

## SAFER SUNDERLAND PARTNERSHIP DELIVERY PLAN 2012/13 TO 2014/15

This Safer Sunderland Partnership (SSP) delivery plan sets out how the Partnership will contribute to making Sunderland **a city which is, and feels, safe and secure**, where people can enjoy life without the concerns of being a victim of crime or being harmed.

The delivery plan is structured around seven sections (the SSP's **six strategic priorities for 2012/13** in Box 1 below) plus a section on **partnership development and intelligence**). It will be updated following the annual Partnership Strategic Intelligence Assessment (PSIA). Most actions currently cover the next 12 months, but further improvement activity will be added during the lifetime of the plan. Rather than contain all of the mainstream work of partners, the delivery plan focuses on the added value partnership improvement activity covering:

- **Prevention**
- **Early intervention**
- **Enforcement**
- **Support**
- **Reassurance**
- **Intelligence; and**
- **Partnership development**

This activity will contribute to achieving the longer term Safer Sunderland Strategy outcomes (see Box 2). The inclusion of partnership development activity will ensure the SSP remains fit for purpose in meeting its statutory duties and delivering its 15 year strategy.

<b>Box 1. Safer Sunderland Partnership Strategic Priorities 2012-2013</b>	<b>Box 2. Safer Sunderland Strategy Outcomes 2008-2023</b>
<ol style="list-style-type: none"> <li>1. <b>Alcohol misuse and alcohol-related crime and disorder</b></li> <li>2. <b>Drug misuse and drug-related crime and disorder</b></li> <li>3. <b>Domestic violence (including other violent crime)</b></li> <li>4. <b>Anti-social behaviour (people and places)</b></li> <li>5. <b>Safety and feelings of safety for high risk victims/vulnerable groups</b></li> <li>6. <b>Re-offending</b></li> </ol>	<ul style="list-style-type: none"> <li>▪ <b>Being and feeling safe and secure (the high level outcome)</b></li> <li>▪ <b>Being free from harm</b></li> <li>▪ <b>Creating a safe environment</b></li> <li>▪ <b>Being free from crime, disorder and substance misuse</b></li> <li>▪ <b>Creating active citizens</b></li> <li>▪ <b>Creating a supportive family environment</b></li> <li>▪ <b>Creating cohesive communities</b></li> <li>▪ <b>Embedding a problem solving approach</b></li> <li>▪ <b>Creating an effective partnership</b></li> </ul>

This delivery plan is a '**working document**' and will be added to and amended throughout the lifeline of the plan 2012/13 to 2014/15. It is recognised that in a climate of reducing resources, the SSP will endeavour to develop more efficient and effective ways of partnership working and delivery whilst aiming to maintain its impact on improving community safety across the City.

<b>SECTION 6</b>	
<b>STRATEGIC PRIORITY</b>	<b>REDUCE RE-OFFENDING</b>
<b>LEAD POLICY OFFICER</b>	<b>SUSAN KELLIE (TEACHING PRIMARY CARE TRUST)</b>
<p><b>Key Outcomes</b></p> <ul style="list-style-type: none"> <li>▪ Reduced re-offending by working in partnership to reduce the number of short term prisoners and bridge the gap between custody and the community</li> <li>▪ Demonstrable increase in successful outcomes for each of the 9 pathways out of offending and improved community re-integration</li> <li>▪ Seamless transition between children's and adult services in the context of reduced re-offending</li> </ul>	
<p><b>Key Performance Measures</b></p> <ul style="list-style-type: none"> <li>▪ Total recorded crime</li> <li>▪ Acquisitive crime rate</li> <li>▪ The percentage of adult and juvenile offenders who re-offend (new single measure)</li> <li>▪ Offenders in suitable accommodation for those under probation supervision</li> <li>▪ Offenders in suitable education, employment or training for those under probation supervision</li> <li>▪ First-time entrants to the Youth Justice System</li> <li>▪ % of young people in suitable accommodation upon ending an intervention with the YOS</li> <li>▪ % of young people in education, employment or training upon ending an intervention with the YOS</li> <li>▪ % of residents who have heard of Community Payback</li> <li>▪ % of residents who have seen offenders doing unpaid work in their local area</li> </ul>	
<p><b>Current partnership actions which are having an impact should be maintained where resources allow (this includes some mainstreamed work) e.g.:</b></p> <ul style="list-style-type: none"> <li>▪ Delivery of the Youth Justice Plan for 2012/13 including preventing First Time Entrants entering the youth justice system; and maintaining the low levels of use of custody for young people</li> <li>▪ Preventative measures by partners to tackle risk factors at the earliest stage should continue</li> <li>▪ The IOM model is now well embedded and should continue to reduce the re-offending of those causing most harm. Performance monitoring should continue to ensure it is delivering on its aims and objectives, providing value for money, and delivering on outcomes.</li> <li>▪ Continuing to work alongside the substance misuse commissioner to further define pathways within IOM and build in the recovery agenda as well as implementing the recent work to improve the practice and processes of IOM so that the services work as a unit. Qualitative measures will continue to be assessed and monitored via the self assessment tool, enabling IOM to self assess its structure, processes and functions.</li> <li>▪ Whilst the top high crime causing offenders will continue to be targeted by the police, probation and IOM, it is important to ensure that nominations are up-to-date, any reduction or increase in crime is monitored, and those causing the most harm are proactively targeted. There should be an enhanced focus on Hendon and Southwick (the top 2 wards for the highest number of arrests and offender location).</li> <li>▪ Work should continue around incorporating restorative justice approaches into IOM</li> <li>▪ Police and probation resources should continue to be utilised to bridge the gap between prisoners and the community, particularly for non-statutory offenders; and continue to work with commissioners to ensure a significant focus of IOM is on non-statutory cases</li> </ul>	
<p><b>What issues need to be improved through added value partnership working?</b></p> <p>The Reducing Re-Offending Delivery Network has highlighted the following key areas for prioritisation in the forthcoming year:</p> <ul style="list-style-type: none"> <li>▪ The 9 Pathways to reducing re-offending (i.e. the 7 main pathways including 2 additional areas for consideration i.e. support for women who have been abused, raped or experienced domestic violence and support for women involved in prostitution)</li> </ul>	

