

# Oxfordshire Safer Communities Partnership

Business Plan 2012-17





**This five year Oxfordshire Safer Communities Partnership (OSCP) Business Plan describes how partners in Oxfordshire support local Community Safety Partnerships (CSPs) to deliver plans through the most effective delivery structure.** It provides strategic support for local partnerships to respond to the changing community safety environment and mechanisms that ensure they are evidence-led and results focussed. An overview of the partnership structure is provided in Annex 1. The Business Plan and associated action plan, that manages the activities of the OSCP Business Group, will be reviewed and refreshed annually.

## THE PARTNERSHIP'S VISION

WORKING TOGETHER TO REDUCE CRIME AND CREATE SAFER COMMUNITIES IN OXFORDSHIRE

## POLICY FRAMEWORK

The policy framework that guides this business plan is underpinned by the requirements of the Crime and Disorder Act 1998. This places a legal duty upon Responsible Authorities to work together to reduce the crime and disorder concerns of local communities. This requirement is delivered at a district level in Oxfordshire through the four Community Safety Partnership's (CSPs) Rolling Plans; the priorities contained in these are shown in Annex 2. The Police and Justice Act 2006 requires a county level strategy group to help co-ordinate the work of the individual CSPs. The group must produce a 'community safety agreement', based on district level strategic assessments, that support countywide priorities and identify opportunities for cross-border working.

The Police Reform and Social Responsibility Act 2011 introduces the role of Police and Crime Commissioners to replace police authorities and have a significant role to play in commissioning community safety services.

The Business Plan connects with other partnerships through wide membership of the OSCP board and through representation of board members on other key groups, such as the Health Improvement Board (which

supports the Health and Wellbeing Board). In particular, the OSCP board supports the recommendations set out in the Director of Public Health's fifth Annual Report that relate to community safety. There is also close working with the Adult and Children's Safeguarding Boards and with new initiatives, such as the Troubled Families agenda (known as Thriving Families in Oxfordshire) making important contributions to preventing and reducing crime across the county. The plan is also mindful of the changes happening at the Thames Valley level and the need to work with other local authorities to influence the new Police and Crime Commissioner who will be elected in November 2012

## THE OSCP BOARD

The OSCP Board fulfils the role of the county level strategy group. Membership includes representation from all four local Community Safety Partnerships and senior officers from criminal justice agencies. Elected representation occurs through the portfolio holders of all six Oxfordshire local authorities.

It is important that the Business Plan not only takes account of local priorities through its community safety plans but also considers how



work across local authority areas can bring about wider benefits for Oxfordshire residents.

The current county-wide themes have been agreed with the responsible authorities and other county-wide organisations including the Drug and Alcohol Action Team, voluntary, community and faith sectors.

## THE OSCP BUSINESS GROUP

The Business Group provides the delivery arm for the OSCP Board. Its key functions are to:

- provide the Board with advice and guidance to assist it to fulfil its role
- manage the process for refreshing this community safety business plan for approval by the OSCP board
- manage the process for delivering and refreshing the action plan
- ensure that the Business Plan is aligned with strategic plans developed in other partnership arenas, such as those of the Health and Wellbeing Board

## STRATEGIC CONTEXT

Oxfordshire has experienced falling levels of crime for the last five years. For example, burglary of people's homes, car crime and personal robbery have fallen by 31%, 48% and 15% respectively. Violent crime has also fallen.

These impressive statistics are the result of a three-pronged approach to tackling crime and anti-social behaviour:

- secure the location

- support the victims
- target the offenders

Oxfordshire is a predominantly rural county with pockets of high deprivation, mostly but not exclusively centred in Banbury and Oxford. It is also a culturally diverse county with sizeable established communities and emerging communities, particularly in Oxford.

The Oxfordshire Neighbourhood Policing Programme has brought about huge changes in the levels of communication and engagement with all our communities. This in turn has allowed local people to become involved in resolving community safety concerns most relevant to their local area. Involvement in the problem-solving process and implementation of solutions has made a real impact on community's feelings of safety and risk of becoming a victim of crime.

In addition, there are a number of community-focussed policing operations that prevent or detect key crime types. For example, burglary enforcement programmes include providing additional security in vulnerable victims homes, car crime security measures include car parks accreditation schemes and there is a CCTV scheme running in all the major towns in Oxfordshire.

