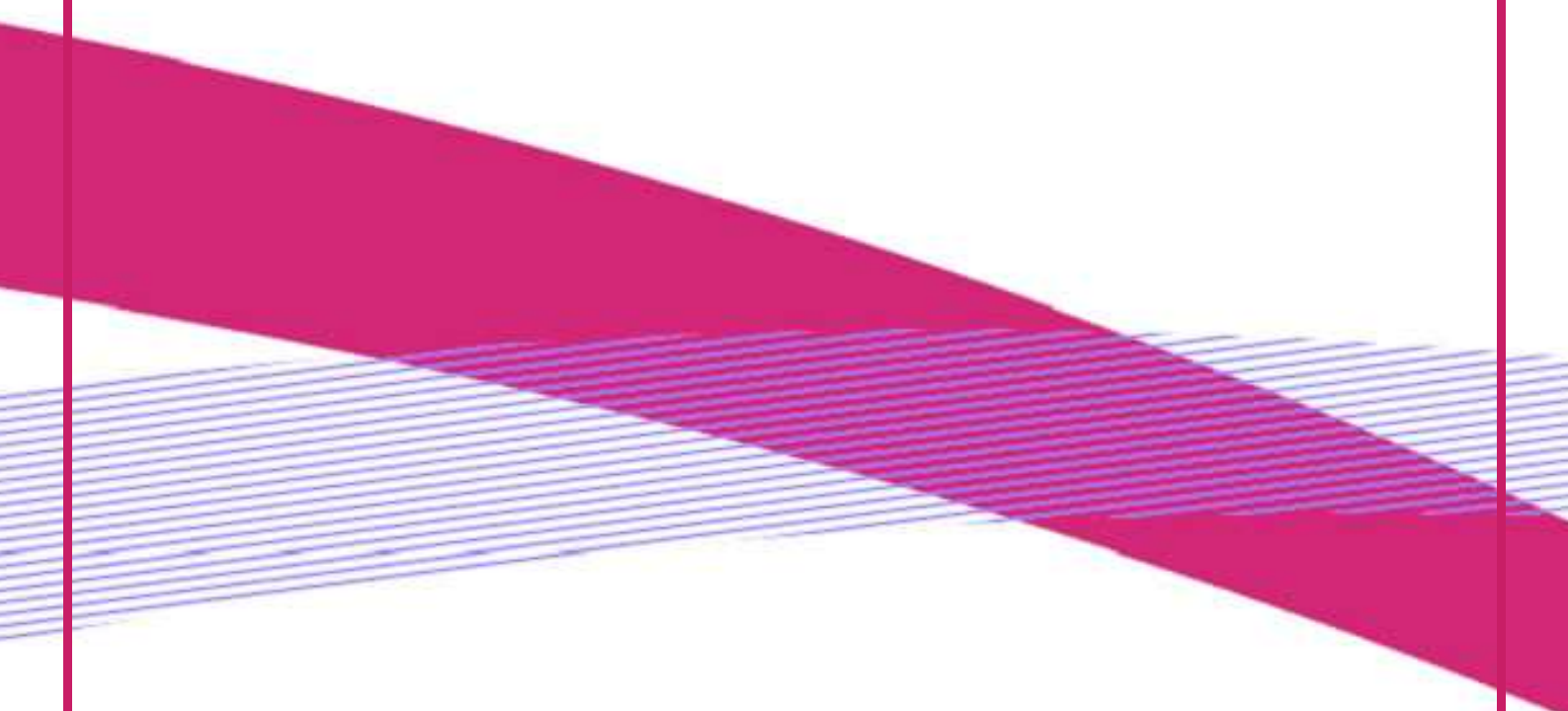


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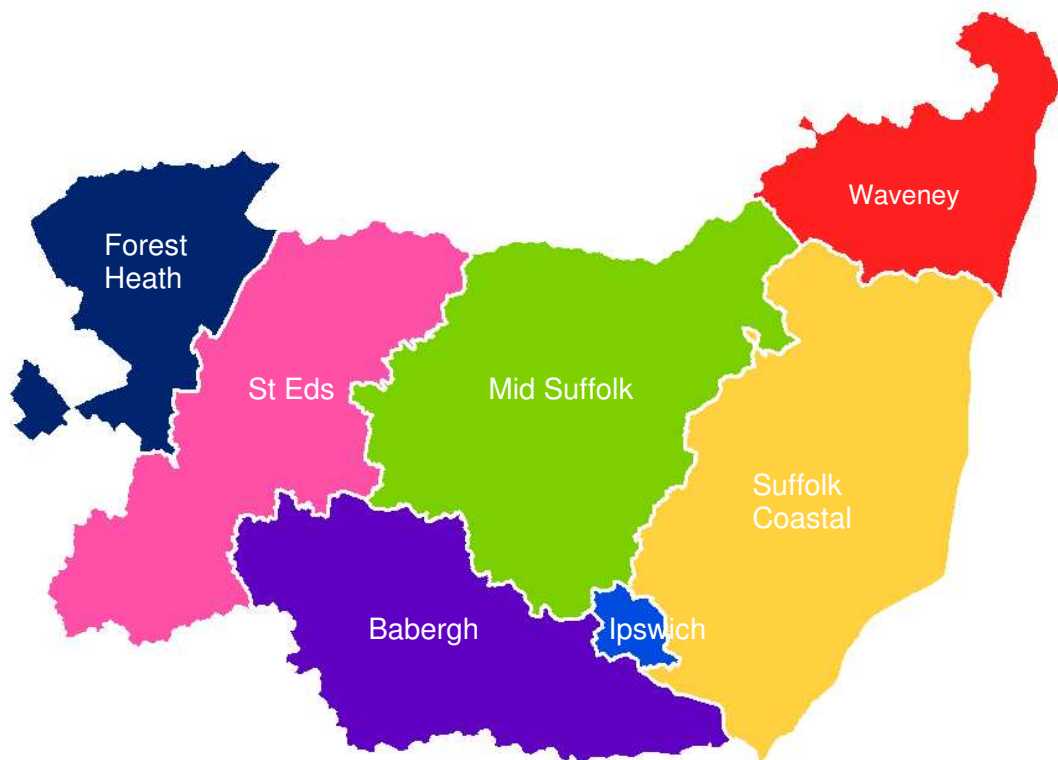
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Introduction

The purpose of this directory is to provide members of the Community Safety Partnerships, CSPs, (formally known as Crime and Disorder Reduction Partnerships, CDRPs) a directory of useful information to assist them in playing their part within the partnership. In 2008 Home Office publication *Delivering Community Safety: A Guide To Effective Partnership Working* outlined the benefits and need for appropriate skills and knowledge to exist within a partnership. Suffolk CSPs are doing all they can to ensure such skills and knowledge exist to help ensure that the partnership has the capacity and capability to support delivery in making Suffolk safer.

Within Suffolk there are a total of five CSPs, each aligned to district/borough councils with the exception of Western CSP which formally merged the Mid Suffolk, St Edmundsbury and Forest Heath CSPs on May 1st 2007.



Structure and Governance:

Crime and Disorder Act (CDA) 1998

The Crime and Disorder Act (CDA) 1998 put Crime and Disorder Reduction Partnerships (CDRPs) (now known as Community Safety Partnerships) on a statutory footing for the first time. The Act required Local Authorities, the police, police authorities, fire and rescue authorities and primary care trusts (responsible authorities) to come together to review the pattern and extent of crime and disorder in their local area and to implement a strategy for tackling these issues rather than working in isolation and duplicating efforts.