- Prevention, early intervention, and a 'strengthened family' approach (also see section 7 of the delivery plan)
- Transition issues between youth and adult services
- Responding to the outcomes from the Ministry of Justice Green Paper 'Breaking The Cycle' 2010 and subsequent legislation (e.g. the Legal Aid, Sentencing and Punishment of Offenders Bill)

Improvement Activity	Milestones, Timescales and Lead	Progress R/A/G	Resources required
<p>Demonstrate increased successful outcomes around the <b>accommodation pathway</b>:</p> <ul style="list-style-type: none"> <li>▪ <b>Intelligence:</b> Gain a fuller understanding of the accommodation needs of offenders; identify gaps and develop a range of solutions to meet these needs</li> <li>▪ <b>Support:</b> Ensure vulnerable offenders housing needs are met following the review of the hostel provision in the city. Prioritise offenders released from custody, and support those living in hostels with substance misuse issues</li> <li>▪ <b>Enforcement:</b> Support HHAS in pursuing an additional licensing scheme for those properties that are 'hostel-type' accommodation than do not fall within the mandatory licensing scheme.</li> <li>▪ <b>Support:</b> Ensure the Bail Assisted Support Scheme (BASS) liaises with the SSP around proposed accommodation for offenders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Offender accommodation task and finish group established by June 2012 to feed into wider SSP plans on taking the issue forward. (S. Kellie)</li> <li>▪ Hostel provision reviewed and alternative move-on accommodation identified for vulnerable offenders (particularly those with drug and alcohol problems) by October 2012 (S. Kellie, A. Caddick and L. Davis)</li> <li>▪ BASS notification systems fully integrated into SSP, by June 2012 (S. Kellie and S. Douglass)</li> </ul>		<p>1. Mainstream 2. Additional funding may be required to increase support offered to hostel residents during transitional period. Estimate £5-£10k</p>
<p>Demonstrate increased successful outcomes around the pathway for <b>education, training and employment; and finance, benefits and debt</b>:</p> <ul style="list-style-type: none"> <li>▪ <b>Intelligence:</b> Adopt a task and finish approach to look at progress to date on the ETE pathway and to identify gaps and areas for action</li> <li>▪ <b>Support:</b> Job Centre Plus to identify regional good practice on ETE and develop a model specifically for Sunderland</li> <li>▪ <b>Intelligence and Support:</b> Develop a clearer understanding of finance, benefit and debt issues for offenders and develop a clear set of actions to address this pathway out of offending</li> <li>▪ <b>Intelligence and Support:</b> Proactively monitor the impact of the Government's Welfare Reforms on offending behaviour to identify any links between finance/benefit/debt</li> </ul>	<ul style="list-style-type: none"> <li>▪ ETE and finance benefit and debt task and finish group established by June 2012, (S. Kellie, S. Henderson, M. Ryland, A. Simblett)</li> <li>▪ ETE progress reviewed and Sunderland model developed based on regional good practice by October 2012 (S. Henderson)</li> <li>▪ Scoping exercise carried out on benefit and debt support services available for offenders and awareness raised amongst treatment services etc. by August 2012 (A. Simblett)</li> <li>▪ Referral processes and mechanisms strengthened in order to fast track high risk vulnerable offenders into finance and debt support services by October 2012 (S. Kellie, A. Simblett)</li> <li>▪ Impact of the welfare reforms understood and</li> </ul>		<p>1. Mainstream</p>

