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MERSEYSIDE
POLICE

TILLEY AWARD
2003

TILLEY AWARD 2003

PROJECT:	C.A.N.D.O. and Multi-Agency Problem Solving
CATEGORY:	Organisational Support in police forces
POLICE FORCE:	Merseyside Police
ENDORSING CHIEF OFFICERS:	Bernard Lawson Assistant Chief Constable Ian McPherson Assistant Chief Constable
CONTACT DETAILS:	David Labdon Chief Inspector Merseyside Police Area Support Coordination Unit Hope Street Liverpool Merseyside L1 9BZ Telephone 0151 777 4156 E-mail: CH.INSP.Dave.W.Labdon@merseyside.police.uk

TILLEY AWARD 2003

Summary

Project Title	C.A.N.D.O. and Multi-Agency Problem Solving
Police Force	Merseyside Police
Contact	Chief Inspector David Labdon 0151 777 4156, 07802 948594 e-mail address

The Nature of the Problem

Merseyside Police covers an area which includes five Crime and Disorder Partnerships. The community is diverse and the demands on the service great. The problem is one of complexity where the Force wants to reduce crime and anti-social behaviour and the fear of crime and increase public confidence in a joined up fashion with partners against this backdrop. There existed a large number of differing strategies and plans within the Force and amongst partners. The SARA and NIM processes did not appear linked, fully utilised or understood. In addition a large number of emerging issues were to further compound the situation; the National Policing Plan, Criminal Justice reform, new legislation and the Street Crime Initiative.

The Evidence used to define the Problem

The evidence utilised was gathered from a number of different sources by the project team. These sources included public satisfaction surveys, crime and disorder audits, wide ranging consultation and research, the outcomes of a Best Value review on partnerships, major crime processes and information management and finally the early findings of the Force NIM project team. The analysis conducted showed a complex situation with diverse strategies, sometimes conflicting targets and a lack of clear understanding amongst practitioners regarding the SARA and NIM processes and their role within.

Response to the Problem

The response to the issue has been twofold but inextricably inter-linked. Firstly a clear all-inclusive Force Crime and Anti-Social Behaviour Strategy – **C**rime **A**nti-social behaviour **N**eighbourhood **D**elivery **O**ptions. This strategy provides a force-wide standardised structure and process for operational policing based on the ethos of multi-agency problem solving (the SARA process) and utilising the NIM as the framework. Secondly a partnership structure that mirrors the NIM process and structure and utilises the SARA process focusing upon victims, offenders and locations.

Impact of the Response and how it was measured

The initial impact has been the achievement of performance indicators for Street Crime across Merseyside well within target and the increase in public satisfaction. These measurements were taken against Government targets. More qualitative evaluation can be identified through the effectiveness of the joined up partnerships structure and the acceptance and feedback of practitioners in relation to the CANDO strategy.

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CRIME AND ANTI SOCIAL BEHAVIOUR STRATEGY (C.A.N.D.O)

CONTENTS

- Front Entry Sheet with senior officers endorsement.
- 400 word summary.

PAGES

1. SCAN – perceived problem

2-3 ANALYSIS – defined objectives

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APPENDIX

A CRIME AND ANTI SOCIAL BEHAVIOUR TASK LIST

B CONSULTATION SEMINAR EVALUATION RESULTS

C PROCESS MAPS

D TERMS OF REFERENCE FOR MULTI AGENCY GROUP

E LINK BETWEEN PARTNERSHIP STRUCTURE AND NIM

F STREET CRIME ROBBERY PERFORMANCE RESULTS

SCAN

PERCEIVED PROBLEM

We defined the problem by creating a force project team from relevant departments and applying a structured project management approach to the creation of the strategy. The initial phase focused upon the scan and analysis of the situation. This included a lengthy period of research and consultation. The consultation covered a wide range of key individuals and partners both inside the organisation and externally. The below details the main findings of this phase.

- There existed a wealth of excellent strategies and plans but a lack of co-ordination between them, partners and operational policing. In addition the activities did not always involve or link into the problem solving methodology of SARA.
- There existed a lack of understanding of the link between SARA and National Intelligence Model (NIM).
- The National Intelligence Model was in its infancy and had been perceived only as intelligence model and not as a complete policing business process.
- There was a lack of effective use of partnership information and community intelligence. In addition joined up activity in the response phase was sometimes lacking.
- The business processes of Merseyside Police were not always included within the SARA process to support the tactics or delivery options.
- There was also identified a large number of impacting issues that Merseyside Police had to take cognisance of :
  - The National Intelligence Model.
  - The National Policing Plan with its requirements for specific strategies and police performance assessment framework.
  - New legislation in particular the imminent Anti Social Behaviour bill.
  - The Criminal Justice Reform with the creation of Local Criminal Justice Board, joint targets and the Narrowing the Justice Gap agenda.
  - The National Street Crime initiative.
  - Three internal Best Value Reviews, Major Crime Processes, Partnerships and Information Management.
  - The Philosophy of Neighbourhood Policing on Merseyside.

OBJECTIVES

As a result of the scanning phase the below listed clear objectives were identified:

- The creation of a single strategic co-ordination process utilising the problem solving philosophy based upon the National Intelligence Model.
- The need to address the impacting factors outlined.
- To ensure a joined up partnership approach that directly links into the SARA and NIM processes.
- To ensure that the achievement of these objectives results in reduction of Crime and Anti Social Behaviour and the fear of crime, and the increase of public reassurance.

ANALYSIS

Once the problem was clearly ***defined and objectives*** agreed comprehensive analysis took place utilising the following sources and information:

SOURCE	INFORMATION
National organisations including Home Office, HMIC Police Standards Unit, Unit, National Criminal Intelligence Unit, National Criminal Intelligence Service, National Crime Squad and CENTREX.	National Policing Plan, Legislation, National Guidance, Good Practice Good Practice, and details of emerging issues
Regional organisations including Government Office NorthWest and Crime and Disorder Partnerships	Partnership information, objectives and Analysis, Crime and Disorder Audits.
Merseyside Police including ACPO and all departments	Internal perspective, issues, views and blockages. Direction and objectives. Desire for prioritised direction. Best Value reviews outcomes and findings from the Force NIM project Team

The list of documents utilised during the course of the project is held within the project software but is too extensive to reproduce.