Key sections of the Act included creation of Anti Social Behaviour Orders (section 1), guidance on sharing information (section 5), and the requirement for local authorities to have regard for crime and disorder when considering all matters (section 17). In 2004 a review of the Crime and Disorder Act took place, the objective of the review was to strengthen the visibility, responsiveness, accountability, membership and role of local partnerships – with the aim to make CSPs the most effective possible vehicle for tackling crime, anti-social behaviour and substance misuse.

Section 17 of the Crime and Disorder Act

The level of crime and its impact is influenced by the decisions and activities taken in the day-to-day running of local bodies and organisations. The responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer and environmental protection, to transport and highways. They each have a key statutory role in providing these services and, in carrying out their core activities, can significantly contribute to reducing crime and improving the quality of life in their area. Section 17 is aimed at giving the vital work of crime and disorder reduction a focus across a wide range of local services and putting it at the heart of local decision-making. Section 17 states:

“Without prejudice to any other obligation imposed upon it,
it shall be the duty of each authority ... to exercise its various functions
with due regard to the likely effect of the exercise of those functions on,
and the need to do all that it reasonably can do to prevent
crime and disorder in its area.”

Community Safety Partnerships

Following the introduction of the CDA 1998 and subsequent legislation, five responsible authorities:

- Police
- Police authorities
- Local authorities
- Fire and Rescue authorities, and
- Primary Care Trusts

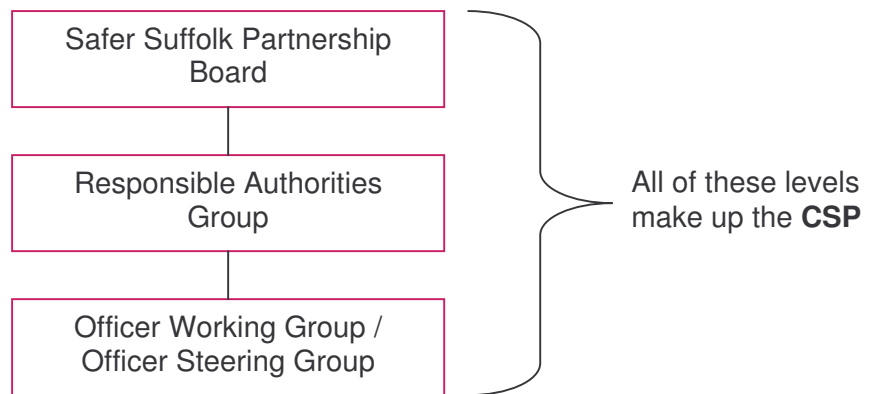
Have a statutory duty to work with other local agencies and organisations to develop and implement strategies to tackle crime and disorder including anti-social and other behaviour adversely affecting the local environment, as well as the misuse of drugs in their local areas.

The Responsible Authority Group (RAG) is the strategic decision-making body of the CSP, and the group comprises of members and officers of the District and Borough Councils, Suffolk County Council, Suffolk Constabulary, Suffolk Fire and Rescue Service, Primary Care Trusts, and the Suffolk Police Authority. Non-statutory members also include Suffolk Drug and Alcohol Action Team, the National Probation Service (due to become a statutory partner) and Suffolk Criminal Justice Board.

Also making up the CSP is the Officer Working Groups/Officer Steering Groups. These are a multi-agency groups attended by representatives of the key partners and agencies prescribed by the CDA 1998, and the Police Reform Act 2002.

The Officer Working Group (OWG) / Officer Steering Group (OSG) is made up from partners of the main agencies who are directly involved in crime and disorder. Typically reporting to the RAG this group will undertake the development and day-to-day management of the CSP action plan. They will concentrate on monitoring and reviewing the aims and objectives of the action plan to ensure progress and the statutory requirements of the Crime and Disorder Act are being met.

Diagram of the CSP makeup:



Since the introduction of the CDA partnerships have changed considerably. Suffolk partners agreed on the change of name from Crime and Disorder Reduction Partnerships, to Community Safety Partnerships – to reflect the wider priorities of the partnership beyond reducing crime. CSPs in Suffolk recognise the importance of focussing on reducing crime and antisocial behaviour, along with wider issues such as reducing the fear of crime and helping vulnerable people live independently, all of which contribute to a happier, safer, more cohesive community.

Historically CSPs were required to produce a three-year audit and strategy, it has been recognised that these were very resource intensive and did not reflect local patterns in crime which changed over time. For this reason from 2007 CSPs are required to formulate and implement regular strategic assessments and adopt intelligence led business processes.

Safer Suffolk Partnership Board (County Strategy Group)

The Safer Suffolk Partnership Board (The Board) is the strategic body responsible for the delivery of the Local Area Agreement targets in respect of safety, coordinating, directing and steering the local Community Safety Partnerships and implementing the National Drug and Alcohol Strategies in order to reduce the harm to individuals and communities in Suffolk.

The Board fulfils the role of the County Strategy group as identified in the Home Office *Delivering Safer Communities: A guide to effective partnership working*. Represented on the Board are each of the five responsible authorities and the

elected member for Community Safety from each local authority along with wider partners, and is ultimately responsible for preparing and implementing a Strategic Assessment and Partnership Plan. As part of their lead role within the partnership the Boards has to ensure that the right people with the right skills are contributing to the work of the partnership, ensuring that it has an appropriate level of capability. The County Strategy Group is also responsible for preparing a community safety agreement (based on the strategic assessment).

CSP Strategic Assessment

The CSP Strategic Assessment is the document that forms the basis of business planning for the CSP each year. The Police Act (2006) requires each CSP in England and Wales to produce a Strategic Assessment that will then assist in producing (or revising) their partnership action plan. Ultimately the responsibility for producing this assessment sits with the Responsible Authorities Group (RAG) of each CSP, however in Suffolk the practical work of producing the assessment is undertaken by the Suffolk County Council (SCC) Research and Information Team with contributions from partners. It is acceptable for a county-level Strategic Assessment to be produced in two-tier areas if the RAG within each CSP agrees to this approach, and the resulting document meets the requirements for each CSP. This 'one-document' approach is adopted when preparing the Strategic Assessments for the CSPs in Suffolk.

The Strategic Assessment identifies the issues that are most relevant to the local area in terms of crime, disorder, community safety, anti-social behaviour and substance misuse. Data and intelligence from all CSP partners is collected, analysed and informs the key findings and recommendations for prioritisation contained within the assessment.

These key findings and recommendations should be considered by the CSP when drafting and revising their rolling three-year plan. In addition the Strategic Assessment must outline the priorities to escalate to the county level. The annual cycle of assessments is also intended to compliment and refresh Local Area Agreements.

CSP Action Plans

CSP Action Plans take forward the recommendations of the strategic assessment and identify the ways in which the recommendations will be delivered. Although CSPs will work to a three-year plan (to ensure it tackles short, medium and long term

priorities) the plan will also be revised annually to reflect any new priorities emerging from the strategic assessment. A summary of this plan has to be published publicly in a format of the partnerships choice.

Delivering Safer Communities: A guide to effective partnership working

Recognising that partnerships have matured since the introduction of the CDA - in July 2007, through a review of the partnership provisions in the CDA and stakeholder consultation, the Home Office identified best practice of partnership working and developed the Hallmarks of Effective Partnerships in the publication of *Delivering Safer Communities: A guide to effective partnership working*.