Improvement Activity	Milestones, Timescales and Lead	Progress R/A/G	Resources required
and increases in crime	considered as part of agreed action plans, including monitoring any increase in offending behaviour (A. Simblett and S. Kellie)		
<p>Demonstrate increased successful outcomes around the pathway for <b>drug and alcohol misuse</b>:</p> <ul style="list-style-type: none"> <li>▪ <b>Support:</b> Ensure that the substance misuse treatment system re-design includes a clear focus on reduced re-offending and recovery.</li> <li>▪ <b>Support:</b> Develop a payment by results model that has sustained reduced re-offending as a recovery outcome with a clear focus on achieving positive outcomes for IOM clients</li> <li>▪ <b>Enforcement and Support:</b> Ensure the IOM unit continues to monitor prison releases, but with a particular focus on burglary offenders given the significant increase on positive drugs test</li> <li>▪ <b>Support:</b> <i>Also see section 2 of the delivery plan</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ Contracts for Tier 3 substance misuse providers re-negotiated to incorporate payment by results structure - model post-2012/13 agreed and procurement involved from May 2012 (B. Seale and N. Grainger)</li> <li>▪ Criminal justice pathways reviewed and model post-2012/13 agreed and procurement involved from May 2012 (B. Seale)</li> <li>▪ All treatment providers trained to identify and address drug-related offending by November 2012 (N. Grainger)</li> <li>▪ Those offenders on IOM caseloads who have a history of burglary identified and targeted with relevant interventions by July 2012 (M. Ryland)</li> </ul>		<ol style="list-style-type: none"> <li>1. Mainstream</li> <li>2. Continued SSP financial investment in IOM of £30,000</li> </ol>
<p>Demonstrate increased successful outcomes around the pathway for <b>mental and physical health</b>:</p> <ul style="list-style-type: none"> <li>▪ <b>Intelligence and Support:</b> Map out the current mental health and physical health support for offenders; identify gaps in support; and develop a clear set of actions to address this pathway out of offending</li> <li>▪ <b>Enforcement and Support:</b> Ensure the mental health needs of offenders are prioritised as part of the custody justice liaison service and Magistrates have the necessary mental health information at their disposal.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mental and physical health task and finish group established by May 2012 (S. Kellie, N. Grainger and M. Leonard)</li> <li>▪ Mapping exercise of current mental and physical health provision available to offenders carried out by June 2012 (M. Leonard)</li> <li>▪ Sunderland Custody Justice Liaison Diversion (CJLD) Service commenced at Gillbridge Police Station by June 2012 (M. Leonard)</li> <li>▪ Mental health training for Magistrates and treatment providers carried out by September 2012 (M. Leonard)</li> <li>▪ Awareness raised of 'One Stop' Sunderland mental health signposting helpline via SSP marketing and communications group plan by July 2012 (S. Kellie)</li> <li>▪ Development of phase 2 of CJLD looking into alternatives to custody for appropriate mental health cases, considering mental health community orders by December 2012 (M. Leonard, S. Kellie, N. Grainger)</li> </ul>		<ol style="list-style-type: none"> <li>1. Future investment in CJLD may be required via JCG.</li> <li>2. Funding of approx. £2,000 may be required for training of Magistrates and treatment providers</li> </ol>
Demonstrate increased successful outcomes around the	<ul style="list-style-type: none"> <li>▪ Referral mechanisms agreed and operational by August</li> </ul>		1. Mainstream