This information was then analysed in two different ways for two different purposes.

1. Strategic Analysis

Through the project management methodology and using Integrated Project Support Office software ISPO *(see appendix A).* The above information was analysed by the project team. This was achieved through a questionaire process, personnel interviews, marketing techniques, and finally with two all day workshops involving key individuals and partners. The purpose of the workshops was to present the current findings and conclusions to ensure correct interpretation had taken place. It also enabled the project team to conduct a feedback evaluation by way of questionnaire. Summary of consultation questionnaire *(see appendix B).* All the information collated in hard form, for example the Crime and Disorder strategies, was analysed, cross referenced, evaluated and the main findings have been implemented by the **CAN DO** Strategy.

2. *Intelligence/Information Analysis*

The intelligence and information was drawn from the National UK NCIS Threat Assessment, current Force Intelligence Bureau Strategic Assessments, Basic

Command Unit Strategic Assessments, Crime and Disorder Strategies, National Policing plan and associated supporting documents. This intelligence and information was then analysed and used as the basis for the priorities that formed the support strategies within the **CAN DO** Strategy. These support strategies are effectively the ***Control Strategy*** within the National Intelligence Model process for the Force. They are also based on the SARA process clearly identifying the problem and providing delivery options as solutions under the ***victim, offender and location*** categories.

The outcomes highlighted by the analysis identified the underlying issues and extent of the problem. It confirmed the scope of the problem as detailed in the SCAN section above. The main issues and gaps are as summarised below:

- There was a lack of clear strategic structure to support the SARA process.
- There was a lack of understanding in relation to victim, offender and location.
- The SARA process was often seen as a separate process from the NIM framework.
- Community intelligence was collated but not always fed into the NIM process or linked to the SARA process.
- Identification and understanding of causation and correlation was not always evident. In addition problem profiles were infrequent.
- Processes to share good practice, record why some tactics did not work and understand why what worked did work (clear evaluation) were not always used or understood.
- Force business processes were not include in assessment to understand and respond to identified problems, for example was the correct IT available, did the necessary training exist?
- In the tasking and co-ordination groups attendance was sporadic, leadership lacking and compliance and evaluation rare.

In summary the analysis confirmed that the set objectives were correct and the need for strategic co-ordination through a single, simple process that was understood at all levels existed.

RESPONSE

The analysis conducted then shaped the twofold response to ***deal*** with the situation selected:

1. The **CAN DO** Strategy – providing a strategic co-ordination process following the Problem solving ethos of SARA utilising the NIM as a framework.
2. A multi-agency problem solving approach through a three tiered systems that mirrors the NIM process and that has a joined up approach at each level.

1. The **CAN DO** Strategy

CAN DO is a mnemonic for **C**rime and **A**nti-social Behaviour **N**eighbourhood **D**elivery **O**ptions. Merseyside Police has adopted a problem solving style of neighbourhood policing so this name is both a marketing tool and a clear description of what the Strategy is all about. The Strategy has a clear vision and set of Aims:

Vision

"To reduce crime and anti-social behaviour in our neighbourhoods by promoting public safety and improving the quality of service provided through a problem solving partnership approach which will build satisfaction with and confidence in Merseyside Police".

Aims

- To co-ordinate operational policing through the National Intelligence Model providing a framework within which clear direction is provided but which enhances innovation and autonomy and provides tactical options based on sound strategic analysis (informed decisions).
- To reduce the quantity of offences committed by improving the quality of service provided
- To target activities against the Policing Performance Assessment Framework.
- To adopt a problem solving philosophy through all levels of policing focusing activities upon victims, offenders and locations.
- To gather quality information and intelligence and by assessment and evaluation identify causation factors together with proposed solutions.
- To further develop and enhance partnerships within the problem solving philosophy.
- To work incrementally towards a rationalised planning process which integrates the Force Crime and Anti-Social Behaviour Strategy, Area and Partnership Strategies and the Criminal Justice System Reform.

The Strategy does and will achieve these aims through a clear strategic co-ordination process. It is a living document that is made up of a three-year parent strategy that mirrors the planning timetable of the National Policing Plan and Force Plans. The second part are Two Annual Support Strategies that cover Anti-Social Behaviour and Community Safety. The Community Safety Support Strategy focus upon the priorities identified through strategic assessment, i.e. volume crime, drugs, violent crime and serious crime. The support strategies are effectively the Control Strategies within the NIM process for the Force and focus upon intelligence, crime prevention and enforcement. These are explained in greater detail later on.
This Strategy achieves the following points in line with the set objectives of the initial project:

The CAN DO Strategy:

- Integrates the Force Problem Solving process (S.A.R.A) and the National Intelligence Model through the Crime and Anti-Social Behaviour Support Strategies.
- Facilitates a comprehensive strategic analysis of Force and Area priorities.

- Provides an assessment of those priorities together with suggested activities
- Evaluates and assess the performance of the suggested activities against the priorities.
- Provides for a quarterly review of the annual Crime and Anti-Social Behaviour Support Strategies through the National Intelligence Model process.
- Completes a three year review of the Crime and Anti-Social Behaviour Strategy.
- Provides a reference library of good practice.
- Acts as a medium to link the planning process to service delivery.
- Provides clear direction by identifying activities that are either compulsory, desirable or voluntary through the Strategic Process.
- Innovation, empowerment and autonomy is enhanced within a corporate approach
- Covers all Crime and Anti-Social Behaviour issues identified as priorities.
- Is an ever developing and evolving Strategy through proactive response to changing requirements.

The Strategic Co-ordination Process

The Strategy creates a cyclic approach to ensure the targeting of priorities, identification of tactics and evaluation of work to ensure continual improvement in service and performance by the complete analysis of information and intelligence:

Cycle of Continual Improvement

Strategic Co-ordination

The process is co-ordinated through the National Intelligence Model framework. This has been refined to ensure a clear corporate process that delivers the requirements of problem solving philosophy through the NIM. The analysis stage now incorporates business information as described below. Regular chairs exist as does a set timetable,

list of attendees and a set agenda. The National NIM Project Team and HMIC have reported favourably on these innovations.

