**Crime Reduction and Community Safety Group**

# POLICE AND CRIME STANDARDS DIRECTORATE

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30.5.07.

Dear Sir / madam

I write to you in my capacity as the director of the Policing Standard Unit, Home Office, London England. I would like to support and nominate the work around Crime and Disorder Reduction Partnerships, which Ch Superintendent, Chris Channer and his team devised and delivered.

This work was innovative and hard to deliver, especially to the standards achieved.

Effectively it has resulted in a downward trend in crime in all the places that the team have deployed, what is particularly pleasing is the sustainability of the work and the continued improvements that have been made.

This team are now seen as national experts on partnership issues and have been extremely influential in improving the way communities receive services which directly impact crime.

Yours sincerely

**Paul Evans**
**Director**
**Police and Crime Standards Unit**
**Home Office**
**UK**

## Project Summary

**Project Title:** Partnership Support Programme

There are 371 Crime and Disorder Reduction Partnerships (CDRP) in England and Wales, they are statutory bodies formed under section 17 of the Crime and Disorder Act, there are five legally bound member organisations; Police, Fire, Local Authority, Health and the Police Authority. In 2006 to 2008 these CDRPs had a primary target of achieving a 15% reduction in crime, higher in certain high crime areas. Their primary method of impacting crime levels is through joint problem solving utilising the mixed knowledge and resource base provided by each member organisation. As can be seen in the following text, the ability of these CDRPs to deliver a cohesive strategic and tactical response at all levels across their individual areas enabling problem solving to take place in an organised and effective manner, which maximised the potential of all the partners, was poor.

This project was designed by a police officer, working with other police officers and a member of the civil service to conduct a problem solving approach to the CDRPs and identify why they did not realise their potential, to identify the problems and develop ways to address them.

Relating this to the tradition victim, location, offender profile, the CDRP provided the geographical location, the victim is the community and the offenders the CDRP membership.

**Scanning** the performance of all 371 CDRPs through the Home Office's iQuanta data base identified that only a few would reach their targets and that a large proportion of CDRPs had rising crime levels.

**Analysis** of the issue involved consultation across a wide range of organisations, each of which has a stake in either one or more of the CDRP member organisations. Additional consultation was undertaken with a number of practitioners from across the spectrum of partners. This initially identified a number of challenges, which pointed to the fact that while CDRPs have considerable potential to deliver reductions in crime levels, there was little or no guidance on how they should achieve this, indeed most CDRPs had different structures, systems and processes. The underlying cause of this was probably a lack of clarity around their role, a lack of leadership and direction and the fact that all the partners had challenges within their own organisations, to which the partnership came a strong second.

**Response**, it was decided to develop a process which instead of focusing on crime reduction problem solving in the traditional sense, would focus on the people who delivered the crime reduction problem solving, developing their ability as a collective, enabling them to work more cohesively and effectively within their own sphere of influence. What we proposed was to conduct a detailed diagnostic process which allowed us to assist any of the 371 CDRPs to improve their delivery structure, key processes such as joint intelligence gathering and sharing, problem solving, tasking and accountability, performance management and leadership, which would improve their ability to deliver reductions in crime.

**Assessment** the effectiveness of our ability to change the way they worked would be measured in two ways, through the iQuanta system which originally highlighted the problem, providing a quantative evaluation; and a qualitative

approach through the employment of an independent evaluation team, working with individuals from the various CDRPs that we had worked with. The resulting reductions in crime within the areas we worked were in some cases quiet stunning. Once CDRPs had restructured and streamlined their key systems and process, improved their ability to communicate it enhanced their problem solving capability and allowed a focused and effective impact on community challenges.

## Project Description

## Introduction

This project was intended to enable problem solving across police and community based public services as represented by CDRPs. The vision being to impact crime and community safety by identifying barriers to success and facilitating improvements.  The vision was to identify ways to improve the performance of the CDRP as an organisation, enabling them to deliver better quality crime reduction services locally.

We beloved that if we could resolve the problem of under performance across endemic in CDRPs and cascade our findings across the nation we could indirectly impact crime levels. At the same time we were also aware that we may identify valuable good practice which could also be cascading good practise nationally.

In this project the identified problem wasn't how we reduce crime, but how we improve the ability of front line delivery partnerships to reduce crime, however as can be seen below the approach was the same.

## Scanning

Utilising the Home Office IQuanta system it was possible to categories CDRPs in to a number of ways:

- Highest volume of crime

- Highest volumes in specific crime types

- Largest gap between themselves and their most similar CDRPs

- Biggest increases in crime

- Biggest reductions in crime

Just because they have large volume does not mean that they have poor performance. Some of the highest volume CDRP have the most densely areas in the country within their boundaries, for this reason they are grouped so that they can be compared against similar geographical and demographic areas.

This allowed us to develop a league table based on those with the highest volume and the largest gap, however in addition to this empirical approach contact was made with partner agencies to try and identify whether their was any extenuating circumstances, which might account for what on the face of it appeared to be poor performance.