Improvement Activity	Milestones, Timescales and Lead	Progress R/A/G	Resources required
<p>pathway for <b>children and families of offenders, including prevention, early intervention and the whole family approach</b></p> <ul style="list-style-type: none"> <li>▪ <b>Early Intervention:</b> Ensure mechanisms are in place for the referral of information about offenders' children who are at risk of poor outcomes and require early intervention</li> <li>▪ <b>Early Intervention and Partnership development::</b> <i>Also see section 7 of the delivery plan</i></li> <li>▪ <b>Support:</b> Ensure work to address children and families of offenders are aligned with forthcoming initiatives i.e.; Strengthening Families and Complex &amp; Problem Families approaches.</li> </ul>	<p>2012 (L. Hill and M. Gavin)</p> <ul style="list-style-type: none"> <li>▪ Parental/youth offending included as a criteria within Strengthening Families Programme by July 2012 (S. Kellie and S. Douglass)</li> <li>▪ Complex and Problem Families project established targeting ten families within IOM to prevent future youth offending by August 2012 (L. Hill and M. Ryland)</li> </ul>		
<p>Demonstrate increased successful outcomes around the pathway for <b>women offenders:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Intelligence:</b> Gain more understanding on the levels of women in Sunderland who offend and the specific needs of this client group ensuring women offenders are considered throughout all 9 pathways</li> <li>▪ <b>Support:</b> Assess current levels of support available with particular emphasis on women who have been abused, raped or experienced domestic violence, or have been involved in prostitution.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clear set of actions identified to address the needs of women offenders drawing on support from specialist organisations such as Tyneside Cyrenians by September 2012 (S. Kellie and M. Gavin)</li> <li>▪ Increased understanding developed of the WOW (Women outside Walls) project which is then fed into the reducing re-offending delivery network by June 2012 (S. Kellie)</li> <li>▪ WWIN consulted with around assessing support for women offenders affected by rape, domestic violence or prostitution by September 2012 (S. Kellie and A. Lord)</li> </ul>		1. Mainstream
<p><b>Improve the transition processes between youth and adult services</b> around health, children and adolescent mental health services, and substance misuse to better support the transition of young people to meet their needs:</p> <ul style="list-style-type: none"> <li>▪ <b>Intelligence:</b> Identify a small cohort of IOM offenders and 'back-track' to identify their level of prior involvement with agencies to identify opportunities to improve their transition to adult services</li> <li>▪ <b>Support:</b> Embed better links between YOS and Probation to reduce future re-offending by addressing the risks and vulnerabilities of those offenders who have ongoing needs on leaving the YOS.</li> <li>▪ <b>Early Intervention and Support:</b> Enhance the YOS Family</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proposal in place to back track small IOM cohort to develop more understanding and look at the experiences of offenders when they were not accessing criminal justice services by September 2012 (M. Ryland and L. Mason)</li> <li>▪ YOS FIP implementation plan completed by April 2012 (L. Hill and A. Scott)</li> <li>▪ Transition protocol between YOS and Probation incorporated into the Youth Justice Plan and Probation Business Plan by June 2012 (L. Hill and M. Gavin)</li> <li>▪ Continuation of YOS and IOM joint working to incorporate IOM cases into family work by August 2012 (M. Ryland and L. Hill)</li> </ul>		1. Mainstream

Improvement Activity	Milestones, Timescales and Lead	Progress R/A/G	Resources required
<p>Intervention Programme with a contribution from adult services to enable a whole family approach</p> <ul style="list-style-type: none"> <li>▪ <b>Prevention:</b> Take forward the transition of YOS prevention services into locality based working strengthening the “whole family” approach across the City.</li> <li>▪ <b>Support:</b> Review the pathways between YDAP and adult drug and alcohol services to ensure young people are not disengaging when they reach 18 years old</li> <li>▪ <b>Early Intervention and Support:</b> Strengthen joint working across reducing re-offending, Children’s services and Safeguarding around the “whole family” approach</li> </ul>	<ul style="list-style-type: none"> <li>▪ Substance misuse pathways between youth and adult services reviewed by June 2012 (B. Seale and S. Common)</li> <li>▪ The issue of offending to be considered in relevant Children’s Services and Safeguarding plans and strategies by September 2012 (L. Hill and M. Gavin)</li> </ul>		
<p>Respond to the outcomes from the Ministry of Justice Green Paper ‘Breaking The Cycle’ 2010 and subsequent legislation (e.g. <b>the Legal Aid, Sentencing and Punishment of Offenders Bill</b>)</p> <ul style="list-style-type: none"> <li>▪ <b>Early Intervention:</b> Embed arrest diversion schemes and implement the Out of Court Disposal framework recommended within the Breaking the Cycle Green Paper from 2012/13 to support ongoing reductions in the number of young people entering the youth justice system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recommendations contained within the ‘Breaking the Cycle’ Green Paper (and subsequent legislation) embedded within the core work to progress all 9 pathways, including out of court disposals and arrest diversion schemes by November 2012 (S. Kellie, L. Hill and wider delivery network)</li> </ul>		1. Mainstream
<p><b>Improve information sharing and raise awareness of action taken to reduce re-offending:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Intelligence and Early Intervention:</b> Agree a process for how information on IOM offenders and high crime causers should be shared with LMAPS for intelligence gathering purposes and for providing information on offenders’ behaviour in the community (e.g. to support the identification of breaches)</li> <li>▪ <b>Reassurance:</b> Ensure that the reducing re-offending and IOM approach is effectively communicated to partners and the public through the identification and promotion of key messages</li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM strategy theme refreshed at all five LMAPS meetings enabling the highlighting of future new offenders for the scheme by June 2012 (S. Kellie and M. Coates)</li> <li>▪ Positive press stories/campaigns around reductions in offending and raising awareness of IOM amongst key partners and professionals included in SSP marketing and communications plan by August 2012 (S. Kellie, M. Ryland and J. Smith)</li> </ul>		1. Mainstream. 2. Marketing and comms (unified budget)