Strategic Analysis

A comprehensive strategic analysis of the Force priorities takes place encompassing the following sources of information and intelligence:

- National Policing Plan
- Force Strategy and 3yr local strategy plan
- Annual policing plan
- Area Plans
- Criminal Intelligence
- Community Intelligence
- Partners Intelligence/Information

  } All levels, Area, Force, Cross Boundary National and International
- P.E.S.T.E.L.O Information (Political, Economic, Social, Technical, Environmental, Legal and Organisational.)
- Merseyside Police Business Intelligence/Information (Finance, IT, Resource Management)

This intelligence/information is collated and assessed by the Intelligence and Security Bureau, the Strategic Development Department and the Area Support and Co-ordination Unit. The assessment profile is then passed to the Strategic Analysis Group. This group assesses the information and presents options to the Strategic Co-ordination Group (Strategic NIM Group made up of all Chief Officers). Informed decisions on priority actions can then be made within the National Intelligence Model Process to set the Force Control Strategies.

Process Maps explaining these procedures can be found at *(see appendix C)*

Evaluation

The ***control strategies*** decided upon through this process are recorded in the **CAN DO** Support Strategies and Activities detailed. The Activities are tasked out within the NIM process. The Area Support and Co-ordination Unit has a role to ensure compliance and to conduct audit, inspection and evaluation work on this process. Good practice and learning is shared. A reference library of good practice is being created where the Activities are recorded together with local, national and international examples of tactical options.

The **CAN DO** Support Strategies are where the real amalgamation of SARA and NIM takes place. They consist of a set of clear Aims for the Support Strategy. These Aims are linked to the Performance Domains within the ***Police Performance Assessment Framework***. The next section details the current strategic assessment achieved through the process detailed above. Then a section details a set of delivery options based on known good practice. These options are categorised under victim, offender and location, they are also designated as compulsory, desirable or voluntary, (which they are, is decided by the Strategic Co-ordination Group when the control strategies are set). The delivery options are also linked back to the aims and hence the performance domains. This means that there is a clear auditable trail to identify how

Merseyside Police is working to meet its goals. The Support Strategy is concluded with a summary table detailing the compulsory options and who is responsible for what activity within.

The Support Strategies are reviewed on a quarterly basis (soon to be on a six-month basis in line with new national guidance) and the ***delivery options*** (tactics or activities) are assessed. It is vital that the performance and use of the Activities is known to ensure continual improvement. Practically the **CAN DO** Strategy has been circulated in ring binder form and in electronic version. This allows for the updates to be inserted into the existing strategy. ACPO, BCU Commanders and neighbourhood Inspectors have larger binders to enable them to include their supporting plans, ongoing SARAs, or Operational Assessments supporting the strategy. This in turn streamlines the process for the audit and Inspection, as there is one point of reference to monitor each BCU performance.

2. Multi-Agency Problem Solving

A three tiered partnership structure has been created to mirror the NIM structure within the Force. The structure is made up of a Multi- Agency Group, a Central Joint Agency Group and five Local Joint Agency Groups. The main aim of the structure is to identify pan Merseyside, cross border and local problems, then to promote and provide solutions not only to crime but other problem and community issues.

The Multi-Agency Group (MAG)

This Group is the strategic body for the structure and is made up of the senior officers of the partners. Membership ranges from Crime and Disorder Reduction Partnerships CDRP, through Criminal Justice Agencies to Voluntary Groups. The Chief Executive of one of the five Local Authorities within Merseyside chairs the Group. The Group sets strategic priorities for the lower groups, monitors performance; shares good practice and removes blockages. It works to a clear terms of reference that all partners have signed up to *(summary see appendix D).*

The Central Joint Agency Group (JAG)

This group is the middle tier group that mirrors level 2 within the NIM process. The Group mirrors the membership of the Multi Agency Group MAG and is their tactical arm. It co-ordinates activities on a victim, offender and location basis. It is currently responsible for the Locally Defined Persistent Offender within the Narrowing the Justice Gap scheme. The Group has a policy document that identifies strategic direction and details how the Groups work (again it is based on victim offender and location, a clear process details how these are identified.

Local Joint Agency Groups (JAG)

Five of these exist within Merseyside, one for each CDRP. These groups are very much concerned with the local issues. They can be tasked by the Central JAG but also pass information up and seek assistance on cross border issues. The membership has a core nucleus but can differ dependent on the issues being targeted. The partnership

development officer for community safety and the local Force analysts sit on the Local JAG to ensure information exchange.

Data Exchange

A clear set of information exchange protocols has been created and all partners have signed up to these. They are constantly under review as the situation develops and grows.

The relationship between this partnership structure and Merseyside Police within the SARA/ NIM process *(see appendix E).*

ASSESSMENT

The aim of the project was to create a clear strategic process based on the SARA process and utilising the NIM as a framework. The second aim was to create a multi-agency problem solving approach that was inextricably linked to the first aim. It is against these two broad objectives that the assessment of success must be judged.

What now follows, details whether these objectives were ***successfully achieved,*** how that result has been evaluated, who was involved in that evaluation and what data was utilised.

The Creation of a Strategic Process:

This process has been created and is now in operational use throughout Merseyside Police. The evidence to justify this statement can be recorded as follows:

- The creation, acceptance and implementation of the **CAN DO** Strategy.
- Organisational Change – the NIM process has been altered and reintroduced. New meeting structures have replaced earlier structures. The Crime Reduction Unit, Audit and Inspection, Anti-Social behaviour Force officer, and problem Solving Team have joined under one department Area Support Co-ordination Unit ASCU to support, deliver and develop the strategy. There is also now a team of analysts and researchers with a Sergeant as team leader to link into the partnership information to develop problem solving, effective responses and feed this into the NIM process. This will help identify good practice locally and nationally to contribute to the development and ongoing update of the strategy.
- The aims under each of the support strategies are clearly defined and delivery options/activities are linked to performance domains and clear measurements are possible.
- Good practice and shared learning forms the basis of activities and is being promulgated.
- Business information is now being considered at the analysis stage to ensure operational demand drives operational support i.e. IT, Finance, Training. Thus ensuring PESTLO model incorporated. A strategic analysis role has been developed to co-ordinate all the aspects of business that need to feed into the Force NIM meetings.