In changing the legislation to more closely reflect these Hallmarks, the Home Office aim to consolidate effective practice and ensure that all partnerships deliver to a common standard through the following six hallmarks (which include guidance on statutory requirements):

- Empowered and Effective Leadership
- Visible and Constructive Accountability
- Intelligence-led Business Processes
- Effective and Responsive Delivery Structures
- Engaged Communities
- Appropriate Skills and Knowledge

Suffolk CSPs are working to ensure all these statutory requirements are achieved by using the guidance of hallmarks during their annual “self assessment” process.

Further information can be found at:

<http://crimereduction.homeoffice.gov.uk/regions/regions00.htm>

Partners:

County Council

Suffolk County Council is responsible for major services which are provided countywide. These include:

- ❑ Business and Trading Standards – enforcing fair trading laws, protection consumers and giving advice.
- ❑ Education and Learning – Schools, evening classes for adults, youth clubs and higher education grants.
- ❑ Environment - conservation of the countryside and public access to it, waste disposal and archaeological services
- ❑ Business and trading standards - enforcing fair trading laws, protecting consumers and giving advice
- ❑ Education and learning - schools, evening classes for adults, youth clubs and higher education grants
- ❑ Leisure and culture – library services, archives and support for arts and museums
- ❑ Public safety - fire fighting, rescue and emergency services, community safety advice
- ❑ Social care - care for older people who are physically or mentally infirm, or have a mental health problem, those with physical or learning disabilities and children and families who need protection and support
- ❑ Transport and streets - maintaining and improving Suffolk's roads, footpaths and public rights of way, road safety, public transport co-ordination

The County Council has a dedicated Social Inclusion and Diversity Unit. The Social Inclusion and Diversity Unit forms part of the Public Protection Social Inclusion and Diversity Directorate of the County Council which also includes Suffolk Fire and Rescue Service and Trading Standards.

The Social Inclusion and Diversity Unit includes:

- ❑ Community Safety Unit
- ❑ Drug and Alcohol Action Team
- ❑ Social Inclusion and Community Cohesion Team
- ❑ Equality and Diversity Team
- ❑ Prostitution Team

These teams provide CSPs with a range of central functions that enable them to be effective in tackling crime and addressing community Safety. These include several specific projects and functions detailed in the Directory including: Research and Information, Domestic Violence, Home Shield and the Play Your Part scheme.

District / Borough Councils

The seven District and Borough councils provide services to their local areas such as;

- ❑ Environmental health;
- ❑ Housing;
- ❑ Leisure centres;
- ❑ Licensing;
- ❑ Local planning and building control; and
- ❑ Rubbish collection

District and Borough Councils play a key role in the work of the Community Safety Partnerships. In Suffolk District and Borough Councils are the responsible authority for managing the budget of the individual CSPs. District and Boroughs also employ dedicated community safety officers and anti-social behaviour officers, along with many other officers who play important roles in reducing crime and disorder, such as licensing and environmental protection officers.

Town and Parish Councils

Town and parish councils look after the following (sometimes in conjunction with the borough and district councils);

- ❑ Allotments;
- ❑ Bus shelters;
- ❑ Cemeteries;
- ❑ Parks and playing fields;
- ❑ Village halls and community centres

Police

Suffolk Constabulary is divided into two Basic Command Units (BCU) that have responsibility for delivering policing services and working towards their objectives of:

- Reducing levels of crime and disorder
- Increasing sanction detection rates
- Increase feelings of public confidence
- Increase public satisfaction in the quality of service that we deliver
- Providing a high quality of service to everyone they come into contact with.

The West BCU comprises of the Districts of Babergh, Forest Heath, Mid Suffolk and

St Edmundsbury. The main towns are Bury St Edmunds, Haverhill, Sudbury, Newmarket, Stowmarket, Mildenhall, Hadleigh and Brandon. The Eastern BCU comprises the Districts of Waveney, Suffolk Coastal and Ipswich.

The main towns are Lowestoft, Beccles, Bungay, Halesworth, Leiston, Woodbridge, Felixstowe and Ipswich.

Police Authority

Suffolk Police Authority exists to ensure an efficient and effective police service in Suffolk. The Authority does this by:

- Setting priorities and targets for policing each year, in line with local needs and the government's national policing plan.
- Monitoring the Constabulary's performance to make sure it keeps on track;
- Agreeing the annual budget for the Constabulary.

Safer Neighbourhood Teams (SNTs)

These are multi-agency teams that have been operating across the county since 2007. There are 30 SNTs covering the 7 district council areas of Suffolk. Each team consists of its own Police Officers, Police Community Support Officers and Special Constables who work alongside staff and volunteers from other organisations and agencies, including local councils. Safer Neighbourhood Teams have three key aims: These are to:

- Listen to local people, to identify their concerns;
- Work with local people, to tackle their concerns; and
- Keep local people informed of progress made.

Each team prioritises problems and issues raised by the local community at regular tasking meetings. These priorities are then listed on the team's own website, which updates residents with progress. Teams may also organise community events, such as 'street meets', which involve team members meeting local people at the scene of a problem to discuss their concerns and agree an action plan to address them.

Successfully tackling true community issues will create a virtuous circle of increasing public confidence in all of the service providers that they will listen to the communities concern and act on what they are told. This will encourage further community involvement in what we do.

Further information can be found at: www.safersuffolk.org.uk

Suffolk Criminal Justice Boards (SCJB)

The SCJB is made up of Chief Officers from all the Criminal Justice Agencies in Suffolk, Crown Prosecution Service, HM Courts Service, Prison Service, Suffolk Constabulary, Suffolk Probation and Suffolk Youth Offending Service, together with representatives from the Legal Services Commission and Suffolk County Council. The SCJB's role is to bring together the Criminal Justice Agencies in the County to work collectively to provide a more efficient and effective Criminal Justice System that engages the public, inspires confidence and puts the needs of victims at its heart by delivering the government's Public Service Agreement, 'Working Together to Cut Crime and Deliver Justice: a Strategic Plan for 2008/11' and 'Cutting Crime, a New Partnership 2008-11' and by identifying and addressing local priorities.

In April 2003 the government set up 42 Local Criminal Justice Boards (LCJBs) covering the whole of England and Wales. LCJBs are partnerships, not statutory bodies, and therefore have no legal status. The National Criminal Justice Board, made up of ministers and heads of the Criminal Justice agencies, oversees the performance and function of the 42 LCJBs.

Drug and Alcohol Action Team (DAAT)

The Drug and Alcohol Action Team (DAAT) are responsible for ensuring that the National Drug Strategy (*Drugs: protecting families & communities*. HM Government) and the Alcohol Harm Reduction Strategy for England (AHRSE: HM Government) are implemented across Suffolk. They also have to ensure that the Public Service Agreement (25) "Reducing the harm caused by Alcohol and Drugs" is delivered within the County.

The National Drug Strategy has 4 key aims:

- Protecting communities through robust enforcement to tackle drug supply, drug related crime and anti-social behaviour
- Preventing harm to children, young people and families affected by drug misuse
- Delivering new approaches to drug treatment and social re-integration
- Public information campaigns, communications and community engagement

The DAAT works closely with all CSP partners to tackle drug & alcohol related crime and disorder and anti-social behaviour within their local communities.

The AHRStE published in 2004 identified 4 key ways to tackle alcohol related harm:

- Improved, and better target education and communication
- Improved identification of alcohol problems
- Improved co-ordination and enforcement of existing powers against crime and disorder.
- Encourage the industry to continue promoting sensible drinking and to continue to take a role in reducing alcohol-related harm.

A Government report which followed on from the AHRStE ~ *Safe. Sensible. Social. The next steps in the National Alcohol Strategy*~ stated that all CSPs must have a Local Alcohol Strategy. This must include setting priorities for tackling alcohol related crime and anti-social behaviour, education and prevention of alcohol misuse amongst 10 – 17 year olds and also tackling binge drinking amongst the 18 – 35 year age group.