<b>SECTION 7</b>	
<b>ADDITIONAL ACTIVITY</b>	<b>PARTNERSHIP DEVELOPMENT AND INTELLIGENCE GAPS</b>
<b>POLICY LEAD</b>	<b>PEOPLE AND NEIGHBOURHOODS TEAM (SPPM), SUNDERLAND CITY COUNCIL</b>
<p><b>Key outcomes</b></p> <ul style="list-style-type: none"> <li>▪ Intelligence-led decision-making and identification of strategic priorities</li> <li>▪ Improved problem solving approach</li> <li>▪ Stronger and more efficient and effective partnership working to achieve shared outcomes, economies and scale, added value and reduced duplication</li> </ul>	
<p><b>Key Performance Measures</b></p> <ul style="list-style-type: none"> <li>▪ Annual Partnership Strategic Intelligence Assessment (PSIA) in place</li> <li>▪ Delivery Plan in place and being implemented</li> <li>▪ Sunderland Outcomes Framework in place and being delivered</li> <li>▪ Force-wide Police and Crime Plan in place which takes account of the SSP's strategic priorities</li> </ul>	
<p><b>Current partnership actions which are having an impact should be maintained where resources allow (this includes some mainstreamed work) e.g.:</b></p> <ul style="list-style-type: none"> <li>▪ Ensuring compliance with the statutory duties in relevant legislation e.g. Crime and Disorder Act 1998 (sections 5, 6, and 17); the 2011 Regulations for Community Safety Partnership; and the Police Reform and Social Responsibility Act 2011</li> <li>▪ Providing the strategic co-ordination and support to the Safer Sunderland Partnership</li> <li>▪ Identifying and co-ordinating a range of Safer Sunderland Partnership improvement activity during 2012/13</li> <li>▪ Responding to the work programme of Sunderland's Community and Safe City Scrutiny Committee</li> <li>▪ Continue to support key related Partnerships such as Safeguarding, LCJB, YOS Board, Prevent etc</li> <li>▪ Production of the statutory annual Partnership Strategic Intelligence Assessment (PSIA) including identifying local, regional, national and international issues and relevant policy, economic, demographic, societal developments that might impact on SSP activities and strategic priorities</li> <li>▪ Responding to key recommendations arising from inspections (e.g. CQC inspections, Ofsted)</li> <li>▪ Continuing to work with partners to monitor community tensions and prevent violent extremism (ARCH, Prevent action plan)</li> <li>▪ Continuing to horizon scan relevant new policy/legislation/guidance to for local implications e.g. Legal Aid, Sentencing and Punishment of Offenders Bill; secondary legislation around licensing; Getting it right for victims and witnesses; Welfare Reform; Health and Social Care Bill; National Alcohol Strategy etc.</li> </ul>	
<p><b>What issues need to be improved through added value partnership working?</b></p> <ul style="list-style-type: none"> <li>▪ Identifying more efficient and effective ways of partnership working</li> <li>▪ Preparing for the Police and Crime Commissioner and Police and Crime Panels</li> <li>▪ Strengthening information governance</li> <li>▪ Improving and refining needs assessments to inform commissioning and strategic prioritisation</li> <li>▪ Revising the Partnership's performance management framework</li> <li>▪ Filling key intelligence gaps</li> <li>▪ Identifying and responding to cross-cutting issues such as accommodation</li> <li>▪ Strengthening linkages and engagement with other key partnerships e.g. Health and Wellbeing Board (HWBB), Safeguarding Boards; and supporting cross boundary working with other CSPs and the LCJB where it supports efficiencies and improves outcomes for Sunderland</li> <li>▪ Identifying the role that the Partnership can play in the 'strengthening families' approach</li> </ul>	