# Top 44 CDRPs and their gap to target

| HCA | CDRP | Police force | GO | BCS comparator | | | | | Total RC BCS comparator crime % change compared to baseline (2003/04)[2] | Expected progress against baseline[3] | Above/below expected levels[3] | Difference between latest 12 months and target end point (offences) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 12 months to Oct 06 (starting point)[4] | 12 months to Mar 07 | Volume change | Percentage change | Difference between latest 12 months and Sep 07 suggested level[1] | | | | |
| * | Nottingham | Nottinghamshire | East Mids | 38,850 | 38,354 | -496 | -1.3 | 3,636 | -17.2 | -19.9 | Well above | 4,074 |
| * | Manchester | Greater Manchester | NW | 58,328 | 57,936 | -392 | -0.7 | 3,108 | -9.3 | -21.0 | Well above | 10,029 |
| * | Sheffield | South Yorkshire | Y&H | 44,879 | 45,046 | 167 | 0.4 | 2,860 | 13.1 | -12.8 | Well above | 13,587 |
| * | Leeds | West Yorkshire | Y&H | 60,924 | 60,036 | -888 | -1.5 | 2,767 | -23.6 | -29.4 | Well above | 8,964 |
| * | City of Bristol UA | Avon & Somerset | SW | 43,091 | 43,238 | 147 | 0.3 | 2,732 | -6.6 | -15.6 | Well above | 6,195 |
| * | Camden | Metropolitan Police | London | 22,089 | 23,045 | 956 | 4.3 | 2,281 | -12.0 | -22.5 | Well above | 3,354 |
| * | Cardiff | South Wales | Wales | 30,273 | 30,657 | 384 | 1.3 | 2,200 | 3.2 | -16.0 | Well above | 7,188 |
| * | Stoke on Trent | Staffordshire | West Mids | 21,499 | 22,331 | 832 | 3.9 | 2,122 | -5.8 | -15.4 | Well above | 3,357 |
| * | Salford | Greater Manchester | NW | 22,415 | 22,945 | 530 | 2.4 | 1,875 | -5.8 | -14.0 | Well above | 3,712 |
| | Portsmouth | Hampshire | SE | 16,861 | 17,520 | 659 | 3.9 | 1,671 | 9.8 | -15.6 | Well above | 5,220 |
| | Milton Keynes | Thames Valley | SE | 15,943 | 16,549 | 606 | 3.8 | 1,563 | 16.1 | -9.6 | Well above | 4,794 |
| * | Oldham | Greater Manchester | NW | 17,061 | 17,377 | 316 | 1.9 | 1,340 | -11.3 | -22.0 | Well above | 2,228 |
| * | Peterborough UA | Cambridgeshire | Eastern | 15,617 | 15,993 | 376 | 2.4 | 1,313 | -10.4 | -15.8 | Well above | 2,202 |
| * | Southampton | Hampshire | SE | 23,439 | 23,323 | -116 | -0.5 | 1,290 | 3.7 | -17.7 | Well above | 5,888 |
| * | North East Lincolnshire | Humberside | Y&H | 18,411 | 18,540 | 129 | 0.7 | 1,234 | -14.1 | -17.2 | Well above | 2,088 |
| * | Kirklees | West Yorkshire | Y&H | 27,499 | 26,948 | -551 | -2.0 | 1,099 | -18.7 | -29.8 | Well above | 5,349 |
| * | Rochdale | Greater Manchester | NW | 17,359 | 17,330 | -29 | -0.2 | 1,013 | -16.0 | -21.6 | Well above | 1,855 |
| | West Berkshire | Thames Valley | SE | 7,237 | 7,722 | 485 | 6.7 | 919 | 28.2 | -11.9 | Well above | 2,452 |
| | Lewisham | Metropolitan Police | London | 20,343 | 20,028 | -315 | -1.5 | 906 | -0.3 | -13.3 | Well above | 3,958 |
| | Windsor & Maidenhead UA | Thames Valley | SE | 8,958 | 9,307 | 349 | 3.9 | 886 | 1.4 | -12.0 | Well above | 1,501 |
| | Blackpool | Lancashire | NW | 13,258 | 13,374 | 116 | 0.9 | 880 | -4.4 | -10.0 | Well above | 1,617 |
| * | Ealing | Metropolitan Police | London | 23,957 | 23,330 | -627 | -2.6 | 810 | -6.0 | -15.3 | Well above | 3,507 |
| | Calderdale | West Yorkshire | Y&H | 13,667 | 13,603 | -64 | -0.5 | 756 | -20.9 | -32.0 | Well above | 2,496 |
| * | Liverpool | Merseyside | NW | 46,399 | 44,340 | -2,059 | -4.4 | 725 | -7.0 | -14.5 | Well above | 7,482 |
| | Trafford | Greater Manchester | NW | 14,384 | 14,188 | -196 | -1.4 | 667 | -15.1 | -21.7 | Well above | 1,325 |
| | Basingstoke & Deane | Hampshire | SE | 8,335 | 8,482 | 147 | 1.8 | 647 | 4.3 | -14.7 | Well above | 1,976 |
| | Hillingdon | Metropolitan Police | London | 17,975 | 17,512 | -463 | -2.6 | 616 | -7.3 | -15.0 | Well above | 2,406 |
| | Rotherham | South Yorkshire | Y&H | 17,973 | 17,508 | -465 | -2.6 | 613 | 16.1 | -12.4 | Well above | 5,064 |
| | North Lincolnshire | Humberside | Y&H | 11,992 | 11,838 | -154 | -1.3 | 556 | -17.4 | -23.2 | Well above | 1,158 |
| * | Islington | Metropolitan Police | London | 21,186 | 20,434 | -752 | -3.5 | 519 | -18.5 | -21.4 | Well above | 1,584 |
| | Doncaster | South Yorkshire | Y&H | 27,433 | 26,281 | -1,152 | -4.2 | 494 | 26.2 | -9.4 | Well above | 9,654 |
| | Luton | Bedfordshire | Eastern | 15,171 | 14,726 | -445 | -2.9 | 465 | -9.2 | -19.9 | Well above | 2,281 |
| * | Newham | Metropolitan Police | London | 23,316 | 22,367 | -949 | -4.1 | 450 | -13.1 | -20.7 | Well above | 2,644 |
| | Stockport | Greater Manchester | NW | 20,207 | 19,266 | -941 | -4.7 | 271 | -12.7 | -18.2 | Well above | 1,831 |
| | Darlington | Durham | NE | 7,895 | 7,671 | -224 | -2.8 | 250 | 9.8 | -14.3 | Well above | 2,181 |
| | Barnsley | South Yorkshire | Y&H | 15,671 | 14,918 | -753 | -4.8 | 187 | 2.3 | -14.3 | Well above | 2,924 |
| | Barking & Dagenham | Metropolitan Police | London | 13,448 | 12,709 | -739 | -5.5 | 68 | -6.6 | -14.9 | Well above | 2,199 |
| * | Middlesbrough | Cleveland | NE | 15,867 | 14,968 | -899 | -5.7 | 54 | -9.6 | -13.0 | Well above | 1,735 |
| | Preston | Lancashire | NW | 12,201 | 11,522 | -679 | -5.6 | 9 | -1.2 | -8.0 | Well above | 1,729 |
| | Dartford | Kent | SE | 6,919 | 6,500 | -419 | -6.1 | -4 | 7.7 | -13.8 | Well above | 1,695 |
| | Burnley | Lancashire | NW | 8,000 | 7,520 | -480 | -6.0 | -24 | -8.5 | -16.0 | Well above | 948 |
| | Bromley | Metropolitan Police | London | 18,924 | 17,436 | -1,488 | -7.9 | -353 | -7.8 | -13.2 | Well above | 1,831 |
| | Knowsley | Merseyside | NW | 12,454 | 11,167 | -1,287 | -10.3 | -540 | -4.9 | -12.9 | Well above | 1,910 |
| * | Kingston upon Hull | Humberside | Y&H | 30,936 | 28,468 | -2,468 | -8.0 | -655 | -22.1 | -23.9 | Well above | 2,889 |
| | *Total 44 CDRPs* | | | 948,644 | 934,353 | -14,291 | -1.5 | 38,559 | -7.6 | NA | NA | 163,057 |
| | **Total England and Wales** | | | 3,271,108 | 3,243,118 | -27,990 | -0.9 | 88,987 | -10.2 | NA | NA | 356,759 |

