# safer Sbrentwood

## Safer Brentwood Community Safety Partnership Partnership Plan 2016/17

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#### Introduction

Safer Brentwood Community Safety Partnership is the local statutory Community Safety Partnership (CSP) for Brentwood. The purpose of the Partnership is to provide a strategic and co-operative approach to addressing local crime & disorder between agencies and the communities within the Borough. The partnership is made up of both Statutory and Community organisations as shown in the diagram below.



#### **District Profile**

Within Brentwood there are four police 'neighbourhoods':

- Brentwood Town Centre;
- Brentwood North;
- Brentwood South;
- Hutton and Shenfield.



NEIGHBOURHOOD	WARD NAME
Brentwood Town	Brentwood South
Centre	Brentwood West
Brentwood North	Brizes & Doddinghurst
	Tipps Cross
	South Weald
	Pilgrims Hatch
	Ingatestone, Fryerning &
	Mountnessing
Hutton	Hutton North
	Hutton South
	Hutton Central
	Shenfield
	Hutton East
Brentwood South	Brentwood North
	Herongate, Ingrave & West
	Horndon
	Warley

**Brentwood Borough** forms part of Essex Police Western Local Policing Area (LPA), which also includes the districts of Epping Forest, Harlow and Thurrock. The Borough accounts for 22% of the area and 17% of the population of the LPA. According to the 2012 Essex JSNA Brentwood has a population of 74,900 people (representing just over 5% of the total population of Essex), making it the 2nd least populated of the 15 Essex Boroughs. Population is expected to increase to 88,400 by 2035. The Borough covers an area of around 59 square miles, making it the joint 9th largest Borough in Essex. Based on 2002 figures, Brentwood is the 7th most densely populated Essex Borough, with 448 people per square km.

Within the borough there are a number of towns and villages, the largest of which are Shenfield and Ingatestone. The population comprises 93.4% White, 2.9% Asian (predominantly of Mauritian descent), 1.4% Black and 1.3% Mixed Race.

A large proportion of residents commute into London because of Brentwood's close proximity to the city and good transport links. There are railway stations located at Brentwood, Ingatestone, West Horndon and Shenfield, which is a key station in the region and will be the end station for Crossrail which is nearing completion.

Brentwood contains large sections of some of the county's busiest roads, including parts of the M25, A12 and A127. The excellent transport links make the borough easily accessible for travelling criminals.

The borough is generally affluent and includes a variety of retail services, commensurate with the size of the population. Brentwood town centre has the highest concentration of retail premises with approximately 40 stores.

There is an active night-time economy with a variety of pubs and clubs in and around the town centre.

Thorndon Country Park and Weald Country Park are located within the borough and both parks consist of extensive areas of woodland. Weald Country Park covers around 500 acres and is the largest of Essex County Council's parks.

#### Background

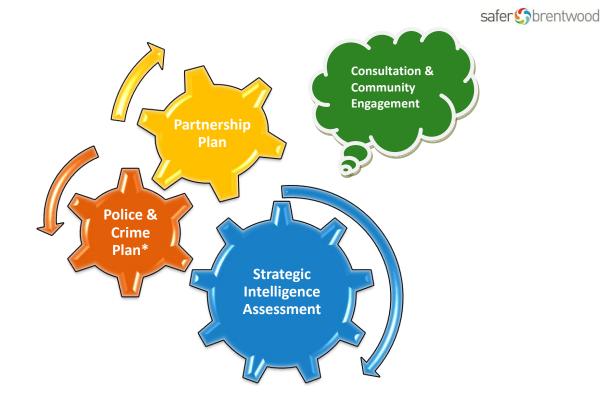
Under the Crime & Disorder Act 1998 CSP's are required to work together in formulating and implementing strategies to tackle local crime and disorder and reduce reoffending in the area and to have in place a partnership plan setting out their priorities.

To ensure that the partnership is proactive and well informed we carry out an annual Strategic Intelligence Assessment in order to review existing priorities and identify any new or emerging priorities that the partnership should focus on.

The Partnership Plan takes forward the priorities identified by local residents and data from the strategic intelligence assessment and sets out how the partnership will work together over the next twelve months to tackle crime and disorder and achieve its priorities. This plan also has regard to the police and crime objectives set out in the Police and Crime Commissioners (PCC) Police and Crime Plan, and will be shared with the PCC.