Improvement Activity	Milestones, Timescales and Lead	Progress R/A/G	Resources required
<p><b>Identify scope for more efficient and effective ways of partnership working:</b>  <b>Partnership development:</b></p> <ul style="list-style-type: none"> <li>▪ Produce a single delivery plan to support delivery of the Safer Sunderland Strategy 2008-2023 (Article 4 Plan) (statutory) based on added value partnership improvement activity, key milestones, key performance measures, any targets and resource implications</li> <li>▪ Identify further opportunities for more efficient and effective ways of partnership working in consultation with the RAG and Board</li> </ul>	<ul style="list-style-type: none"> <li>▪ Added value partnership interventions/programmes/ activity identified and collated into a single draft delivery plan for BSG to approve by March 2012 (J. Smith)</li> <li>▪ Final SSP delivery plan signed off by Board by April 2012 (J. Smith)</li> <li>▪ Review delivery plan progress by Oct. 2012 (Delivery leads)</li> <li>▪ Delivery plan refreshed by April 2013 (J. Smith)</li> <li>▪ New task and finish delivery model reviewed and partnership operating model amended (if required) by December 2012 (S. Douglass)</li> </ul>		Mainstream (Council – SPPM)
<p><b>Prepare for the introduction of the Police and Crime Commissioner (PCC) including close collaborative working and influencing the commissioning intentions of the PCC:</b>  <b>Partnership development:</b></p> <ul style="list-style-type: none"> <li>▪ Work with Transition Board on relevant work-streams</li> <li>▪ Ensure the reciprocal duties between the SSP and PCC are fully understood and practiced</li> <li>▪ Contribute to any force-wide needs assessment work and ensure Sunderland’s community safety issues are identified, evidenced and included in the Northumbria Police and Crime Plan</li> <li>▪ Prepare key information on the SSP as part of an effective induction for the PCC</li> <li>▪ Prepare for the transition of funding to the PCC in 2013/14, including developing business cases showing outcomes/impact and value for money for those programmes / projects / activities that require continuation funding after 2012/13.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SSP involvement established in relevant Transition Board work-streams by date TBC (S. Douglass)</li> <li>▪ Contribute to force-wide needs assessment by Nov. 2012 (U. Jacob, J. Smith and L. Davis)</li> <li>▪ Produce Induction information for PCC on the SSP by Nov. 2012 (J. Smith)</li> <li>▪ Ensure business cases for continuation funding are developed by Nov. 2012 (S. Douglass and delivery leads)</li> <li>▪ Police and Crime Plan in draft by Dec. 2012 (S. Douglass)</li> </ul>		Mainstream (Council – SPPM) (Police Authority) (Police)
<p><b>Prepare for the introduction of the Police and Crime Panel: (and support local scrutiny committee work-streams)</b>  <b>Partnership development:</b></p> <ul style="list-style-type: none"> <li>▪ Work closely with the PCP Transition Board on relevant work-streams</li> <li>▪ Produce options paper on composition / make up of PCP</li> <li>▪ Ensure a process is established for routine briefing of</li> </ul>	<ul style="list-style-type: none"> <li>▪ SSP involved, alongside the other CSPs in relevant Transition Board work streams by April 2012 (S. Douglass)</li> <li>▪ Briefing process established by July 2012 (S. Douglass)</li> <li>▪ Panel arrangements in place by July 2012 (C. Burnham)</li> <li>▪ Panel operational by Nov. 2012 (C. Burnham)</li> <li>▪ Police and Crime Plan reviewed by Panel by March</li> </ul>		Mainstream (Council – OCX) (Police Authority) (Police)

Improvement Activity	Milestones, Timescales and Lead	Progress R/A/G	Resources required
relevant Sunderland officers and Sunderland elected members on the PCP <ul style="list-style-type: none"> <li>▪ Continue to support Sunderland’s scrutiny arrangements and implement the agreed recommendations for the SSP</li> </ul>	2013 <ul style="list-style-type: none"> <li>▪ Scrutiny committee recommendations relevant to SSP considered and actioned by May 2013 (S. Douglass)</li> </ul>		
<b>Strengthen the information governance of the partnership Partnership development and Intelligence:</b> <ul style="list-style-type: none"> <li>▪ Regularly review the SSP’s information sharing protocol and operational guidance to ensure the safe storage and sharing of confidential and restricted information</li> <li>▪ Deliver refresher training to partners on the protocol.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information sharing risks reviewed by May 2012 (U. Jacob)</li> <li>▪ Protocol refined by September 2012 (U. Jacob)</li> <li>▪ Training needs assessed and refresher training will be in 2 phases (U. Jacob)                             <ul style="list-style-type: none"> <li>○ 1) LMAPS and SPPM June 2012</li> <li>○ 2) Delivery networks, BSG, RAG October 2012</li> </ul> </li> <li>▪ First Annual Report on information governance/sharing/ security to SSP Board by October 2012 (U. Jacob)</li> </ul>		Mainstream (Council – SPPM)
<b>Carry out, and/or contribute to key needs assessments: Intelligence:</b> <ul style="list-style-type: none"> <li>▪ Produce the SSP’s statutory annual PSIA</li> <li>▪ Produce the drug and alcohol needs assessments</li> <li>▪ Contribute to the JSNA ensuring links between community safety and health and wellbeing are clearly identified</li> <li>▪ Contribute to a force-wide strategic assessment to support Police and Crime Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft PSIA considered by BSG by Nov 2012 (U. Jacob)</li> <li>▪ Drugs needs assessment agreed by JCG by April 2013 (U. Jacob and S. Potts) Needs Assessment to begin January 2013, currently awaiting NTA release of official Needs Assessment data.</li> <li>▪ SSP strategic priorities for 2013/14 signed off by SSP Board by Dec 2012 (J. Smith)</li> <li>▪ Community safety contribution included in JSNA by January 2013 (U. Jacob)</li> </ul>		Mainstream (Council – SPPM) (TPCT) (Police) 2011 ‘Glasgow smoothed estimate’ figures from the NTA and supporting related data.
<b>Strengthen the SSP’s performance management (PMF) in line with the 2012-13 SSP strategic priorities Partnership development and Intelligence:</b> <ul style="list-style-type: none"> <li>▪ Refine and amend the PMF in line with the 2012-13 strategic priorities:</li> <li>▪ Include additional IOM performance information including those on IOM cohort who are in suitable accommodation, or in ETE</li> <li>▪ Refine the PMF around drug treatment to ensure it monitors performance and outcomes in terms of recovery and reduced re-offending</li> </ul>	<ul style="list-style-type: none"> <li>▪ New PMF in place by June 2012 (U. Jacob)</li> <li>▪ Targets set where applicable by June 2012 (U. Jacob and Graham Watson)</li> <li>▪ PMF includes a wider range of IOM performance data by June 2012 (U. Jacob)</li> <li>▪ PMF includes substance misuse treatment outcomes around recovery and reduced re-offending by Oct. 2012 (U. Jacob)</li> </ul>		Mainstream (Council - SPPM) (TPCT) (IOM)
<b>Address the key intelligence gaps in the PSIA including: Intelligence:</b>	<ul style="list-style-type: none"> <li>▪ Hypotheses developed by September 2012 (L. Davis, K. Henderson and supported by intelligence from PCT’s</li> </ul>		Mainstream (Council - SPPM)