Partners in Oxfordshire have taken a very proactive stance in supporting victims by encouraging reporting and developing victim services. Victims can access domestic abuse outreach services, the IDVA service and any of the 700 domestic abuse Champions who





can refer them to the appropriate service. Victims of anti-social behaviour are supported through local authority anti-social behaviour investigation officers and dedicated Thames Valley Police officers. The needs of the victims are central to all investigations and appropriate referrals to support agencies are made when necessary. Partners are making it easier for victims of hate-crime to report incidents through a central reporting system and receive a coordinated response to the investigation of their case.

The third aspect of our combined approach is to target offenders. We have a successful Integrated Offender Management process that provides support and enforcement approaches to those who perpetrate crimes that are of most concern to our communities. We have stringent public protection arrangements and a very successful approach to tackling alcohol-related disorder through our Nightsafe schemes. Reports of anti-social behaviour have risen as local authorities and the police have made it easier to report incidents and have developed robust approaches to responding to individuals whose behaviour, although not criminal, causes harassment, alarm or distress to others.

### Our approach in action

The Crime and Disorder Act 1998 placed a legal duty on local authorities, the police, fire and rescue service, probation, primary care trusts and police authorities to develop a plan to tackle the priority crime and disorder issues in each local authority area. These plans, known as Community Safety Rolling Plans set out the actions that partners will implement to tackle their local priorities at a district council level. A more detailed list of the local priorities for each district is provided in Annex 2.

In support of the CSP's Rolling Plans are a number of important strategies that bring together activities that are more efficiently delivered through an Oxfordshire strategy than four separate CSP plans. The OSCP board recognises and supports the following Oxfordshire strategies:

- Oxfordshire Alcohol Strategy 2011-2014

- Oxfordshire Reducing Re-Offending Strategy 2011-2014
- Oxfordshire Domestic Abuse Strategy 2009-2012
- Oxfordshire Sexual Abuse Strategy 2010-12, incorporating Oxfordshire's Violence Against Women and Girls (VAWG) action plan
- Oxfordshire Hate Crime Strategy 2010-2013
- Oxfordshire DAAT Drug and Alcohol Strategy
- Director of Public Health for Oxfordshire Annual report.

Responsibility for driving and monitoring these strategies is undertaken by specific standing bodies such as the DAAT or by Tactical Business Groups (TBGs) created for this purpose.

### OUTCOME ASSESSMENTS

To understand whether our approach continues to deliver the gains of the last decade the Board will monitor a range of high level outcomes designed to be both relevant and informative. These measures will focus on exception reporting against a 'direction of travel' and a small number of targets adopted from organisational plans. The measures will be updated quarterly and encourage the peer group's accountability and challenge between board members.

In essence, these measures of success centre on:

- Protecting Vulnerable People through reducing alcohol and drug misuse, reducing re-offending and increasing the reporting of domestic abuse and hate-crime incidents
- Reducing Serious Acquisitive Crime (SAC)
- Reducing Violent Crime
- Reducing Anti-Social Behaviour (ASB)

The measures of success that underpin Oxfordshire's aim to reduce crime and create safer communities are listed in Annex 3.

## OSCP STRATEGIC AIMS

Central to any plan is the reliance upon an evidence base that guides decision making and helps identify risks and opportunities. In terms of community safety OSCP will provide an Information Management System (IMS) that can be relied upon to measure the societal outcomes of partnership activities, assist in planning and tactical deployments.

The first year of the OSCP Business Plan (to March 2013) will therefore deliver the following three strategic aims:

1. To enable timely and robust information to be accessed quickly through an **Oxfordshire Community Safety Information Management System (IMS)**. This will provide:
  - Data that supports high level **priority setting**
  - **Performance information** for partnerships to manage their societal outcomes
  - Data that supports **project development and evaluation**
  - Information useful for **tactical deployment**

Setting up this system will include the mapping of existing data sources, such as service, performance and key socio-economic data/trends and it will link to key data collation tools such as the Joint Strategic Needs Assessment (JSNA). It will also reflect data required to meet existing legislative requirements and will enable horizon scanning to support prioritisation setting for both local and Oxfordshire-wide initiatives in the long and short term.

An important element of this work will be to ensure that there are effective data sharing protocols in place through a review of the existing Information Sharing Protocol.

The IMS will be fronted by a website page that allows access to the system for partnership members.

It will provide the core information base for

the Commissioning Framework Prospectus and business case template (see below), as well as support the creation of a simplified annual SIA for Oxfordshire.