- The training department has added training to promote the understanding of the integration of SARA and NIM philosophy driven by the Crime and Anti Social behaviour strategy.

The evaluation of the above success has been made based on consultation processes, audit and inspection, marketing techniques and feedback assessments.

The consultation that has occurred has involved two-day seminars, personal interviews, questionnaires and interviews with external partners and national organisations. This consultation has confirmed the agreement for the Strategy, its acceptance and its promulgation as good practice.

Audit and Inspection occurs within Force by the Area Support and Co-ordination Unit and the NIM Project Team. The **CAN DO** Strategy and co-ordination process now forms part of these inspection processes to ensure compliance and to facilitate learning and exchange of good practice.

The marketing of the **CAN DO** Strategy has been extensive. This has been done through internal medium via electronic means and written articles. In addition a launch of the Strategy took place targeting the key individuals within the Force. A marketing Strategy has been created to continue to sell the strategy on a regular basis and to differing audiences for the next twelve months. This marketing has included feedback from customers and also anecdotal feedback. The summary of the views is positive and welcoming.

Multi-Agency Problem Solving

This process also has been achieved and a clear structure put in place. Again the evidence to support this statement is now detailed:

- The creation of a clear three tiered structure – MAG, Central JAG and Local JAG's.
- Terms of reference that all partners have signed up to.
- A clear system of targeting activities based on victim, offender and location.
- The successful targeting of the Street Crime Initiative through this process resulted in the exceptional figures detailed at, which was well within Government set targets.
- The natural evolution of the MAG process to cover all issues within the strategy and emerging issues not just street crime.
- The creation and use of a performance matrix for all partners within this process.
- The securment of funding to create a JAG Support Group to further develops the process.

The best possible evidence and data to support the success of this process is the Street Crime figures (see appendix F). In addition Crime and Disorder Audits and Public Perception surveys are utilised to evidence performance.

- Overall and most important the strategy outlines simple, standard, processes and structures, for all to refer to and understand were they fit in and what role they

play in the problem solving process. This is for use from ACPO, to practitioner level. The simple language, defined structures and suggested delivery options have been the most welcomed aspect from feedback received. The delivery options give a starter for ten to respond to issues and the fact that successful tactics will be updated within the strategy for information to others to use as good practice is seen as the aspect that makes the strategy a ***"living document" and highlights realistically things we CAN DO.***

CONCLUSIONS

In conclusion the following points are made to evidence the progress made to date, the motivation for that progress and the intentions of how to develop the processes for the future:

- The two processes (**CAN DO** Strategy and Multi-agency problem solving) have resulted in widespread use of the problem solving process SARA. This is based on the use of victim, offender and location for targeting activity both as the Police Service and in partnership. Preceding this activity is the use of increased information to properly create problem profiles – really knowing what the problems are.
- There is a systematic and clear structure to implementing problem solving through the strategic co-ordination process and through the MAG, Central JAG and Local JAG structure. Within this process exists clear roles, responsibilities and accountability.
- The problems that have slowed or prevented implementation have been clearly identified through the analysis conducted by this project. Each issue has been dealt with and solutions put in place.
- The SARA process and NIM process have been inextricably linked through the two achieved objectives. The PAT triangle has been utilised to the full. These measures have provided clear links to intelligence led policing.
- The **CAN DO** Strategy is a living document and will be continually updated and reviewed in line with the NIM cycle. It is the Force Control Strategy. Developments and learning and be continually introduced and utilised. It will NOT be a Strategy that sits on the shelf.
- The **CAN DO** Strategy is the first step towards a fully integrated planning process.
- Funding has been secured for a JAG Support Group that will consist of a Team Leader, Analyst, two researchers and a clerical officer. This Group will update the partnerwide case management system and will utilise Prophecy to analyse all partner information. Clear target packages will be produced for cross border issues. The Group will support the Central JAG and monitor performance against joint targets set by the MAG and Local Criminal Justice Board. This process is not standing still on current success but is continuing to evolve against a set strategic plan.
- The **CAN DO** Strategy is clearly linked to performance domains and targets. The MAG process works to a performance matrix based upon joint targets that all partners are subject to.
- The **CAN DO** Strategy delivery options are based on proven good practice

This project has brought together the complex issues and situations within which Merseyside Police operates and created a single strategic process to co-ordinate the ***overall approach to problem solving*** that works. It is here to stay and will not go away –

I commend it to you.

David Labdon
Chief Inspector
Merseyside Police

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TILLEY AWARD 2003

C.A.N.D.O. and Multi-Agency Problem Solving

APPENDICES

Appendix A Crime and Anti-Social Behaviour Strategy Task List

TASK

Create scoping document
Create PID
Strategy Creation Process
Obtain team
Corporate Development Fund Bid
IPSO
Create calendar
Signing in and out book
Interim ADRS
Marketing
Document Library Index List
Benchmarking
Obtain copy of final report crime mgmt arrangements and id issues
Link to Major Crime Processes BVR
Link to IT BVR
Link to IM BVR
Process Map Structures
Monitor ABC
Write Three Year Crime and ASB Strategy
Create consultation record document
Collate consultation responses
Consultation and research
Devise consultation template
Criminal Justice System
Obtain and research Justice For All
Obtain and research Narrowing the Justice Gap.
Identify issues surrounding persistant offenders
Consult with Prison Liaison
Consider issues from CCRB and National Crime recording standards
Assess consultation and research for final inclusion within strategy
Mark Barrow consultation
Strategic Planning process
Obtain and distribute NPP
Research issues around Force Planning and performance framework
Partnerships
Obtain and research 5 CDRP audits
Research issues surrounding LSP's and other partnerships
Liaise with LALO's
Identify roles and responsibility of MAGG and JAG and MAPS
Best Practise
Identify best practise from CENTREX
Identify Best practise from Police standards unit
Identify best practise from Home office PRG
Identify best practise from HMIC and other forces
Assess for inclusion of best practice in final strategy
obtain copy of national science and technology plan
National Policing Bureaucracy Task Force
Legislation / structures / Processes
Liaise with NIM/NCIS/NCS
Consider Human rights compliance test
Research and consider issues around RIPA
Consider Data protection issues for exchange protocols
Consider Freedom of information Act