Improvement Activity	Milestones, Timescales and Lead	Progress R/A/G	Resources required
<ul style="list-style-type: none"> <li>▪ Produce a problem profile on alcohol related domestic violence (with hypotheses to test developed by the alcohol delivery network and the violent crime delivery network)</li> <li>▪ Undertake sample analyse to better understand (i) the 40% increase in high risk domestic violence victims and (ii) the peaks in domestic violence that cannot be attributed to seasonal rises. The hypothesis testing approach should be used to frame the analysis</li> <li>▪ Better understand why the peak age of offending drops after 18 years, only to peaks again at 22 years</li> <li>▪ Fill the intelligence gap around identifying if feelings of safety and perceptions of community safety differ by age, gender, race, disability, sexuality etc.</li> <li>▪ Improve intelligence on the levels of alcohol related hospital attendances and admissions</li> <li>▪ Improve intelligence gathering for alcohol related assaults as part of the Cardiff Model work by including mandatory screens for nature of assault, location of assault and weapons used; and extending the 'walk-in' centre data collection pilot to the other 'walk-in centres'</li> <li>▪ Improve use of TOPs for outcome based measures with particular reference to the crime-related questions</li> <li>▪ Improve victim profiles data around ASB and make better use of ARCH data for victim profiles around homophobic hate crime and disability hate crime</li> <li>▪ Make more effective use of the Vulnerable Localities Index (VLI) and seek guidance from the council's intelligence hub on whether the method has wider application to help identify neighbourhoods likely to have a higher demand on local public services.</li> <li>▪ Seek guidance from the council's intelligence hub on how best to make use of the vulnerable localities index findings, and identify if the methodology has wider application in helping to identify those neighbourhoods that are likely to have a higher demand on local public services</li> </ul>	<p>public health placement)</p> <ul style="list-style-type: none"> <li>▪ Problem profile produced on alcohol-related domestic violence by November 2012 (J. Collins, Police Analyst and PCT Staff working on Needs Assessment for DV)</li> <li>▪ Hypotheses developed by Feb. 2013 (K. Henderson and G. Watson)</li> <li>▪ Sample analysis completed by March 2013 (Police Analyst and J. Collins)</li> <li>▪ Problem profile produced by March 2013 (J. Collins and Youth Analyst)</li> <li>▪ Reasons for why the peak age of offending drops after 18 years, only to peaks again at 22 years established by October 2012 (U. Jacob, L. Hill and M. Ryland)</li> <li>▪ Safer Communities Survey analysed by protected characteristics by Nov. 2012 (J. Collins)</li> <li>▪ CHS to provide additional information on alcohol related hospital attendances and directly attributable alcohol related hospital admissions by September 2012 (K. Lambert, J. Crosbie and U. Jacob)</li> <li>▪ Mandatory screens created with improved compliance by Oct. 2012 (U. Jacob and Cain Thomason). Baseline: location 92% missing and weapons used 88% missing</li> <li>▪ A second walk-in centre to be collecting Cardiff Model data by Oct. 2012 (U. Jacob and Balance)</li> <li>▪ Walk-in centres I.T. systems developed to collect Cardiff data by Nov. 2012 (N. Grainger, U. Jacob, S. Robinson)</li> <li>▪ Crime related questions in TOPs become part of the service level agreement with all commissioned services by May 2013 (B. Seale and U. Jacob) (Baseline 90% of crime related questions not answered).</li> <li>▪ ASB victim data scoped out and analysed by Sept. 2012 (U. Jacob, J. Charles and Gentoo)</li> <li>▪ ARCH victim data scoped out and analysed by Sept. 2012 (U. Jacob and J. Scott)</li> <li>▪ Guidance produced on scope and use of VLI methodology by March 2013 (U. Jacob and Paul Allen)</li> </ul>		<p>(YOS and IOM) (TPCT) (Balance) (Police analytical capacity needs to be scoped out)</p> <p>Additional funding for further roll out of Cardiff Model required – up to £10,000 (opportunity to source from Balance)</p>