Having conducted this initial scanning process we approached a number of CDRPs and identified those which would support us conducting a detailed analysis of their systems structures and processes. The following were the first four to be involved with the process.

- Doncaster
- Nottingham
- Gravesham
- Dartford

# Focused Scanning

### Literature Review

Having identified which CDRP to work with we first conducted a literature review, obtaining inspection reports from a host of government organisations that had inspected individual partnership organisations, without looking at how they contributed to the partnership itself. These included:

- Her Majesties Inspector of Constabularies (HMIC),
- Audit Commission
- Local Authority Agreements
- Partnerships plan
- Government Office reports
- Local plans
- Local management Information Documents
- Minutes meeting

This list is not exhaustive and different documents where obtained from different CDRPs, however it allowed the team to come together prior to attending the CDRP itself and get a flavour for what was going on, it allowed contextualisation to the area.

### Attendance at key meetings

In a similar way to the literature review, we profiled all the key meetings, attending as many as impossible in order to gain and understanding of how they conducted their business, and the relationships that existed between key partners at various organisational levels. This qualitative approach also allowed us to build relationships which assisted in opening doors to more information and opinion and was a great investment of time.

For example it quickly became apparent that the only data utilised at most CDRPs was police data, yet when we examined the other partnership organisations they often had very useful, high quality data, which they were willing to share but couldn't see the value it added. A good example would be housing departments, they would have data relating to disturbances in social housing, the police would

only have some of that data, effectively to the disturbances to which they had been called, by overlaying the housing data it was possible to identify much more intense hotspots, allowing a focused problem solving approach to take place in the most prevalent areas. If you then overlaid calls to the Fire Service and ambulance overdoses you often found that all services were being dragged into the same area with the same families, this supported the ethos of partnership working.

This lack of data sharing was and still is a problem in many areas, people just don't understand the value of the data they have.