Appendix A Crime and Anti-Social Behaviour Strategy Task List

Consider Proceeds of Crime Act
Consider the Race amendments Act test
Send update newsletter to key individuals
Update key individuals2
Update key individuals3
Update key individuals4
Update key individuals5
Update key individuals6
Update key individuals7
Update key individuals8
Send update newsletter to key individuals1
Consider Forensic Issues
Consult with Merseyside Police Authority
Consider British Crime Survey
Write one year strategy plans
write 1yr ASB/youth nuisance strategy.
Write crime reduction strategy
repeat victimisation strategy
Street Crime
Drugs
Volume crime
Roads Policing
Violent crime including domestic (rape and alcohol)
Child protection and Sex offenders (see JWJ)
Serious and Organised crime (terrorism and gun crime)
Criminal justice system
Identify Exit strategy
Arrange and co-ordinate consultation workshop at Craxton Wood
Decide on name of Strategy
Scope Anti-Social Behavior
Interim Strategies for HMIC
Identify Hate Crime issues
Design and production of final strategy document
Arrange and coordinate Crime Strategy Seminar
Create conglomerate, indexed and paginated document
Create Glossary of Terms
Total:

Appendix B

Consultation seminar evaluation results

Force Crime and Anti-Social Behaviour Strategy

In answer to the following questions a score was requested from 1 to 5 with 1 being strongly disagree or poor and 5 being strongly agree or excellent.

Two methods of evaluating the evaluation are to be used ;
a) The average score per question.
b) A breakdown of the numbers of different scores .

1. I understand the proposed strategy and its link to planning?
    a) 4
    b) 3x3, 8x4, 4x5

2. I understand the practical management of the strategy project?
    a) 4
    b) 5x3, 8x4, 2x5

3. Do you agree with the rationale for having a Crime and Anti-Social behaviour strategy?
    a) 4
    b) 2x3, 6x4, 7x5

4. How strongly do you agree with the consultation process?
    a) 4
    b) 2x2,6x4, 7x5

5. Do you agree with the National Intelligence Model as the delivery framework for the Crime and Anti-Social Behaviour Strategy?
    a) 5
    b) 1x2,1x3,1x4, 12x5

6. Are you in agreement with the way forward outlined today?
    a) 3.5
    b) 1x2,4x3,7x4, 2x5

Please answer the following with 1 being poor and 5 excellent

7. What did you think of the overall content of todays seminar?
    a) 4
    b) 3x3, 9x4, 3x5

8. What did you think of the seminar Administration?
   a) 4
   b) 1x3,12x4, 2x5

9. What did you think of the Presentation style?
   a) 4
   b) 1x3,11x4, 3x5

The following comments were received under the questions

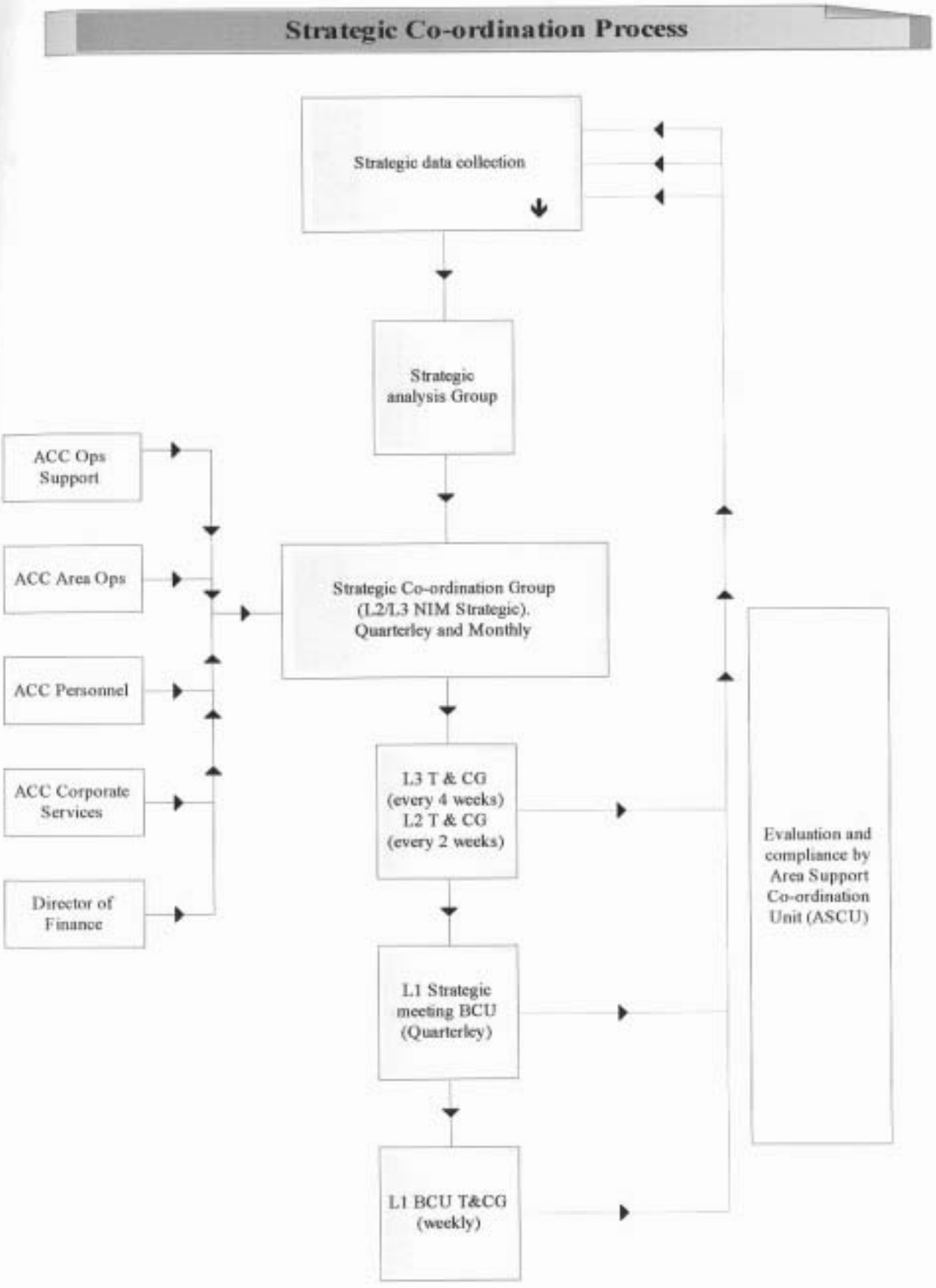
What did you think we did well?