Make a Change Team – Suffolk Prostitution Strategy.

The original aim of the Ipswich Prostitution Strategy was to have a zero tolerance attitude towards street prostitution in Ipswich.

Recently, it has been agreed by the Safer Suffolk Board that a revised Strategy be written in incorporate Off-Street Prostitution and Sexual Exploitation, this occurs county-wide.

The six agreed priorities are:

Intelligence Gathering

- Gathering information about sex workers, kerb crawlers, coercive adults, off-street premises and other information in order to develop an appropriate response

Developing routes out of prostitution

- Develop AND SUSTAIN a multi-agency team (Make a Change)
- Developing a coordinated multi-agency approach to helping people change their lifestyles
- Ensuring needs such as housing, benefits and health are met
- Working with others in the Criminal Justice system, e.g. police, prisons and the probation service

Tackling Demand

- Identifying adults who are demanding sexual services, including kerb crawlers and those visiting off-street women THAT are coerced/trafficked

Prevention of Sexual Exploitation of Children under 18

- Working closely with Childrens' Services in order to identify those at risk of sexual exploitation
- Attending multi-agency risk-management meetings in order to reduce risk
- Providing a specialist floating housing support service to 16-21 year olds

Community Intelligence

- Working with local communities about their concerns about prostitution in their area

Coercive Adults

- Identifying adults who are coercing and exploiting others into prostitution and gathering information in order to prosecute them where appropriate

Further Information please contact; Helen Hepburn – Development Manager – Make a Change team on 01473 282352

Primary Care Trusts (PCTs)

National Health Service (NHS) in Suffolk have a role to play, not only in reducing crime, (including violent crime, domestic violence, theft and burglaries), but also to improve and protect the health of local people and reduce health inequalities. NHS Suffolk also ensures the delivery of safe, accessible and efficient health services, with high quality evidence-based care focused on and responsive to the needs and choices of local people. Some crimes are closely linked to alcohol or drug use but even when this is not the case, NHS Suffolk works with others in the CSP, for example to support the victims of domestic violence. Even when no crime is committed, NHS Suffolk arrange for the provision of health advice or treatment for people who put themselves or others at risk through the use of drugs and or alcohol. PCTs also assist to prevent local problems occurring in the first place, for example alerting the police to licensed premises where lots of alcohol related injuries occur.

Youth Offending Service

The Suffolk Youth Offending Service (YOS) is a multi-agency team with staff from a variety of different backgrounds and a broad base of knowledge and skills necessary

to support young people aged 10 – 17 years and prevent them from re-offending. The young people that come into contact with YOS are predominantly those who have offended and have received a Final Warning or an order of the Court, of which there are a variety. Suffolk YOS is committed to a multi agency approach, working on forming close and effective links with Police Officers, the Probation Service, Drug and Alcohol Advisers, Education and Accommodation Officers, to help make Suffolk a safer place and to improve the life opportunities of its young people. No single agency can work in isolation to solve the problems faced by these young people but given the wealth of experience of those involved, together they can help to reduce them.

Each young offender has his or her needs identified by the YOS - the specific problems, as well as any risks, posed to others. Suitable programmes can then be implemented with the intention of preventing further offending. Such programmes nearly always include an element of Restorative Justice – direct or indirect work with or for their victim.

The Time 2 Change Programme manages the Prevention Strand of the Suffolk Youth Offending Service and is a countywide initiative to prevent offending/anti social behaviour by young people aged 8 – 17 years. The model of intervention used is that of the Youth Inclusion Support Panel (YISP), and the programme uses a task centred approach of short-term, intensive and structured, multi-agency interventions (usually for 3 months). The key to the programme is the multi-agency panel, including the child/young person and their parent/carer(s).

<http://www.suffolkyot.co.uk/>

Suffolk Fire and Rescue Service

Suffolk Fire and Rescue Service (SFRS) sit within the Public Protection and Social Inclusion and Diversity Directorate of the County Council, which also includes Emergency Planning, Trading Standards and Social Inclusion and Diversity. SFRS delivers its service at a number of levels with a strong focus on education, prevention and support for the community of Suffolk.

The Vision of SFRS is, '*To make Suffolk the safest county in England*'. The Service Objectives are:

1. To continuously improve the safety of the public by reducing risk and providing targeted prevention and protection.

2. To provide effective intervention and response to emergencies.
3. To promote the development of our staff and ensure their safety and welfare.
4. To continuously improve our performance and use of resources.
5. To continuously improve how we work with partners.
6. To promote diversity, equality & fairness in all that we do.

SFRS is divided into two principle Commands being:
Service Delivery and Service Support.

Service Delivery is responsible for: timely response to incidents delivered through firefighters and appliances based at 35 fire stations organised into seven district groups to ensure that local service delivery is aligned to local district services; the prevention and protection services incorporate the statutory responsibility for fire safety legislation [Protection] in premises other than dwellings delivered by skilled enforcement officers based at three fire safety offices; and, through Community Safety [Prevention] in dwellings and through education activities delivered by dedicated practitioners.

Key Community Safety areas include:

- Safety partnership initiatives;
- Targeting community safety activities in areas of greatest risk;
- Home fire safety checks;
- Arson reduction;
- Road safety; and,
- Children and Young People.

It is recognised that effective partnerships based on comprehensive information sharing will deliver the most effective community fire safety improvements through targeted education, support and guidance.

Suffolk Roadsafe Partnership Board

The Suffolk Roadsafe Board is a non-statutory Board created in 2007 with the aim of bringing together the main agencies involved in road safety within the county. It comprises of representatives from Suffolk County Council, Suffolk Fire and Rescue Service, Suffolk Constabulary, Suffolk Safecam, the Highways Agency and the East of England Ambulance Service. The agencies work together to provide the best possible use of resources and road safety expertise from many different disciplines. The aim of the partnership is to make the roads of Suffolk safer for all. Its objectives are to achieve the Government's 2010 casualty reduction targets by focussing on engineering, education and enforcement:

- ❑ Reduce by 40% the number of fatal and serious road casualties.
- ❑ Reduce by 50% the number of road casualties involving children.
- ❑ Achieve a 10% reduction in slight casualty rates.

Their website reflects the work of the partnership and provides road safety information and advice for road users, schools and the general public.

www.suffolkroadsafe.net

Trading standards

Trading Standards provide advice and regulatory services that protect consumers and honest businesses as well as creating safer communities and the sort of safe economic environment that allows new and small firms to both start and thrive.

Trading Standards concentrates resources on the very small minority of traders who have no intention whatsoever of doing what the law says. They set out with the clear intention of taking advantage of vulnerable consumers and to make as much money for themselves as quickly as they can. Not only do they disadvantage Suffolk citizens but they also take business away from legitimate traders and therefore the Suffolk economy.

Trading Standards enforce 80 acts of parliament dealing with issues such as safety and mis-description of consumer goods, weights and measures, animal health and welfare, food standards, environmental protection laws, the sale of age restricted products to minors (alcohol, tobacco etc), tackling door step conmen and rogue traders and loan sharks.

Increasingly, Trading Standards work in partnership with other Trading Standards services regionally through the East of England Trading Standards Association as well as other local service providers and regulators such as Environmental Health, HM Revenue and Customs and the Police.

Trading Standards will provide a rapid response to complaints concerning doorstep conmen and rogue traders particularly where the consumer involved is vulnerable. Our reception number is 01473 264859.