## Analysis

**Interviews (phenomenological approach, i.e. 'the lived experience')**

This was the backbone of the project, by getting people who were working in a particular environment to tell us what the problems were we were able to identify barriers to success and trends. The one thing we quickly identified was that senior managers don't speak or listen to their front line delivery staff, in every CDRP we worked in, the staff on the front line, whatever their parent organisation, had a much clearer idea as to what was wrong than their senior colleagues.

An example of a typical problem would be an interview conducted with a senior police commander, who took great pride in telling us all about their tasking system and how it was utilised to deploy front line officers. Following the interview which, on the face of it was impressive, we went to the police canteen and sat with a number of police constables, steering the conversation around to tasking we were informed that they didn't have the right computer software and therefore there was no tasking system at that time. A reality check of this revealed that the senior officer was right, but that no one had told the staff the

system was live and how to access it. This reality gap was found time and time again.

**Workshops (Mixed Organisations)**

By bringing together different delivery level partners into a single group and discussing how they worked together it was possible to gain an understanding of the gaps. Networking is a primary need of partnership working, yet often very poor networks existed at the lower organisational levels. Sad to say that many partners including police had received no problem solving training, this varied from area to area and tended to be either very good or non existent.

A by-product of these workshops was that some people got so much out of it they decided to schedule future meetings to discuss challenges and share ideas.

**Data Review**

Once inside an organisation and working with them it was possible to gain access to a considerable number of data sources, as discussed above these were not always shared.

This aspect of the work allowed us to formulate recommendations around the use of these data sources, for instance the planning departments of the local authority had a detailed list of building applications and similar development work. They are entitles under section 109 of the Town and Planning Act to make applicants provide additional funding for things like play parks, CCTV, street lighting, road improvements, this is useful for crime prevention advisors to tap into, however we usually found the data was not being made available to partners. Again this wasn't because they didn't want to, it was that they didn't understand the potential of a qualified crime prevention expert, looking at an

application and asking for preventative measures to be added into the application. Another opportunity missed.

Our biggest drive has been to see the partners overlay their data, to identify joint areas of interest, while this nearly never happened we were able to act as a catalyst for future developments

**Reality checking**

We did this by visiting members of the community within the designated CDRP area, speaking to shop keepers and residents to seek their views of activity by the various partnership organisations. One common theme was that while the public were familiar with the organisations as individuals they had no concept of what a CDRP was or how it was meant to function. It did show where public services were perceived as good and where they weren't.

By Patrolling with officers the team could identify the mindset and underlying culture that dominated the various partners, whether there was a propensity for partnership working or whether there was an entrenched 'them and us' type culture, either between organisations or between management and delivery level staff within a specific organisation.

**Summary of Analysis**

The schedule at appendix A demonstrates a comprehensive and demanding nature of the work undertaken by the team to identify problems and enable the way forward to be found. *(If printed this is on A3 paper)*

# Response

The responses below are generic key findings existing in most of the CDRPs we worked with, however a copy of the report for North Kent is available on request if specific focus is required as an example.

The key to dealing with the problems was to establish trust with the senior CDRP managers during the analysis stage; by doing this it was much easier to get them to implement the changes that would allow them to deliver a more effective response to community needs. From the outset the team went into this with the ethos that we were doing it "with them – not too them".

**The following list identifies the main challenges, which the team found prevented CDRPs from delivering effective problem solving.**

- Confused organisational structures
- Lack of partnership performance management framework
- Little accountability between partners
- Poor funding stream management
- Little joint analytical work
- Low levels of appreciation and understanding around other partners needs and targets
- Poor understanding of Prolific Priority Offenders Scheme and linking the three strategic strands
- Lack of understanding about role of Government Office
- Lack of leadership (within partnership)
- No joint tasking regime
- Linking delivery to strategy
- Partners are unaware what resources they have at their disposal
- Little understanding of Local Strategic Partnerships; what they are designed for and how they fit with CDRPs and Local Authority Agreements
- Different interpretation of the above nationally
- Little linkage between the LAA and the delivery level
- Lack of problem solving by individual organisations
- Lack of problem solving as a joint partnership
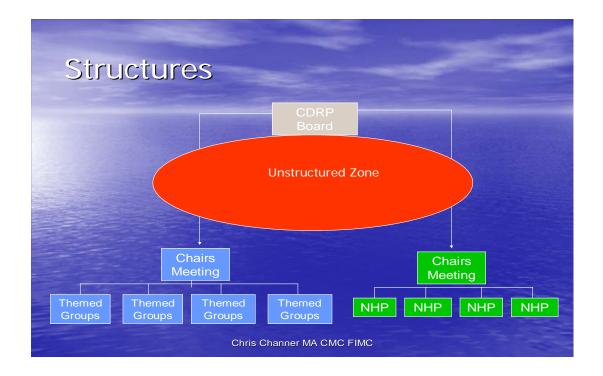
A more in depth view is provided below.

The main challenge was to understand the structure of the CDRP, when individual members were asked to draw it, they usually drew different diagrams, few had a clear understanding of what was the correct one.