Style and delivery
Time Management
Chairing of workshops
Clear presentations
Acknowledging the need to move forward
Use of NIM as lead
Workshops chaired well and informative
Good environment
Good knowledge of team members
Good environment to bring out ideas in SWOT session
Good overview & introduction, gave good view of background
Put forward views and debated them
Discussion at the end very beneficial
Inclusive – all views aired were considered and responded to.
Thought the workshops went well
Content of the workshops was relevant and well managed by the facilitators.
Link demonstrated between planning process as is and the implementation of this strategy. Good content and presentation.
Appear to listen be interested in groups views.
Facilitators were very good in drawing out contributions from all members of the groups not just the most vociferous.

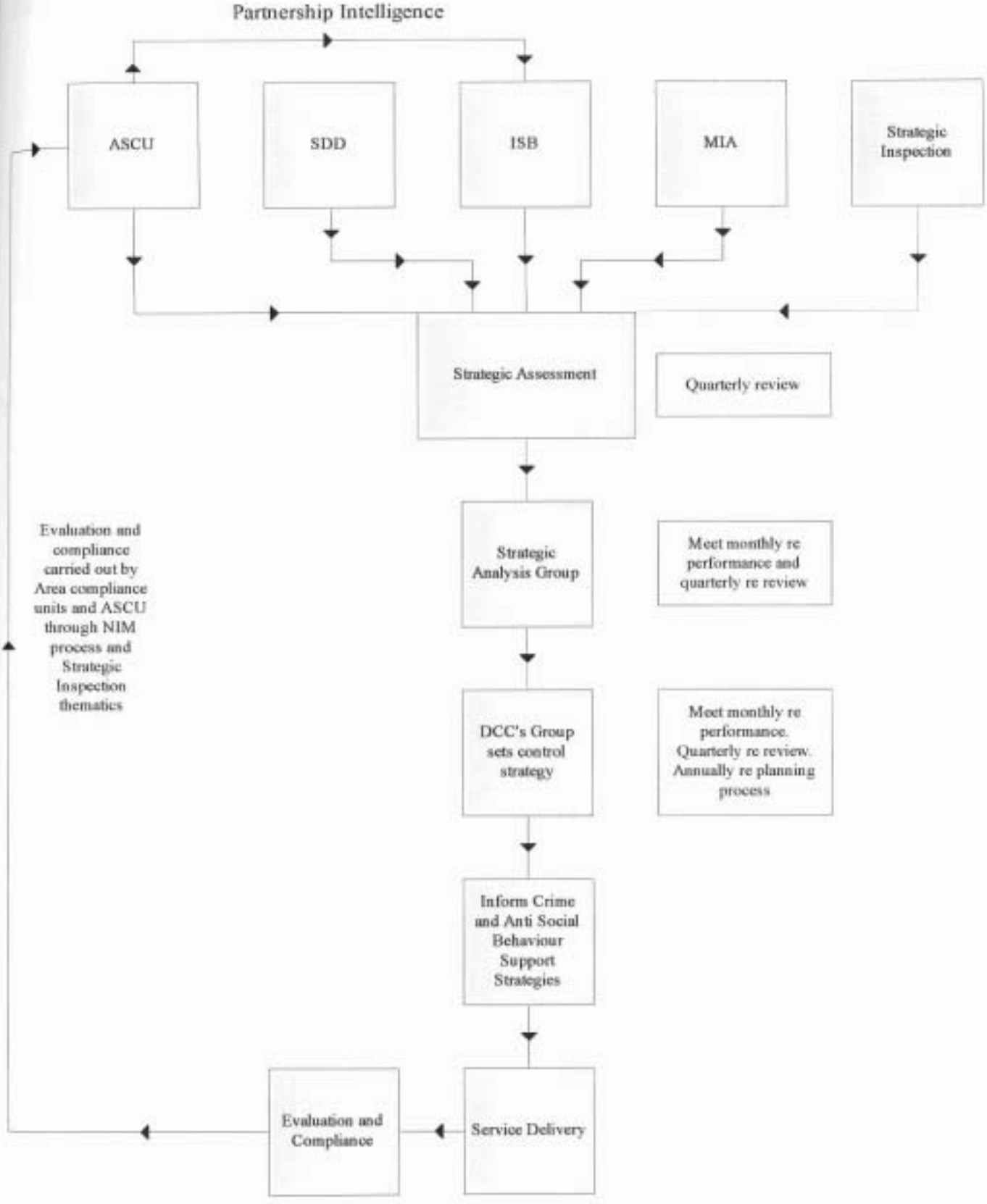
Any other comments

Strategy must mean something to officers on the street. Not targets but clear guidance as to why & what & how it impacts on them in an understandable manner.
Very interesting day – good to be involved – good luck.
When this is complete it must not be seen as an adjunct to current processes. It must make things simpler – more effective i.e. it should enable the Area's to do things better- not just add to bureaucracy.
Choices between workshops – difficult, I would have liked to have done more than one.
Time in the first workshop session to visit another workshop.
Interested to see if we utilise the opportunities apparent.
Enjoyed it.