2. To clearly set out local priorities and associated interventions that partnerships consider being most effective in reducing crime and community safety in Oxfordshire through a practical **Commissioning Framework Prospectus**:
  - The prospectus will include a Business Case template that can be used by partnerships and partner agencies to apply for funds for community safety projects through explaining what we do, why we do it and how well we do it.
3. To ensure there are clear lines of communication with wider partners, including the PCC, PCP, OSCB, OSAB, YOS and the Health and Wellbeing Board, as well as intra-partner communications and engaging with local communities, through a **Strategic Communications Plan**:
  - The IMS and its associated tools will form the cornerstone of our approach to community safety in Oxfordshire, and it is crucial that there is 'buy in' and support for it from partners from the start.

A brief Annual Report will be published at the end of each financial year outlining progress from a performance and service delivery perspective, as well as a look ahead to what is happening over the horizon for the year ahead.



ANNUAL DELIVERY CYCLE	CORE TASKS
April – Jun	<ul style="list-style-type: none"> <li>• Agree core measures of success for performance scorecard</li> <li>• Commission services</li> <li>• Develop and agree Communications plan</li> <li>• Review and agree Information Sharing Protocol</li> </ul>
Jun - Sep	<ul style="list-style-type: none"> <li>• Develop Integrated Management System and website</li> <li>• Strategic Intelligence Assessment process period: priority setting</li> </ul>
Oct - Dec	<ul style="list-style-type: none"> <li>• Develop and agree Commissioning Framework Prospectus</li> <li>• Develop Business Case template</li> </ul>
Jan - Mar	<ul style="list-style-type: none"> <li>• Develop and agree core measures of success</li> <li>• Develop and agree annual report</li> <li>• Review / update Communications Plan</li> </ul>

## DELIVERY AND ACTION PLANNING

These three strategic aims ‘fit’ into a broader annual delivery cycle that shows how the IMS and its component parts will be developed over the first year of the Business Plan and refreshed each year thereafter.

Individual action plans will also be developed for the core products being developed including the IMS, the Commissioning Framework Prospectus, the Business Case template and the Communications Plan.

An overarching action plan will be developed supported by individual project plans for each of the three core products: the IMS, the Commissioning Framework Prospectus and accompanying Business Case template, and the Communications Plan

- An overview diagram of the delivery cycle, the IMS and its key component parts is provided in Annex 4.

## OCC SAFER COMMUNITIES UNIT

As part of its role, the OCC SCU will provide a co-ordinating function for the delivery of the OSCP Business Plan. Its role is to guide development of the Business Plan to ensure it involves partners in its development, delivers on its objectives, meets its statutory obligations and is delivered on time.

The SCU also provides a secretariat function for the Partnership Board and the Business Group.

## RISKS TO DELIVERY

OSCP business plan delivery is reliant upon community safety expertise and continued core funding by all responsible authorities and partners. This capacity has been supplemented by central government funding for CSPs over the past 11 years and needs to be protected if we are to deliver on our current programmes.

## STATUTORY AND NON-STATUTORY PARTNERS

### Statutory partners:

- South Oxfordshire District Council
- Vale of White Horse District Council
- Oxford City Council
- Oxfordshire County Council
- Thames Valley Police
- Primary Care Trust (Public Health from April 2013)
- Thames Valley Police Authority
- Thames Valley Probation
- Oxfordshire Fire and Rescue Service
- West Oxfordshire District Council
- Cherwell District Council
- Youth Offending Service
- HM Prisons

### Non-statutory partners

- Victim Support
- Voluntary sector
- Drug and Alcohol Action Team (will become part of Public Health from April 2013)