The diagram below shows the top and bottom levels which were often very similar across CDRPs, most people working within CDRPs would be familure with this structure.  The second diagram shows where it all starts to go wrong and the team had to work out what fitted best for any particular CDRP.



**NHP = Neighbourhood Policing Team**

Traditionally problem solving has taken place at the front line, NHP level, what the team was attempting was to improve the ability of the whole CDRP organisation right up to the strategic level to work together to enhance their problem solving ability across the organisational spectrum.

Structures

**Performance Management**

Performance management within partnership organisations was a key issue, the start point of any performance management must be data, without this you can't monitor the effects of what you are doing. Key systems such as tasking and accountability are required to manage effective problem solving regimes. Whilst some evidence was found that performance management is beginning to develop there is a need for a coherent strategy to build a performance management culture and embed it throughout partnership activity. Strong leadership and commitment from all partners will be vital to achieving this.

A particular area of concern is the current confused governance meeting structure which prevents effective performance, tasking, problem solving and accountability activity from taking place. This is a clear barrier to successful communication and governance. Recommendations for action include the implementation of a new structure which will enable the partnership to focus on driving performance,

problem solving, tasking and assist in holding each partner organisation to account for delivery against key actions. There are a number of issues which need to be addressed alongside this new structure to help develop a performance culture. Particularly the approach to problem solving, tasking and accountability, the use of performance data and intelligence, effective communication and a system of rewards and sanctions for partnership staff.

**Leadership**

Strong leadership is an essential component in delivering problem solving, it won't just happen. It is important that those responsible for demonstrating leadership and chairing key meetings have the right skills, experience and responsibility to drive and deliver change. The team found evidence of enthusiastic leadership and good working relationships and these will need to be drawn on to deliver change through the recommended meeting structure.

**Relationship Management - People and Partners**

Relationship management and communication between partners was in many areas identified as a strength. There was often an environment of trust and mutual respect in the partnership combined with a clear commitment to working together. However as one of the participants articulated partnership working is about business, not about friendship, although it is possible to achieve both. These relationships were seen as key to developing a joint problem solving regime.

**Problem Solving**

Problem solving is an effective way to involve all partners and members of the community in reducing crime and disorder over the medium to long term. Working together in this way can create sustainable solutions to local problems. There are a number of areas on which partnership could jointly utilise problem

solving more effectively, appropriate training is required and an understanding of how the different skills/knowledge and resource base of the various CDRP organisations can complement each other. Training is required and an understanding of what each member organisation can bring to the table, so that they can problem solve from a holistic perspective. Ensuring that problem solving processes become intelligence led and that progress is reviewed through partnership meetings is a key issue. A strong performance culture and good leadership are required to develop this. (See performance and leadership above)

**Resource use**

A number of issues related to resource use have been highlighted, in particular there appears to be a lack of awareness amongst staff of what funding is available for partnership working, how to access it and how to effectively manage it. There is a need to develop a funding strategy that allows the identification of funding streams, provides guidance and assistance to staff in bidding for and managing budgets.

We constantly found resources which were of value to the partnership, but which remained hidden and under utilised.

**Programme Delivery**

Effective delivery of specific programmes such as the drugs strategy and prolific and priority offenders, which was seen as very effective, have potential to make a real impact on performance. However, in relation to the drugs strategy the key issue appears to be the lack of focus from the partnership on delivery. The strategy needs to be properly managed through a well structure system of meetings.

**Good Practice identified by the team on during their work**

- PPOs (Doncaster)
- Weeks of Action (Nottingham)

- Alert scheme (Scunthorpe)
- Taxi and Bus companies with their own PPO systems (Kent)
- Special Constables (Hull)
- Neighbourhood Teams (Doncaster)
- Induction (Sheffield)
- Cocaine wipes (Nottingham)
- Analysis (Hampshire) *previous Goldstein Award winner.*

**In addition to reducing crime within the areas we worked there were side effects which hadn't been anticipated. One example being Weeks of Action.**

Weeks of Action in Nottingham were developed as a result of the project advising them to find a vehicle for delivering some success to the partnership. The team felt that Nottingham was particularly disjointed and had a down trodden feel that the partners couldn't seem to get through; they had become conditioned to failure. The idea was to get the partners to work intensely in a small geographic area and get an immediate impact, which would in turn boost their sense of value.

Burglary was reduced by over 40% all crime fell by 33% within the small areas that hosted a Week of Action. What Nottingham delivered was so successful it was decided by central government to roll it out nationally, and it is reducing crime all over the country.

## Assessment

At the completion of each two week analysis a comprehensive report was produced, containing a summary, identifying key problems which prevented

effective crime reduction and recommending specific actions to improve the CDRPs ability to reduce crime and improve community confidence.
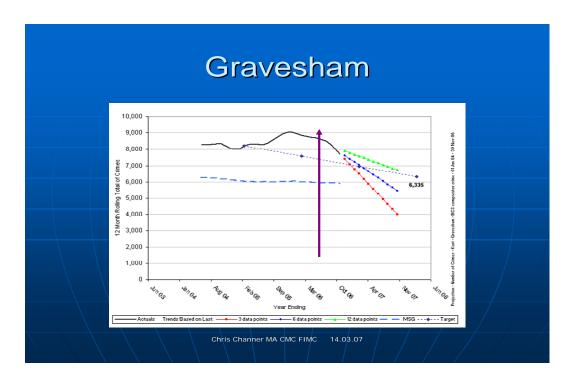
This report was discussed and agreed at a meeting between the key stakeholders for the CDRP and the team, once agreed, the CDRP was held accountable for delivery against the recommendations and their performance monitored.