Improvement Activity	Milestones, Timescales and Lead	Progress R/A/G	Resources required
<p><b>Address ‘accommodation’ as a cross-cutting issue</b> - Ensure each strategic delivery lead scopes out the issues and current response to meeting the accommodation needs of victims, vulnerable people and offenders</p> <ul style="list-style-type: none"> <li>▪ Identify support needs of alcohol-dependent hostel residents and feed this into the development of the Hostel Strategy to ensure better health and community safety outcomes for those living in hostel accommodation</li> <li>▪ Explore the links between domestic violence / housing / homelessness and the barriers to moving on</li> <li>▪ Identify the volume of high risk victims who may require target hardening support (also see section 5)</li> <li>▪ Identify accommodation needs of non-statutory offenders (see section 6 on re-offending accommodation pathway)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Housing and DV task and results group established by April 2012 (K. Henderson)</li> <li>▪ Accommodation issues identified by May 2012 (All delivery leads and U. Jacob)</li> <li>▪ Accommodation improvement actions identified by September 2013 (by each delivery lead and Davis Smith)</li> <li>▪ Community safety issues included within the city’s Hostel Strategy by date TBC (S. Douglass and A. Caddick)</li> <li>▪ Also see section 6 on re-offending accommodation pathway (S. Kellie)</li> </ul>		<p>Mainstream (Council - SPPM) (Council – HHAS)</p>
<p><b>Strengthen linkages and engagement with other key partnerships</b> and identify the role that the SSP can play in supporting the <b>‘strengthening families’ approach</b>. <b>Early Intervention and Partnership Development:</b></p> <ul style="list-style-type: none"> <li>▪ Ensure that SSP works with the Health and Wellbeing (HWB) Board particularly in relation to development of the HWB strategy and the transition of public health and substance misuse commissioning responsibilities</li> <li>▪ Further embed the hidden harm agenda across the SSP, and Sunderland Safeguarding Children’s &amp; Adults Boards</li> <li>▪ Contribute to Sunderland Safeguarding Children’s Board sexual exploitation plan; and work with Barnados to secure a sexual exploitation worker post to work in Children’s Centres across the city</li> <li>▪ Investigate the opportunities to include SSP strategic priorities within Sunderland’s troubled families work</li> <li>▪ Utilise the commissioned services in addressing the needs of Sunderland’s troubled families</li> <li>▪ Strengthen the partnership approach to strengthening families by supporting the Strengthening Families Board in delivering its action plan</li> <li>▪ Support discussions around how TWFRS mainstream the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Links between community safety and health and wellbeing identified and shared with HWBB and SSP by April 2012 (L. Davis)</li> <li>▪ Ensure HWB strategy reflects key SSP priorities such as domestic violence and substance misuse by date TBC (S. Douglass)</li> <li>▪ Recommendations implemented from Hidden Harm workshop by December 2012 (B. Seale)</li> <li>▪ Sexual Exploitation Senior Management Steering Group established by April 2012 (M. Boustead)</li> <li>▪ Sexual exploitation plan in place to address substance misuse of vulnerable and sexually exploited victims; and those experiencing domestic violence by July 2012 (K. Henderson, L. Thomas, N. Grainger and S. Douglass)</li> <li>▪ Sexual exploitation worker post in place by Sept. 2012 (J. Hughes and Barnados)</li> <li>▪ Substance misuse and domestic violence incorporated into the identification criteria of troubled families by May 2012 (S. Douglass)</li> <li>▪ Add milestone for SSP for ‘strengthening families’ work by (date TBC) (S. Douglass)</li> <li>▪ Phoenix delivery model in place by March 2013 (S.</li> </ul>		<p>Mainstream (Council - SPPM) (Council – CS) (Council – HHAS)</p>

<b>Improvement Activity</b>	<b>Milestones, Timescales and Lead</b>	<b>Progress R/A/G</b>	<b>Resources required</b>
Phoenix Project / develop a different delivery model	Douglass, J. Hall and L. Hill)		