## **ACRONYMS:**

CEF – Children, Education & Families

CSP – Community Safety Partnership

DAAT – Drug and Alcohol Action Team

IMS – Information Management System

NAGs – Neighbourhood Action Groups

OCC – Oxfordshire County Council

OSCB – Oxfordshire Safeguarding Children Board

OSCP – Oxfordshire Safer Communities Partnership

PCC – Police and Crime Commissioner

PCP – Police and Crime Panel

SCU – Safer Communities Unit

SIA – Strategic Intelligence Assessment

TBGs – Tactical Business Groups

VAWG - Violence Against Women and Girls

YOS - Youth Offending Service

OSAB - Oxfordshire Safeguarding Adults Board

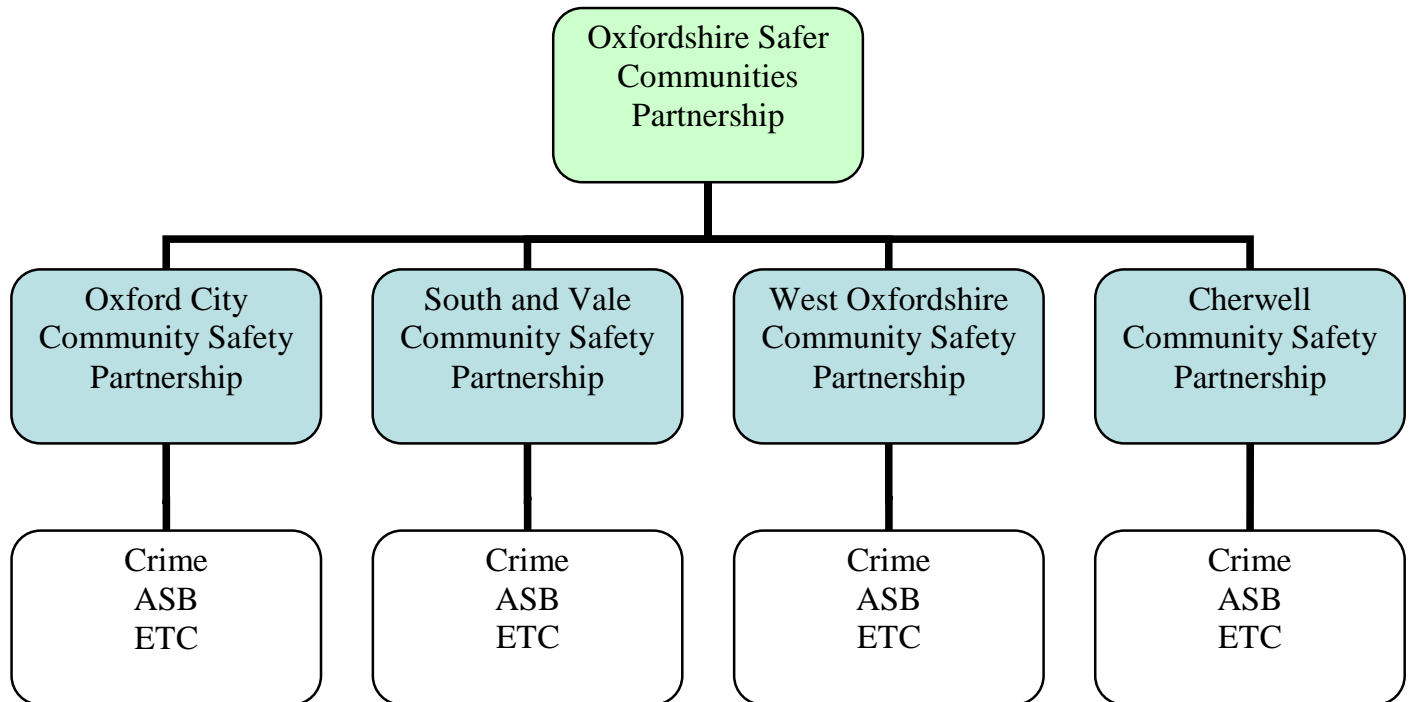
IDVA- Independent Domestic Violence Advocacy