Assistance was offered to develop and implement the recommendations, however this was only done if the CDRP indicated that they didn't have the skills available to achieve the desired out comes. In most cases they progressed them alone while we moved onto the next CDRP area.

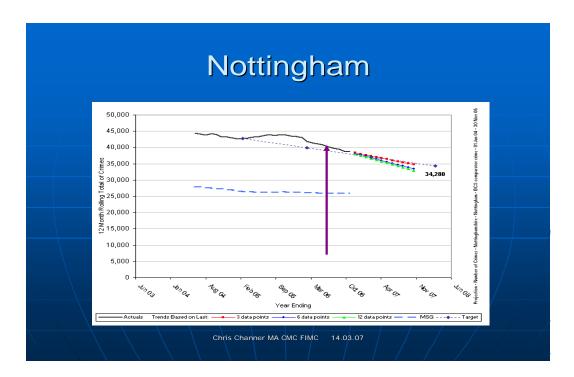| CDRP | Date Team started | Total all Crime per annum | Total all crime after 12 months | Percentage reduction | No of offences reduced |
|------|-------------------|----------------------------|----------------------------------|----------------------|------------------------|
| Doncaster | Jan 06 | 44,129 | 41,249 | -7% | 4,120 |
| Nottingham | May 06 | 61,907 | 59,663 | -4% | 2,244 |
| Gravesham | June 06 | 13,194 | 10,996 | -17% | 4,120 |
| Dartford | June 06 | 11,554 | 11,098 | -4% | 456 |
| | | | | **Total** | **9,018** |

The graph at figure one below shows crime levels prior to and since the process was delivered in Gravesham.
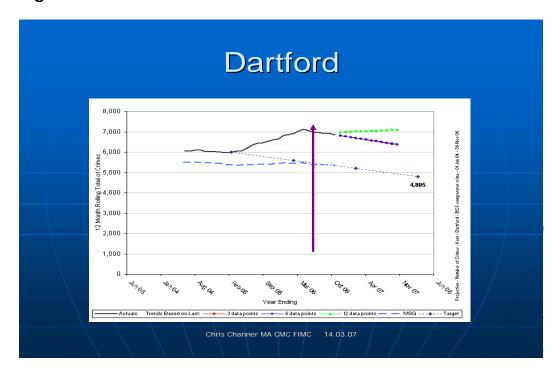
Fig 1

The arrow indicates the intervention point by the team, the solid black line is actual crime levels; the red, green and blue dotted lines indicate the projected performance at 3, 6 and 12 months based on current performance trajectory. The larger broken blue line indicates the gap between Gravesham and peer groups

**Fig 2**

# Nottingham

Chris Channer MA CMC FIMC    14.03.07

The arrow indicates the intervention point by the team, the solid black line is actual crime levels; the red, green and blue dotted lines indicate the projected performance at 3, 6 and 12 months based on current performance trajectory. The larger broken blue line indicates the gap between Gravesham and peer groups

**Fig3**



Over the last 12 months significant improvements have been made in all of the CDRPs which the team worked with, arguably the most impressive have been Nottingham City with an impressive 2,244 offences less. This is significant because in the other Nottingham CDRPs, which the team did not work with crime has risen significantly.

This was repeated in Doncaster, where its sister CDRP Sheffield increased the total number of offences, during the same period that Doncaster was reducing.

We must however be conservative in our opinions, because there is always a lot of other work going on within any geographical area, new senior managers are brought in, additional funding is made available, other projects are running, and it is challenging to isolate a single causation for improvements. The fact that both Doncaster and Nottingham improved while their neighbours deteriorated may lend support to this work as being a primary driver for improvement.

If we can't depend on the reduction data to indicate which variable was responsible or how much was apportioned to each variable we need to try a qualitative approach and go back to the people we worked with and find out what their views are.

We did this through an independent consultancy services, asking them to evaluate through interviews with relevant CDRP practitioners what they thought the benefits, if any, of the analysis and responses were.

A company called Hartley and McMaster evaluated the data interviewing people taking part in the analysis, the over whelming findings were positive. This resulted in the Home Office making the decision to mainstream the work and roll it out nationally.

This project has had such a significant impact on crime reduction nationally that it has changed the way a whole department works, previously it only worked with police , now its main focus is on the wider partnership of which the police are a key member. There are any number of CDRPs scheduled in for future analysis and the nice thing is that most are shouting for the product and not having it forced on them.