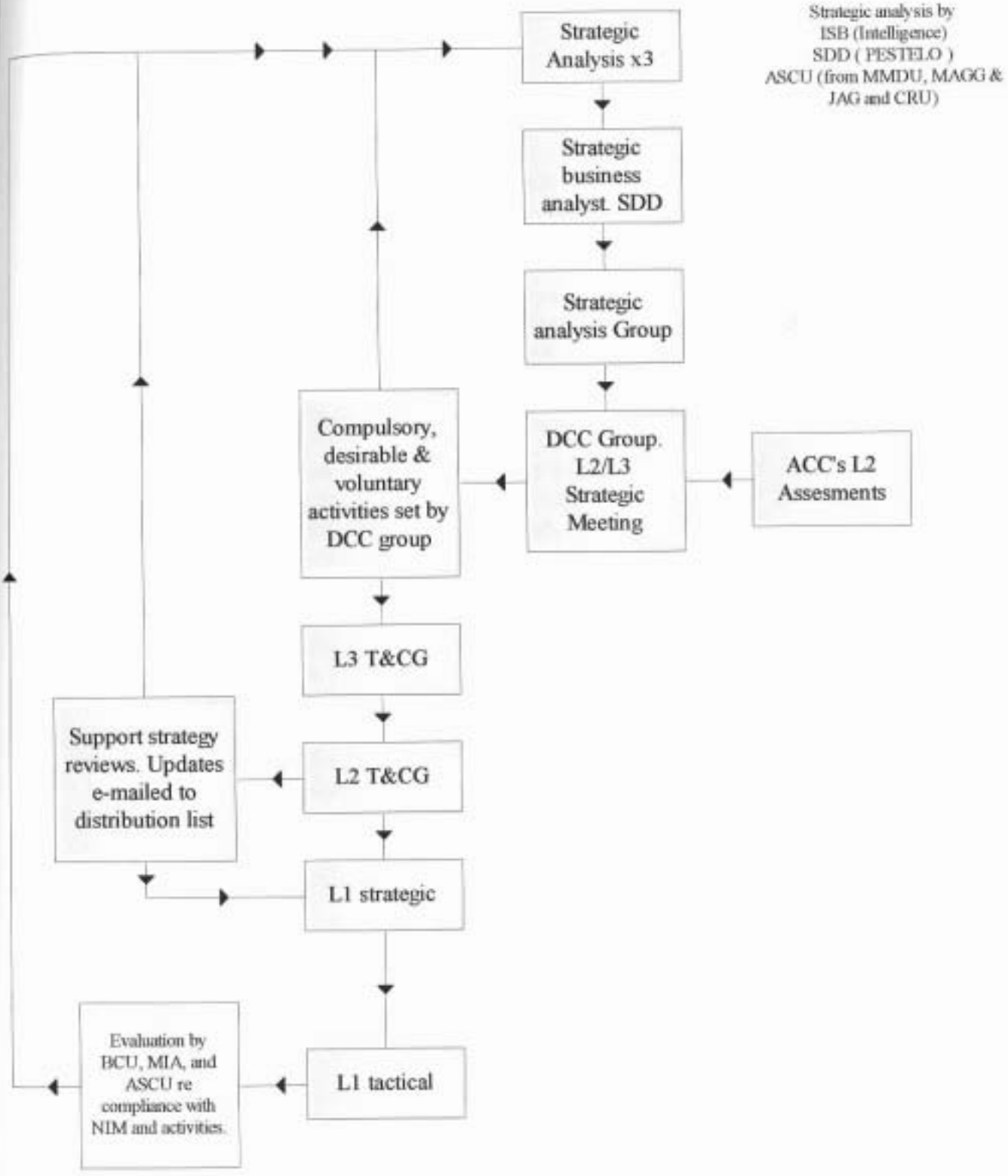
Appendix C


Strategic Co-ordination Process
Strategic data collection
Strategic analysis Group
ACC Ops Support
ACC Area Ops
ACC Personnel
ACC Corporate Services
Director of Finance
Strategic Co-ordination Group (L2/L3 NIM Strategic). Quarterley and Monthly
L3 T & CG (every 4 weeks) L2 T & CG (every 2 weeks)
L1 Strategic meeting BCU (Quarterley)
L1 BCU T&CG (weekly)
Evaluation and compliance by Area Support Co-ordination Unit (ASCU)