CCTV - Closed-circuit television

ASB - Anti-social behaviour



Annex 1: chart showing the relationship between OSCP and the CSPs



## Annex 2: Table of local priorities by district/ city CSP

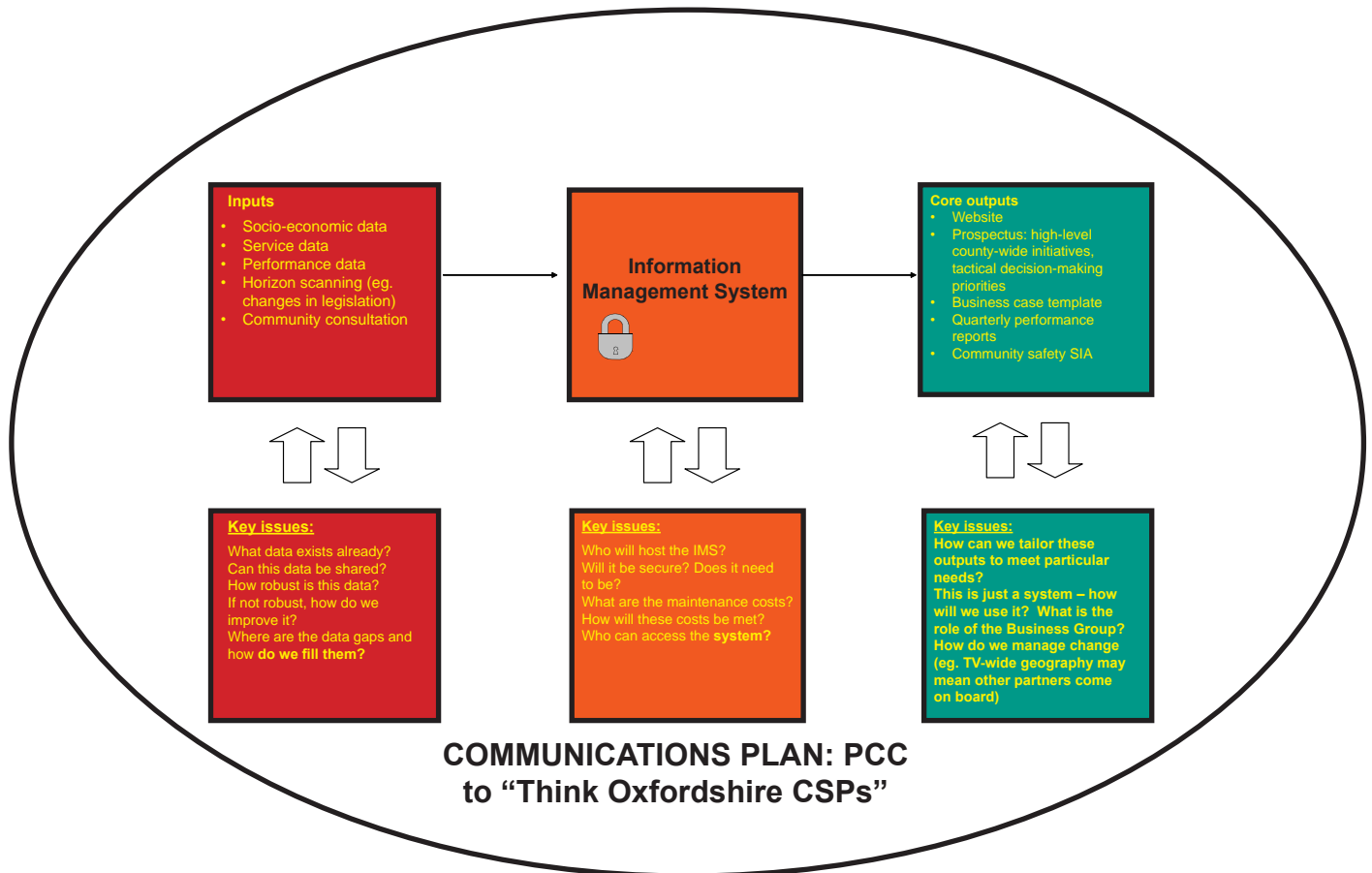
District / City CSP	Local priorities
Cherwell	<p><i>Tackling community concerns:</i> Anti-Social Behaviour (ASB - top priority), Young people's provision, Acquisitive crime, Night time economy Serious Violence, Nightsafe, CCTV, Neighbourhood Management, Community Intelligence Hub, Cleaner Greener Cherwell.</p> <p><i>Supporting victims:</i> domestic abuse, vulnerable adults and hate crime.</p> <p><i>Reducing offending/ reoffending:</i> burglary, car crime and robbery, ASB, drugs, managing offenders, PPOs, young offenders.</p>
Oxford City	<p><i>Tackling community concerns:</i> Nightsafe and CCTV, Neighbourhood Policing, Community Response Team, Cleaner Greener Oxford, combating robbery, improving public confidence.</p> <p><i>Supporting victims:</i> student safety, sex working and kerb crawling, child exploitation and human trafficking, honour-based violence, focus on victims of domestic abuse, hate crime and vulnerable adults, hate crime.</p> <p><i>Reducing offending/ reoffending:</i> targeting known Serious Acquisitive Crime offenders, CANaCT, drug dealing, managing offenders, family intervention, positive futures for young people, serious youth violence.</p>
South and Vale	<p><i>Tackling community concerns:</i> Anti-Social Behaviour especially repeat victims, levels of violent assault, fly tipping, graffiti, Nightsafe, community cohesion, communications and providing advice and support for community groups.</p> <p><i>Supporting victims:</i> domestic abuse including child victims, hate crime, supporting victims of distraction burglary and rogue traders, targeted seasonal crime reduction campaigns, road safety.</p> <p><i>Reducing offending/ reoffending:</i> support local diversionary activities for young people to help prevent crime, intelligence-led test purchasing operations to reduce underage alcohol sales, support for Integrated Offender Management, support Oxfordshire Drug and Alcohol Action Team (DAAT) prevention work and access to services, support Thames Valley Probation Service Unpaid Work scheme locally, target vehicles dangerously or inconsiderately parked.</p>
West Oxfordshire	<p><i>Tackling community concerns:</i> Reducing rural crime through tackling environmental crime, litter, graffiti and theft from isolated locations including rural premises.</p> <p><i>Supporting victims:</i> Supporting vulnerable victims of crime and decrease the levels of crime associated with vulnerable communities including domestic violence, young people, substance misuse, migrant communities and ethnic minorities.</p> <p><i>Reducing offending/ re-offending:</i> Supporting Thames Valley Police, licensed premises and key stakeholders in the community to reduce the impact of alcohol fuelled late night disorder and ASB in urban and rural areas, managing priority and prolific offenders.</p>