Further information can be found at www.tradingstandards.gov.uk/suffolk

Skills and Knowledge:

Performance Management

This is the practice of reviewing current performance, the factors that might affect future performance, and taking decisions in response to that information, so that appropriate action can be taken to improve future performance. It is important because fundamentally it is about how resources are used.

When reviewing performance, CSPs should especially consider the LAA indicators and the indicators that make up the Assessment of Policing and Community Safety (APACS). The LAA indicators are those which have been determined to be most relevant locally to Suffolk, and highlight areas where we need to improve performance significantly. The APACS indicators are part of the national suite of indicators which provide a comprehensive assessment of all the key issues that relate to the Public Service Agreements (PSAs) and the delivery of the National Community Safety Strategy.

Public Service Agreements (PSAs)

Since their introduction in the 1998 Comprehensive Spending Review (CSR), Public Service Agreements (PSAs) have driven public service delivery and improvements in outcomes. Following the 2007 CSR the Government announced 30 new PSAs setting a vision for continuous and accelerated improvement in the Government's priority outcomes over the CSR07 period. These PSAs set out the key priority outcomes the Government wants to achieve in the next spending period (2008-2011), the two which are most relevant to CSPs are PSA23 and PSA25.

PSA Delivery Agreement 23: Make communities safer

Reducing crime and anti-social behaviour is considered one of the major public service achievements of the past ten years. Over the last decade, overall crime has fallen, and there have been reductions in the fear of crime, adult re-offending rates and perceptions of anti-social behaviour.

The Government's vision is that there will be a continued reduction in crime with less victims experiencing the most serious crimes (violent, drug and alcohol related

crime), and that the public will be protected from the most harmful offenders. Local agencies will be accountable and responsive to the needs and priorities of the local community, leading to increased public confidence in those agencies.

The PSA states that rather than mandates from central government, the onus will be on the police and their partners to understand the full breadth of crime and community safety issues in their area, and be able to demonstrate effective action to address them. These issues can be both the everyday and the extraordinary, spanning serious violence, acquisitive crime and anti-social behaviour. The Government's priority actions, set out below, reflect this breadth, the achievement of which remains vital in terms of building stronger and more confident communities.

PRIORITY ACTION 1: Reduce the most serious violence, including tackling serious sexual offences and domestic violence.

Indicator: This will be assessed by measuring the level of most serious violent crimes.

PRIORITY ACTION 2: Continue to make progress on serious acquisitive crime through a focus on the issues of greatest priority in each locality, and the most harmful offenders - particularly drug-misusing offenders.

Indicator: This will be assessed by measuring the level of serious acquisitive crimes.

PRIORITY ACTION 3: Tackle the crime, disorder and antisocial behaviour issues of greatest importance in each locality, therefore increasing public confidence in the local agencies involved in dealing with these issues.

Indicator: This will be assessed by measuring public confidence in local agencies involved in tackling crime and anti-social behaviour (ASB), and considering the percentage of people perceiving ASB as a problem.

PRIORITY ACTION 4: Reduce re-offending through the improved management of offenders.

Indicator: This will be assessed by measuring the level of proven re-offending by young and adult offenders and the level of serious re-offending.

PSA Delivery Agreement 25: Reduce the harm caused by Alcohol and Drugs

The Government's vision is to produce a long-term and sustainable reduction in the harm associated with alcohol and drugs. The aim is for:

- Fewer people to develop drug problems.

- ❑ Early intervention to prevent and reduce the harm caused by substance misuse, (particularly amongst the most at risk children, young people and families).
- ❑ People who do have drug problems will receive effective treatment and support.
- ❑ Communities are relieved of drug related crime and its associated nuisance.
- ❑ Organised criminal enterprises are prosecuted and their assets are recovered.
- ❑ There is a safe, sensible and social drinking culture where violent and anti-social behaviour is not tolerated.
- ❑ Young people are prevented from experiencing poor outcomes resulting from alcohol misuse.
- ❑ Those who drink alcohol are aware of the risks involved.
- ❑ Those that are drinking too much receive the advice and support they need.

This PSA will aim to reduce the harms caused by drugs and alcohol to:

- ❑ The community as a result of associated crime, disorder and anti-social behaviour.
- ❑ The health and well-being of those who use drugs or alcohol harmfully.
- ❑ The development and well-being of young people and families.

Actions will be underpinned by relevant strategies on drugs and alcohol. The current ten-year drug strategy will come to an end in April 2008 and a new strategy will be developed towards the end of this year. A new alcohol strategy was published on 5 June 2007.

The delivery of PSA25 will be assessed by measuring the following indicators:

Indicator 1: The number of drug users recorded as being in effective treatment.

Indicator 2: The number of alcohol-related hospital admissions.

Indicator 3: The rate of drug-related offending.

Indicators 4 & 5: The percentage of the public who perceive drug use/dealing or drunk and rowdy behaviour to be a problem in their area.

National Intelligence Model (NIM)

This is the intelligence led business process that is statutory for all police forces in England and Wales to use. The use of NIM ensures that activity to reduce crime,

disorder, anti-social behaviour and substance misuse is delivered in a targeted manner through the collection and analysis of information. The model involves identifying, understanding and addressing underlying problems and trends through the use of analysis and is then used to prioritise issues, based on risk, and allocate resources to deal with them.

Assessment of Policing and Community Safety

(APACS)

In the past, there has been a range of mechanisms for assessing crime and community safety. There is now a need to simplify this landscape. APACS is the name of the performance management framework (i.e. the array of performance measurements and associated analysis/assessment) used by CSPs. APACS will provide the Home Office and partners with the capability to monitor and assess performance in policing and community safety, which will align with the National Indicator Set for local authorities.

iQuanta – Crime Data

The iQuanta website provides a large repository of analysis on current police performance in England and Wales. It helps the policing and crime reduction community to focus on performance management, and to track progress in improving performance. The analyses are provided in a range of graphical charts and tables. They allow you to compare current performance against peers, identify significant changes in performance and track progress towards targets. Analyses are available at force, Basic Command Unit (BCU) and Community Safety Partnership level. iQuanta is provided by the [Police and Crime Standards Directorate](#) (formerly the Police Standards Unit (PSU)), a Home Office unit set up to deliver improvements in police performance and crime reduction.

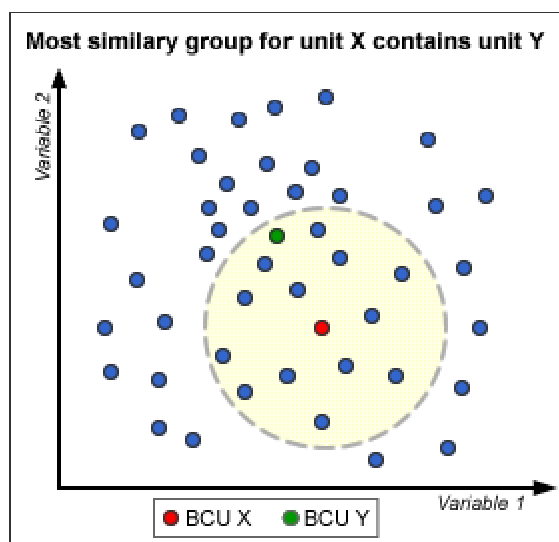
Most Similar Family Groups

One of the key functions in iQuanta is the ability to undertake peer comparisons, to assess performance in a context of 'Most Similar' comparison groups. These groups provide a benchmark for comparison of crime rates with similar areas elsewhere in England & Wales. They also help to identify similar areas, which are performing well, to promote the sharing of good practice.