One of the key aspects of effectiveness is to ensure that any team conducting the analysis is made up of experts from the various partner agencies, this allows cross pollination of learning and provides a real asset to problem solving within other organisations. A classic example was a team member, a police officer, interviewing a drugs treatment provider, during the interview the police officer apologised for asking what he thought was probably a really silly question, however the drugs treatment provider was stunned by the question and as a

result changed the way they provided drug treatment to outlaying drug addicts in rural areas. This was not an uncommon occurrence and the team felt it was possible that people with expertise often found it difficult to look at an issue from a common sense perspective, that they were contained in their thinking because they operated at too high a level. Someone without that knowledge often asked what we came to term the "naive question" which helped them see the wood for the trees.

**Some quotes from recipients of the work.**

- "The work undertaken by the team has saved me four months work" *Alan Given, CEO partnerships, Nottingham City.*
- " The methodology and the inclusiveness of the teams delivery make this an outstanding process" Prime Ministers Delivery Unit
- "It's been a pleasure to work with the PSU  and we greatly appreciate the assistance they have given us"  *Gary Beautridge ,Ch Supt, Nth Kent.*

## Conclusion

We identified a national issue, the inability of 371 CDRPs to deliver effective crime reduction, their main priority.

We devised an approach that allowed us to closely examine the worst CDRPs and identify the problems that prevented them from delivering.

We worked with them to help them develop and change, they have turned around and become successful and continue to improve.

We learnt an awful lot along the way.

## Agency and Officer Information

The team leader for the development of this project was a Ch Superintendent from the Metropolitan police service London England, seconded to central government to assist with crime reduction. Although there were a number of people involved in the analytical phase, the project itself was developed by three people, the Ch Supt above, a Ch Inspector and a Higher Executive Officer from the civil Service working with them

Each of these people have different skill, knowledge and background, however the Ch Superintendent is a Certified Management Consultant, a Fellow of the Institute of Management Consultants and has nearly 30 years policing experience.

The Ch Inspector has a good knowledge of both performance management and problem solving.

The Civil servant has good organisational skills and a strong network within the Home office to assist in consultation and development.

One advantage the three had was that they could travel freely around the country and on occasion abroad and see policing and partnerships in action, they all felt that the learning this allowed was fantastic and that as a result they were much more effective in identifying ways to improve. It was also useful to be able to refer people to another area to see something in action as opposed to just presenting it to them.

Because the project was sponsored by the Home Office it was easy to fund travelling, accommodation, hiring rooms for workshops etc.

Once the analysis stage started a larger team was pulled together from across wide range of departments, this in itself was good partnership practice. It also

allowed the project to go ahead without stripping out resource from any particular

department.


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**Doncaster Safer Partnership Support Programme**
**Week 1**
Version 1.2                          **Home Office Support Team** any queries contact Russell Taylor 07766776046   email russell.taylor26@homeoffice.gsi.gov.uk

| Monday 23.01.06 | | Tuesday 24.01.06 | | Wednesday 25.01.06 | | Thursday 26.01.06 | | Friday 27.01.06 | |
|---|---|---|---|---|---|---|---|---|---|
| 8 - 4 | Dip review Doncaster Police Station Mary Calvert, Sue Brennen | 8 - 4 | Dip review Doncaster Police Station Mary Calvert, Sue Brennen | 8 – 4 | Dip review Doncaster Police Station Mary Calvert, Sue Brennen | 8 - 4 | Dip review Doncaster Police Station Mary Calvert, Sue Brennen | 8am | Supt Richard Tweed Violent Crime & SNTs Edlington Police Station 0130238 5802 Chris C, Katie |
| 10am | SDP meeting Mansion House 2 Priory Place Gordon, Russell | 8am | Chief Executive Sue Law Council House, College Road, ring 862224 on arrival Chris C, John Curtis | 9am | Det Supt Mick Whitehouse Prolific and Priority Offenders Edlington Police Station 01302 385808 Gordon, Katie | 9am | Daily Tasking police Supt Gamble DHQ 1954 Barnsley Road 01302 385804 Russell, Paul | 9am | Inspector Iain Charlton Safer Neighbourhoods Area Urban Scarborough House (check address) 07768 032476 Nick, Gordon |
| | | 9am | PCT, Mike Potts & Julie Warren St Catharine's Hospital, Tickhill Road, Balby. 1302 796760 Simon, Katie | 10am | Maureen Edgar Balby Councillor Edlington Police Station 01302 853081 Nick, Russell | 10am | Police Sergeant Paul Wilson Licensing College Road Police Station 01302 385168 Chris C, Simon | 10am | Jane Perry Area Manager North Edlington Police Station 07786 856293 Chris C, Russell |
| | | 9 - 4 | Workshop Doncaster Rugby Club Nick, Russell, Rachael | 12.15 | DCI Dave Powell Burglary Edlington Police Station 01302 385812 Nick, Simon | 11.30 | Inspector Jim Jones Local Authority Liaison Officer LALO Edlington Police Station 07867 693582 Gordon, Nick | 11am | Inspector Colin Lomas SNA East Edlington Police Station 07747 765946 Gordon, Christine |
| | | 11.30 | Mayor Winter Council House, College Road 01302 734003 Gordon, Richard | 2pm | Simon Riley ASBO Lead Edlington Police Station 01302 737470 Gordon, Katie | 1pm | Fire Service, Steve Worthy Edlington Police Station 07768418017 Russell, Christine | 12 | Pat Higgs Area Manager East Ellington Police Station 01302 734444 Gordon, Christine |
| | | | | 3pm | Helen Conroy DAT Commissioner Health Programme Development Centre (HPDC) St Catharine's Hospital, Tickhill Road, Balby. 01302 312173 Simon, Nick | 2pm | Mark Summers Youth Offending Team May Avenue Balby 01302 736100 Simon Katie | | |
| 3.30 | Team Meeting Mount Pleasant Hotel | 2pm | Supt Gamble Intel & Targeting, Community Safety & new Safer Neighbourhood Unit DHQ 1954 Barnsley Road 0130238 5804 Katie, Chris C | | | 3pm | Police Sergeant Kevin Drewett Crime Prevention Edlington Police Station 01302 385462 Nick, Russell | 1pm | Inspector Ray Johnson SNA North Edlington Police Station 07867 651348 Chris C, Russell |
| | | | | 3.15 | Jane Miller Performance & Neighbourhood Renewal Council House College Road 01302 734444 Russell, Chris C | | | | |
| | | | | | | 4pm | John Hoey Assistant Chief Fire Officer Wellington Street **Sheffield** S1 3FG Gordon, Chris C | 2.15 | Inspector Mark Payling SNA South Edlington Police Station 07775 701807 Nick, Katie |
| | | 4pm | Chief Superintendent Cassidy DHQ 1954 Barnsley Road 0130238 5800 Gordon, Chris C | 4.45 | Barbara Hoyle 11a Lumley Drive Tickhill Road 01302 742676 Simon, Katie | 4.15 | PS Paul Reed Minorities Officer 07899 060791 Simon, Christine | 3.45 | Colin Jeynes Chair of LSP Edlington Police Station 07710 110406 Gordon, Chris |
| 5pm to 8pm | Partnership Reception Mount Pleasant Hotel | | | | | | | | |
| | | 6.30 | Debrief 1 hour max | 6.30 | Debrief 1 hour max Paul | 6.30 | Debrief 1 hour max | | No Simon Friday |