Strategic Analysis & Evaluation Process



Crime and Anti-Social Behaviour support strategy Co-ordination



Appendix D

Terms of Reference for Multi-Agency Group

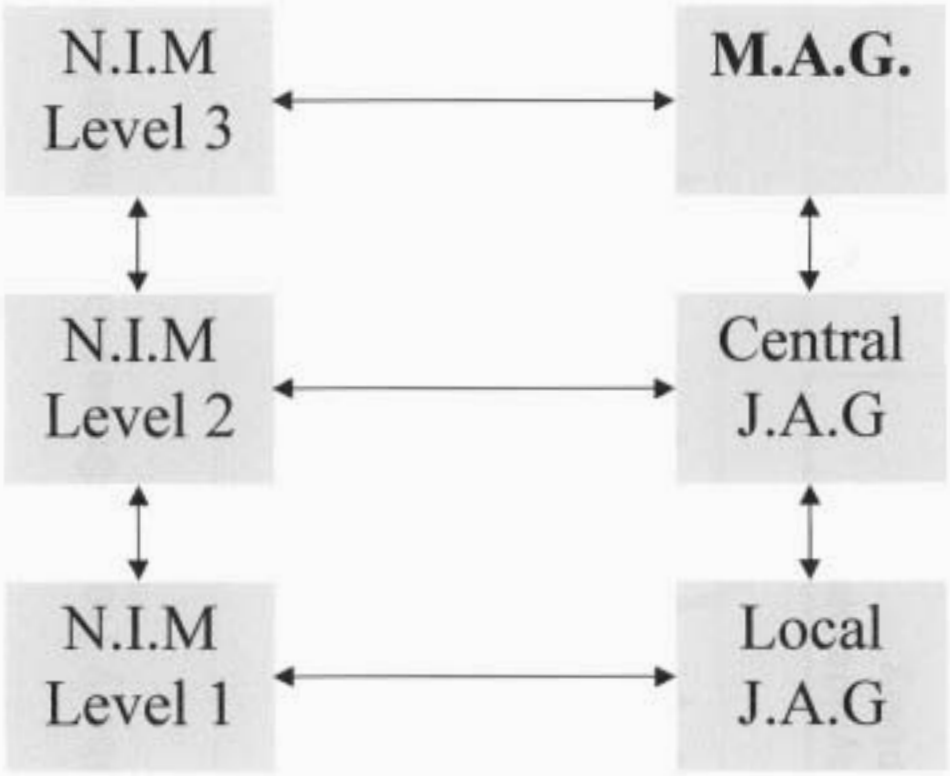
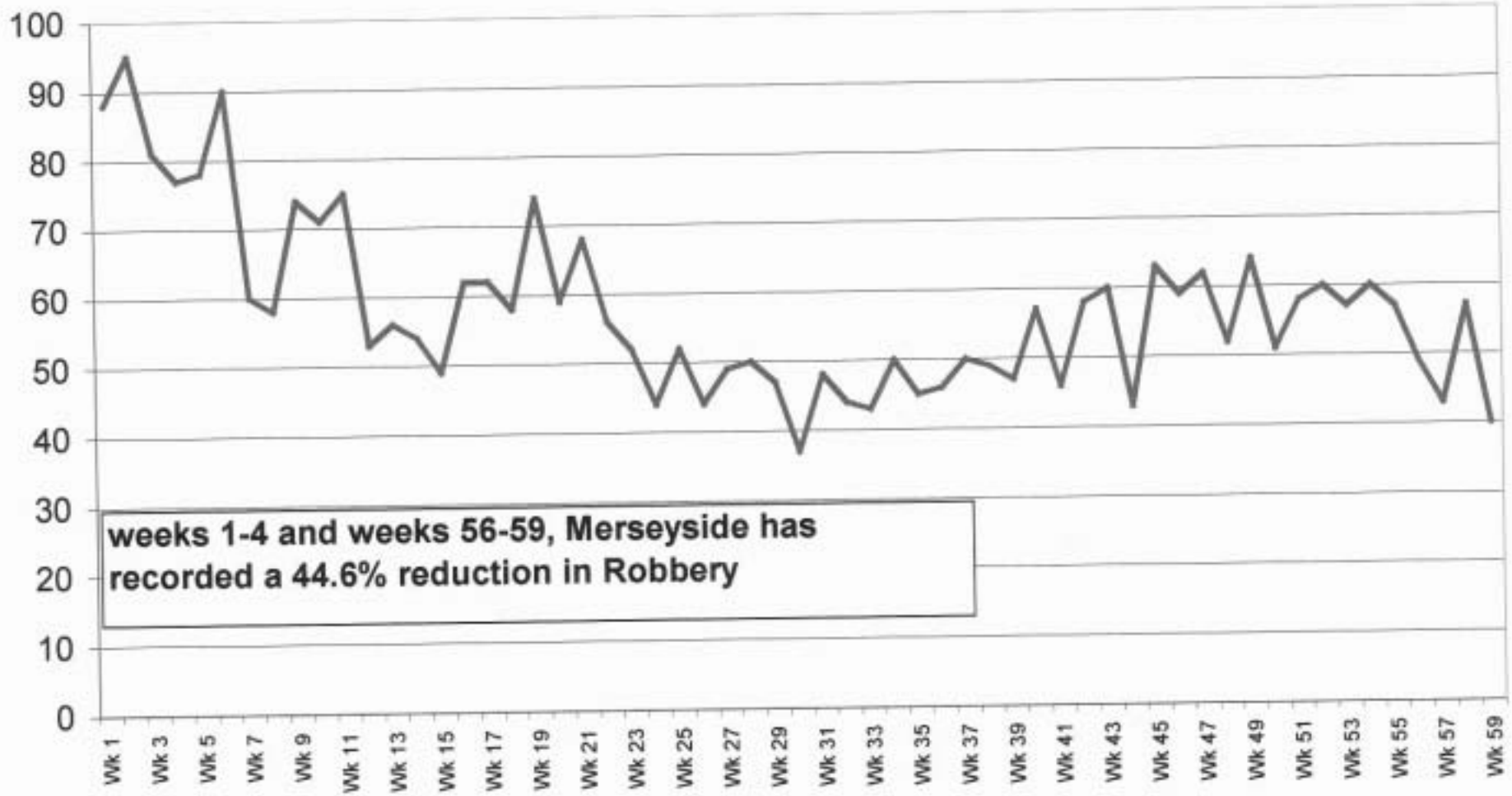
- Reduce the levels of crime and anti social behaviour on Merseyside
- Increase public confidence and reassurance on Merseyside
- Make Merseyside safer
- Enhance the quality of life on Merseyside
- Identify the partnership requirements to ensure delivery of the overarching CDRP strategies.
- To act in a quality assurance, evaluation and research capacity on the effectiveness of the Joint Agency Groups.
- Provide the strategic guidance and quality assurance re problem solving and performance to the Joint Agency Groups
- Promotes a wider understanding of contributions and responsibilities of individual agencies and encourages the development of shared commitment to the purpose.
- Defines and agrees the communication and information exchange protocols for the Group and the Joint Agency Groups.
- Resolves multi agency blockages/issues
- Oversees and co-ordinates resources made available to the Group on crime and anti social behaviour reduction issues which are not the responsibility of an individual agency.
- Identifies Members of the Group, including the quorum members of Local Authorities, Police, Education, Health and Probation
- Agrees the shared priorities of the Group and the Joint Agency Groups and agrees desired outcomes based on the Management Matrix.
- Agrees the control strategy for set priorities.
- Receives and evaluates information on the progress of initiatives against agreed targets.

Reporting Mechanism

- MAGG to oversee performance against matrix
- Lead representative accountable for their agency against matrix
- Central JAG reports to MAGG
- Central JAG to provide data, intelligence sharing and co-ordination function to address agreed priorities of local JAG's.

Appendix E

Link between partnership structure and NIM



Merseyside Weekly Robbery Trend - Street Crime Initiative