Each police force has a unique group of up to seven other forces to which it is 'most similar' (the Most Similar Group, or MSG). The exception is City of London for which it was not possible to identify any similar forces. BCUs and CDRPs are compared with up to fourteen other similar units.

How are the Most Similar groups calculated? Analysis identified a number of socio-demographic and geographic factors which were strongly linked to increased levels of crime. The Most Similar groups are determined by identifying the units, which are most similar on the basis of these factors. Units are compared in pairs to find the difference or 'distance' between them for each variable. The overall difference between the pairs of units is calculated by summing the squared difference for all the variables.

For BCUs and CSPs the fourteen units with the smallest overall distance from the selected unit are identified. For forces the distances are calculated and the selected force is grouped with up to seven others, depending on how different it is from other forces. The two-dimensional picture below shows an example identifying the fourteen most similar BCUs for only two variables. This is essentially the method used for the calculations, but the full calculation cannot be visualised unless you have an ability to think in at least eight dimensions!



The expected performance of an individual partnership is the average of the group of similar partnership. So any variation in actual results from the average (for better or worse) is more likely to be down to the actions of the partnership.

Intelligence-led decision-making means understanding what needs to be done and how to do it. Intelligence-led decision making lies at the heart of effective delivery. Every partnership works within a defined budget and, with a full range of community safety issues to address; they must prioritise their efforts to reduce crime and disorder. In this context, routine strategic analysis of all the available information is important when identifying the most pressing priorities, based on the most important risks to community safety.

Problem Solving (SARA model)

To identify a problem it is important to pay attention to crime and disorder patterns and underlying causes of crimes rather than simply dealing with individual incidents. It makes sense to spend time and resources on long-term problems rather than on ones that will only last for a short time. Using the SARA model of problem solving allows practitioners a structured approach to reducing and resolving problems. The SARA model has 4 main stages,

- ❑ Scanning
- ❑ Analysis
- ❑ Response
- ❑ Assessment

Scanning: Scanning looks far and wide to determine if there is a problem and what the problem is, there are 4 distinct types of problems:

1. Actual Problems (these are happening now).
2. Perceived Problems (often as a result of local media, such as hoodies).
3. Potential Problems (such as those which arise from large events taking place, or crimes linked to seasonality trends).
4. Emerging Problems (such as terrorism).

Scanning allows incidents to be grouped into clusters. These comprise of similar, related or recurring incidents that can be identified from a wide range of sources (such as calls from the public, police data, local media, schools, community groups, residents etc).

Analysis: This looks at the problem in more detail and analyses the features to identify causes. Within this stage practitioners are encouraged to use the problem analysis triangle (PAT) to gain a full understanding of the issue by listing the features of the victim, offender and location.

PAT demonstrates that for every problem there is a common set of features by looking in detail at the features of the location, offender, and victim, and by gathering as much information as possible about them it is possible to identify some of the exact causes of the problem. Once an understanding of the problem is found an effective way of dealing with it can be developed.

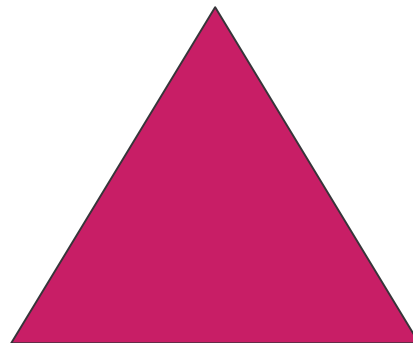
Features of the **Location**

Where is it?

Are there any particular features of the location that make it vulnerable?

Is the site vulnerable at any particular time of the day, or day of the week?

Is it a hot spot?



Features of the **offender**

Is the identity of the offender(s) known and how many are there?

Is there an easily definable group of offenders?

Where are they from?

How do they commit the offence?
(The MO)

Features of the **Victim**

How many victims are there?

Are there any particular features about them such as age, gender, economic status that make them vulnerable?

Response: This allows practitioners to prioritise the interventions and focus resources. Work done during this stage helps to identify or isolate the one element that can be most easily and effectively tackled to try and solve a problem or reduce the likelihood of the offence happening. During this stage the Routine Activity Theory (RAT) is applied, this tool suggests that for a crime to happen three things must occur.

1. There must be a **suitable** target. Not all targets are suitable. A target can be a person, property or place.
2. There must be a **motivated** offender. Offenders are not motivated all the time, certain things make an offender motivated, and this can be different for each offender. Getting to the root causes of why a person offends can assist in long term crime prevention.

3. There must be a lack of a **capable** guardian. Examples of capable guardians are Police Officers, Police Community Support Officers (PCSOs) or security guards.

To reduce the risk of an offence occurring practitioners should make sure that the three elements cannot happen at the same time and in the same place. If you have a potential target, but access is denied, the potential offender will be unable to carry out the offence. Similarly, making sure there is a capable guardian in place will help protect the target.

Once RAT has been used to identify which element of a potential crime situation will be altered to reduce the risk the ten principles of crime reduction can be used to select the exact method ensuring that any responses are Appropriate, Cost Effective and Realistic.

Ten principles of Crime Reduction:

1. Target Hardening: making targets more resistant to attack or difficult to remove or damage i.e. *Locks or shutters.*
2. Target Removal: Permanent or temporary removal of vulnerable persons or property i.e. *removing property from cars.*
3. Remove the means to commit crime: making sure that material capable of being used to help an offender is not accessible i.e. *locking garden tools and ladders.*
4. Reducing the Pay-off: reducing the gain for the offender if a crime is committed i.e. *small float in the till.*
5. Access Control: restricting access/parts of access to sites and buildings i.e. *swipe card systems.*
6. Surveillance: this may be Natural (*neighbours, lighting, lowering hedges*) Formal (*police patrols, CCTV, security guards*) or Employee.
7. Environmental Design: changing the environment of a building, a site, an estate or a town, to reduce opportunities for committing crime.
8. Rule Setting: the introduction of legislation, by laws and codes of conduct, which set out what is acceptable behaviour i.e. *ID badges, by laws, signage.*
9. Increase the chance of being caught: anything that slows down an offender and increases the chance of detection i.e. *CCTV, alarms, lighting.*
10. Deflecting Offenders: Diverting offenders and potential offenders from committing crime: *youth groups, the work of the Drug and Alcohol Action Team.*

Assessment: This is the final stage of the SARA model. Once the work has been started, it is important to monitor it regularly and evaluate at the end to see whether the methods used have been appropriate, cost effective and realistic.

Supporting Functions and Projects:

Suffolk County Council Community Safety Unit -

Research and Information Team

Suffolk County Council employs two members of staff to provide analytical and performance management support to the five CSPs. The Research and Information team within the CSU is based at Suffolk Police HQ, Martlesham and is line managed by one of the two Community Safety Officers for the County. They work closely with Suffolk Constabulary colleagues providing research and analysis to CSPs to support problem solving and to direct initiatives and activities. As they are located with Police colleagues they have access to a wide range of data and intelligence in relation to crime and disorder. CSPs are able to commission a broad spectrum of analytical support providing information relating to offences, victims and offenders.

The team produce performance monitoring reports to measure CSPs targets, including those which form part of the LAA. This enables CSPs to undertake ongoing target monitoring. In addition the team develop and maintain a performance management resource which is publicly available, and which allows CSPs to consider and respond to emerging crime trends. The team also undertake monthly assessments of performance to identify areas of concern that are emerging for CSPs.