**Doncaster Safer Partnership Support Programme**
**Week 1**

| | Monday 30.01.06 | | Tuesday 31.01.06 | | Wednesday 01.02.06 | | Thursday 02.02.06.06 | | Friday 03.02.06 |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 8.30 | Det Inspector Martin O'Neill Intelligence Manager DHQ 1954 Barnsley Road 01302 385835 Russell, Chris C | | | | |
| 9am | SDP Performance Management Meeting Mansion House 2 Priory Place Russell | 9am | Chief Inspector Adrian Moran Vehicle Crime Edlington Police Station 01032 385807 Nick, Russell | | | | | | |
| 10am | Gail Newton & Roy Dean Urban & Town Area Managers Scarborough House 01302 735050 Gordon, Nick | | | 10.00 | Fortnightly Tasking police Det Supt Whitehouse DHQ 1954 Barnsley Road 01302 385808 Russell, Chris C | | | | |
| 11.30 | Bob Telfor Passenger Transport Exchange Street **Sheffield** 0114211428 Simon, Katie | 10.30 | Denis Atkins Domestic Violence Coordinator (not police) Community Safety Edlington Police Station 01302 736943 Simon, Katie | 10.30 | Peter Farrell plus Terry Stevens Chief Ex County Neighbourhood Neighbourhood Watch Edlington Police Station 01302 831485 Katie, Nick | 11am | Cheryl Fletcher CCTV Manager Edlington Police Station 01302 385342 Gordon, Nick | | |
| 1pm | Helen Briggs Environmental Services 07966 757226 Gordon, Russell | 1pm | Jan Hannant Probation; Prolific and Priority Offenders Edlington Police Station 01302 730099 Chris C, Katie | 12.00 | Trudy Hannington Streetreach 8 Copley Road 07796 193990 Simon, Chris C | | | | |
| 2pm | Inspector Ray Mountford SNA West Edlington Police Station 07776 075950 Chris C, Nick | 2pm | Glenys Wall Area Manager South Edlington Police Station 01302 534538 Nick, Russell | 2 pm | Annie Farrand Community Empowerment Network 24a West Road Moorend 01405 81829 Gordon, Katie | 2pm | ACC Bob Dyson SYP HQ 01302 388404 Chris C, Gordon | | |
| 3pm | Suzan Joyner Area Manager West West Mexborough Business Centre 01302862818 Simon, Katie | 3.15 | Julie Warren DAT St Catharine's Tickhill Road Dalby 01302312171 Simon, Chris C | 3pm | Clare Bonson New Deal Edlington Police Station 07769912630 Simon, Nick | | | | |
| 4.15 | Rob Haddrell Community Wardens Concord House Carr Lane 01302 736945 Chris C, Gordon | | | | | | | | |
| 6.30 | Debrief 1 hour max | 6.30 | Debrief 1 hour max | 6.30 | Debrief 1 hour max | 6.30 | Debrief 1 hour max | | |