### Annex 3: Monitoring and measures of success

The table below summarises the set of measures (both rural and urban) that underpin Oxfordshire’s aim to reduce crime and create safer communities. A performance scorecard will be developed for quarterly reporting to the OSCP Board. Reporting will be on an exception basis and will show the direction of travel for the county and districts (where appropriate) rather than targets.

Oxfordshire Community Safety Strategies/ Plans	Measures of success
<p><b>Alcohol and Drug</b></p> <p>This strategy aims to promote prevention, early intervention and an holistic approach to recovery and create an environment that reduces the impact of substance misuse on the individual, their families and the community.</p>	<ul style="list-style-type: none"> <li>• Number and percentage of people successfully completing drug treatment/ programmes</li> <li>• Number of repeated attendances at the hospital emergency department for alcohol related injuries or conditions in the most vulnerable groups</li> </ul>
<p><b>Domestic Abuse</b></p> <p>This strategy aims to raise awareness of the impact of domestic abuse on adults and children and fostering healthy couple and family relationships through prevention, early intervention, effective support and enforcement. The integrated strategy recognises other important facets of interpersonal abuse including honour-based violence and sexual violence.</p>	<ul style="list-style-type: none"> <li>• Number of victims of domestic abuse accessing support services</li> <li>• Use of domestic abuse risk assessment to increase the safety of adults vulnerable through age, physical or mental disability or mental health</li> </ul>
<p><b>Managing Hate-Crime</b></p> <p>A key part of this strategy is to provide a comprehensive system of reporting and recording hate crime incidents and provide support for both victims and witnesses.</p>	<ul style="list-style-type: none"> <li>• Number and percentage of hate-crimes detected</li> <li>• Number of hate-Crime incidents recorded on all available systems (including TVP, third party reporting, YOS)</li> </ul>
<p><b>Integrated Offender Management</b></p> <p>The aim of this strategy is to reduce re-offending through the provision of an integrated, multi-agency approach to offender management.</p>	<ul style="list-style-type: none"> <li>• Number and percentage of IOM offenders who are re-offending</li> <li>• Level of re-offending especially for Serious Acquisitive Crime (Adult/ Youth)</li> </ul>
<p><b>Priority crimes and anti-social behaviour</b></p> <p>Each of the four CSPs produce their own rolling plan outlining their priorities for tackling crime and anti-social behaviour in their areas.</p>	<ul style="list-style-type: none"> <li>• Recorded and detected Serious Acquisitive Crime (burglary of dwelling, car theft, robbery)</li> <li>• Recorded and detected violent assault (for Domestic Abuse and non-Domestic Abuse)</li> <li>• Levels of distraction burglary</li> <li>• Levels of Anti-Social Behaviour</li> <li>• Levels of criminal damage reported to the police</li> <li>• Number of test purchase operations to prevent the sale of restricted goods to underage people conducted and the percentage pass rate</li> <li>• Number of hours of Unpaid Work completed (Probation)</li> <li>• Number of completed Restorative Justice interventions (Probation)</li> <li>• Number of reducing re-offending activities completed (Probation)</li> </ul>

## Annex 4: Overview of the IMS and its core input and outputs







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