SCC Domestic Violence Team

Suffolk County Council is committed to respond to domestic abuse in Suffolk by supporting the development and delivery of county and local services and supporting partnerships engaged in meeting domestic abuse priorities. A Domestic Abuse Partnership and Training Manager is based within the Community Safety Unit to enable the county strategy and county services to be managed effectively and to coordinate these with local activities and developments. A Domestic Abuse Projects Officer is also employed to deliver on specialist areas of work. Services managed and coordinated within the Community Safety Unit include:

- Suffolk Domestic Abuse Partnership Strategy and Action Plan
- County Domestic Abuse Training Programme

- County Domestic Abuse Forum and local Domestic Abuse Forums
- Community Safety Partnerships and other Partnerships
- SCC Domestic Abuse Policy & Guidance for Head-Teachers and Managers
- Policy and Best Practice developments with Agencies
- Annual County White Ribbon Campaign
- County Publications
 - County Directory of Services
 - Domestic Abuse Handbook
 - Safety & Crisis Booklets for Victims of Abuse
 - County Information Leaflet

The overall aim is to enable agencies to work together effectively, to develop their workforce's skills and knowledge, and to ensure that all partnerships involved in making Suffolk a safe place to live support the delivery of domestic abuse services. We share a collective commitment to work together to combat all forms of domestic abuse.

County Domestic Abuse Strategy

The multi-agency strategy 2008 – 2011 is focused on providing a framework for working together to address domestic abuse in Suffolk by coordinating the priorities of the Community Safety Partnerships and other lead agencies. The strategy is supported by a delivery plan summarising the scope and range of activities, LAA targets, local delivery plans and outlining the contributions to address domestic abuse from all partners. The overarching aim is to achieve a reduction in domestic abuse and repeat victimisation, and increase the safety of those experiencing violence and abuse through:

- Prevention and Early Intervention
- Protection and Justice
- Support for Victims

County Domestic Violence and Abuse Forum

The County Forum is multi-agency partnership with a wide membership from statutory and voluntary sector organisations in Suffolk. The forum meets quarterly

and is committed to tackling both the causes and effects of domestic violence and abuse in Suffolk and to support the work of local forums by promoting communication and best practice.

Local Domestic Abuse Forums

Local Domestic Abuse Forums provide a focus for local developments and have the lead role in delivering local publicity campaigns and events, delivering ongoing activities to raise awareness with staff, local organisations and communities.

Local Forums have a key role in the delivery of action plans being developed by District and Borough Community Safety Partnerships. Supporting and coordinating their contribution to local issues and services is a continuing priority, aimed at cohesive development and delivery at a local level and supporting county-wide activities and projects that have an impact locally.

County Domestic Abuse Training

Providing training for managers and staff forms an integral part of the County Council's and our partner's collective commitment to work together to address the causes and effects of domestic abuse in Suffolk. An annual multi-agency programme is delivered aimed at providing the building blocks for effective responses at all levels with courses at core, intermediate and specialist levels. The details of the County training programme (July 2009 – June 2010), offering 40 ½ or 1-2 day courses have been widely circulated to agencies and published on websites.

<http://www.suffolk.gov.uk/PolicingAndPublicSafety/CommunitySafety/DomesticViolence/TrainingAndDevelopment.htm>

For more information contact: shirley.osborne@suffolk.gov.uk

Prolific and other Priority Offenders (PPOs)

A relatively small number of people cause a disproportionate amount of crime/disorder and increase the fear of crime. As a result the Government has introduced a scheme to target those who pose the greatest threat to the safety and confidence of their local communities. The Prolific and other Priority Offenders (PPO) scheme allows local partners to concentrate their joint efforts on those people identified locally as causing most harm to their communities.

The scheme has been given to the Community Safety Partnerships (CSPs) to oversee, with the chair of the CSP Responsible Authority Group (RAG) holding the lead for the activity within their particular areas. This is delegated to the lead agency in each strand of the PPO scheme.

Each strand clearly has a different focus and as a result responsibility has been given to individual agencies to co-ordinate and control a particular area of the strategy:

- Deter - Youth Offending Service
- Rehabilitation and Resettle - Probation and Prison Service
- Catch and Convict - Police

Partners hold monthly case conferencing in the PPO scheme areas. Suffolk has three PPO schemes based in Ipswich, Western Area (Babergh, Forest Heath, Mid Suffolk and St Edmundsbury) and Eastern area (Waveney and Suffolk Coastal). Attendees include local District Community Safety personnel, the Anti-Social Behaviour Coordinators, the Police Partnership coordinators' and representatives from Youth Offending Service, Crown Prosecution Service, Drug Intervention Programme, Probation, Suffolk Community Safety Unit, Housing agencies and staff from within the police Area Intelligence Unit.

Deter

The aim is to stop (overwhelmingly young people) engaging in offending behaviour and graduating into prolific offending. The Youth Offending Service (YOS) are implementing nationally recognised strategies to reduce the number of Prolific and Priority Offenders in the future.

Across Suffolk, young offenders are being identified early in order to prevent them from graduating into further involvement in more severe and frequent criminal activity. Each is assessed using the 'ASSET' assessment profile and at any one time there are approximately 30 young persons on the scheme. However this can change on a monthly basis depending on the assessments carried out and young persons coming on and off the scheme on a needs basis.

Rehabilitation and Resettle

In the Rehabilitation and Resettle phase the aim is to support those who wish to address their offending behaviour and require practical help in doing so. Activities include the following:

- Offender Managers discuss with offenders the ramifications of being a PPO and offer alternative options, pathways to leading a non-offending life.
- PPOs are offered a variety of interventions such as accredited programmes, individual supervision, basic skills input and accommodation assistance.
- Enforcement of licences and community orders is applied stringently in line with Probation Service National Standards.

Catch and Convict

The Catch and Convict strand is aimed at those offenders who are already identified as prolific offenders and to target them and bring them before the courts. This activity is based on intelligence gathered from all sources and partner agencies.

IMPACT events

IMPACT events are an effective means of addressing issues of concern within neighbourhoods and bring together a range of partners in a dynamic and co-ordinated way to ensure that neighbourhood problems affecting community safety are resolved. The events involve many different partnership agencies including: the

Fire and Rescue Service and other Suffolk County Council services (such as Trading Standards and Education Welfare Services), Local Authority Service (such as refuse collection, environmental services and community safety teams) the Police, Safer Neighbourhood Team members, the Driver and Vehicle Licensing Agency, and HM Revenue and Customs, among others.

Working in mixed multi-agency pedestrian teams (supported by a multi-agency vehicle checkpoint team looking specifically for traffic/vehicle offences) a 'short, sharp, shock' strategy is used to tackle specific locations and their problems in order to improve communities, reduce crime and make people feel better about the areas in which they live. As an example, this will include: enforcement actions; arrests; issuing of fixed penalty notices; cleaning and removing offensive graffiti; and the removal of abandoned vehicles and rubbish. IMPACT events also include the development of support mechanisms to ensure that communities can sustain their new environment and remain safe, for example through the identification and development of 'No Cold Calling Zones' and through Home Fire Safety Checks.

Most recently the principles of the IMPACT events have been extended to include partnership working to reduce concerns associated with the night time economy. Such events have included joint licensing visits by a whole range of partners, test purchase checks by trading standards and checks on taxis.

Further information can be found at:

<http://www.suffolk.gov.uk/PolicingAndPublicSafety/CommunitySafety/IMPACT+Events.htm>

Play Your Part

Play Your Part was launched in September 2007, providing a single phone number and email to a co-ordinator to report incidents such as:

- Low level crime
- Anti-social behaviour
- Environmental issues
- Dangerous footpaths and pot holes
- Counterfeit goods

The single telephone number / email address is available to all local government officers and councillors to report any incident they may discover anywhere in Suffolk, which meets their commitments under Section 17 of the Crime and Disorder Act.

On receipt of an incident report the co-ordinator will pass the information onto the lead agency responsible for taking action. The reporting centre does not replace any existing lines of reporting that are already well established within local authorities, but is there as a catch all system for officers who may be working outside of their districts. Calls can be anonymous, or feedback can be requested, but you will be required to leave your contact details.

Home Shield

Home Shield is a partnership referral project available to front line visiting officers from local government departments, Police, the Pension Service, Primary Care Trust and the voluntary sector. The project started in Waveney in 2004 and was launched Countywide in April 2007.

The project now has over fifty partners all providing support to vulnerable people in their areas of expertise. When an officer visits an older person in their home in the course of their work they are trained to look at four key areas that could impact on that persons quality of life and safety. These areas are:

- Health and Well-being
- Income and Finance
- Living Conditions
- Safety and Security

If the visiting officer identifies problems, with the occupiers consent, they can access a number of services, by the completion of a single sided referral form. On returning to the office all that is required is for the completed referral form to be faxed to the Home Shield Co-ordinator (based within Customer First). The co-ordinator on receipt of the referral is then tasked with sourcing the most appropriate agencies that can deliver the required service. Many of the services provided through Home Shield are free of charge; in those cases when a fee has to be made it is normally minimal. Home Shield in average receives one hundred referrals per month resulting in over two hundred actions being taken.

Home Shield Plus

Home Shield Plus will be delivered by the Suffolk Fire & Rescues Service Community Safety Team, which will provide the ability to carry out pro-active home visits to some of the most vulnerable people in Suffolk.

The project has been set a target of 500 home visits per month. Every visit will include a home fire safety and security check, with the visiting officers having the ability to install smoke detectors and security items. An enhanced Home Shield referral form has been produced allowing the visiting officers to cover a wide range of issues from Health, Well-being, Quality of Life to Financial Entitlements.

Visits will be targeted at the most vulnerable households, so information is being sought from partners to help us identify the homes, plus there will be the new facility which will allow for people to request a home visit direct to the coordinator.

A coordinator will be responsible for identifying the households to be visited, with the visits carried out by 8 visiting officers who will be trained to carry out the full Home Shield Plus survey, so that they can identify the real needs of the client.

SPARK! On line project management system

Spark! is an online project management system, which holds the CSP Action Plan and the details of the funds available to the CSP. Through recording the specific problems within each Priority Area and the projects commissioned to address these problems, the CSP can manage their Action Plan and the allocation of funding. It is a user specific system and allows project leads from all agencies to provide updates using the web-based interface.

Use of Spark! allows the CSP to manage their projects and budgeting effectively. It provides a mechanism for reporting by project leads and allows reports in respect of project progress and funding to be produced quickly – reducing the amount of Officer time spent and enabling the OWG and RAG to have instant access to this information. Spark! can be accessed at www.thefundingproject.com and full training and support for users is available from the Suffolk County Council Community Safety Unit.

Racial Harassment Team

Hate Crime Service (formerly the Racial Harassment Initiative)

The Hate Crime service aims to ensure that people who experience Hate Incidents and Hate Crimes related to a their race, faith, gender, gender identity, sexual orientation, disability, and age, are aware of the support that is available and that they can access it.

The service ensures that all Hate Incidents and Crimes are properly and sensitively investigated. It does this by:

- dealing with individual cases.
- increasing awareness of the effects of Hate Incidents and Hate Crimes
- listening to the needs of communities and assisting them to reduce Hate Incidents and Hate Crimes.
- making use of specialist counselling services where appropriate.
- using mediation to resolve disputes.
- securing households with necessary security measures.
- Encouraging reporting to identify hotspots.
- working with young people to explain the effects of Hate Incidents and Hate Crimes

The Hate Crime Service offers support in a variety of ways, including making regular home visits in order to assess the needs of clients, and making available a range of target hardening measures. These include securing properties which have been vandalised, installing panic alarms and/or CCTV for more serious types of harassment where the offender has not been identified.

Such measures help to reduce victims' fear as well as guard against repeat victimisation. These services are frequently used and requested by partner Housing Departments, Victim Support Schemes, CABs and other voluntary and statutory bodies from across Suffolk.

Social Inclusion and Diversity

The SCC Social Inclusion and Diversity Team work with partner agencies to support and co-ordinate services being undertaken for refugees, asylum seekers and new

and emerging communities. Much of this work is through the multi-agency forums, which includes representatives from all the local authorities, the Police, the health service and the voluntary and community sector. Key issues include housing, provision of English for Speakers of other Languages courses, employment, access to services, provision of information and guidance.

The team also work with partners to address community cohesion and inclusion issues. Social exclusion occurs when people or places suffer from a series of often multiple problems including: unemployment, poor skills, low incomes, poor housing, high crime environments, rural isolation, poor health and family breakdown. The support of all partners will be important to meet the community cohesion and inclusion outcomes in the Suffolk Community Strategy, as well as the related National Indicators and Local Area Agreement 2 targets.

Further information can be found at:

<http://www.suffolk.gov.uk/LeisureAndCulture/CommunityCohesion/>

No Cold Calling Zones

The purpose of 'No Cold Calling' zones is to discourage cold callers from specific residential areas, usually a street or small cluster of houses. The introduction of the scheme provides householders with the opportunity to collectively discourage the often-unwelcome practice of cold calling. No Cold Calling Zones should be a necessary and proportionate response to ongoing problems with doorstep traders in a specific area. Zones would normally cover those areas where there is a high concentration of consumers who are particularly vulnerable to exploitation.

No Cold Calling Cold Calling Control Zones give local communities and local residents the confidence to say 'NO' to doorstep callers, and uninvited salespersons, they warn rogue traders and bogus callers that they are being watched and will be reported to the Police and Trading Standards. Once an area has been identified they are relatively easy to set up and are an effective measure in the fight against doorstep crime.

Abbreviations:

APACS	Assessment of Policing and Community Safety
ASB	Anti Social Behaviour
BCU	Basic Command Unit
CAB(s)	Citizen Advice Bureau (s)
CDA	Crime and Disorder Act
CDRP(s)	Crime and Disorder Reduction Partnerships(s)
CSP(s)	Community Safety Partnership(s)
CSR	Comprehensive Spending Review
CSU	Community Safety Unit
DAAT	Drug and Alcohol Action Team
HBV	Honour Based Violence
HQ	Head Quarters
IMPACT	Intensive Multi-Partner Agency Coordinated Team
LAA(s)	Local Area Agreement(s)
LCJB(s)	Local Criminal Justice Board(s)
LSP(s)	Local Strategic Partnership(s)
MSG	Most Similar Group
NHS	National Health Service
NIM	National Intelligence Model
OSG	Officer Steering Group
OWG	Officer Working Group
PAT	Problem Analysis Triangle
PCSO(s)	Police Community Support Officer(s)
PCT	Primary Care Trust
PPO(s)	Prolific and other Priority Offender(s)

PSA	Public Service Agreement
PSU	Police Standards Unit
RAG	Responsible Authorities Group
RAT	Routine Activity Theory
SARA	Scanning, Analysis, Response, Assessment
SCB	Safeguarding Children's Board
SCC	Suffolk County Council
SCJB	Suffolk Criminal Justice Board
SFRS	Suffolk Fire and Rescue Service
SNT(s)	Safer Neighbourhood Team(s)
YISP	Youth Inclusion Support Panel
YOS	Youth Offending Service

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Version 1. (December 2008)