**Police & Crime Plan Priorities\*** 

**Ensuring local solutions meet local problems** 

**Reducing Domestic abuse** 

**Supporting Victims of Crime** 

Reducing youth offending and re-offending in general

Tackling the consequences of alcohol and drugs abuse, and mental health issues

Improving road safety

Improving crime prevention

Increasing efficiency in policing through collaborative working and innovation

\*The above priorities are reflected in the Partnerships Focus for 16-17



#### Partnership Focus for 2016-17:

## **Protecting People from Harm**

#### Focusing on:

- Domestic Abuse
- Serious Violence
- Sexual Violence
- Hidden Harm (Modern Slavery, Child Sexual Exploitation & Trafficking)
- Reducing Re-offending

#### Why?

- All key local and national priorities
- All under reported
- Increase in number of incidents
- To support and develop the Integrated Offender Management Scheme to focus activity on those individuals responsible for causing most harm in the community

## **Anti-Social Behaviour**

#### Focusing on:

- Public confidence
- Nuisance youths/Gang prevention
- Environmental Crime
- Reducing the impact of ASB on local business

#### Why?

- Key issue for residents in terms of public confidence and fear of crime
- Increase in reports to the Council and Police
- Environmental Crime (Fly tipping, graffiti, local amenities)
- To support local businesses affected by ASB & criminal activity

## Burglary

#### Focusing on:

- Crime prevention for residents and local businesses
- Operation Insight
- Vulnerable & Elderly Security Project
- Targeting prolific offenders who cause the most harm
- Cross border offending

#### Why?

- Concern for residents and local businesses
- Transport links to the Borough
- Reducing risks for local residents
- Increasing crime detection opportunities and reduce reoffending

## **Community Engagement**

#### Focusing on:

- Promoting the work of the CSP
- Consulting with residents, local businesses and community groups
- Use of media and social networking

#### Why?

- To communicate with residents, local businesses and community groups on issues that affect them
- To empower residents and businesses to have their say in community safety issues affecting them
- Education

#### The Partnership Objective:

To work together in partnership with the community to ensure that Brentwood remains a safer place for all, by reducing:

- Crime
- Reoffending
- Anti-Social Behaviour
- Risk of harm



#### Strategic Priority Achievements/Highlights 15/16

#### Protecting People from Harm

- Delivered 10 projects to over 3500 young people covering issues such as domestic abuse, gangs, grooming, sexual exploitation, extremism, bullying, and knives
- Installed 80 door chains and additional security measures to elderly and vulnerable residents with 90% satisfaction survey return rate and 100% satisfaction
- Delivered an abuse campaign to over 106,400 people to raise awareness of domestic abuse, child abuse and elder abuse
- increased Keep Safe locations to include 8 businesses in Shenfield (a total of 22 business across the borough)
- Visited over 10 high risk victims of domestic abuse and completed a full home safety assessment providing additional security measures when required
- Brentwood have reffered 6 cases of ASB and 4 cases of crime to Restorative Justice

#### Anti-Social Behaviour (ASB)

- Established a multi agency forum to discuss cases of ASB and hate crime
- Hand delivered 128 community safety information packs to local residents affected by anti-social behaviour
- Delivered a night of action with partners to tackle ASB in a hotspot area
- Sent almost 100 ASB warning letters to parents
- Issued a Community Protection Notice Formal Warning as a result of ASB by a young person on a Moped
- Delivered a targeted project with at risk young people
- Issued a number of Section 59 Notices and ceased several vehicles due to anti-social driving

#### Burglary

- Delivered 2 Senior Safety Days and 14 Roadshows to over 500 elderly and vulnerable residents
- Continued support of Neighbourhood Watch including regular sessions across the borough around crime prevention advice and awareness. Also supporting NHW and community Agents to deliver a project to vulnerable and elderly residents in hospital or respite care and continued promotion of Essex Community Messaging (ECM)
- Funded an Automatic Number Plate Recognition Camera at Brook Street roundabout
- Over 15 visits to elderly and vulnerable visits to provide crime prevention and security advice

#### Community Engagement

- Delivered 18 engagement days/events to 26000 people on topics such as road safety, domestic abuse, Loan Sharks, Essex Community Messaging, Keep Safe and CSP priorities
- Increased Twitter followers to 177. Regular tweets sent out daily
- CSP newsletter produced bi monthly and is sent to all Members, Parish Councils, select officers and over 50 public and partners. It is also uploaded to both Council and CSP websites

## **Priority** Protecting People from Harm

## **Strategic Lead** Sam Brenkley, Probation Service

Strategic Objective	Action	Lead Officer	Budget Allocatio n	Police & Crime Plan Priority	Timescale
To safeguard victims of Domestic Abuse (DA) from repeat incidents, by Identifying high risk victims and assessing their need for added security devices	Crime Prevention Tactical Advisor (CPTA) will visit all high risk victims of DA and carry out a full home safety inspection providing additional security when required. Additional security measures will also be made available to all those who work with victims in Brentwood (i.e. IDVA's, WSW's, Police, Family Mosaic – this is not an exhaustive list). This will enable an increased number of victims to be safeguarded from incidents of DA	Ross Brazier, CPTA Essex Police	Existing resources	<ul> <li>Reducing Domestic Abuse</li> <li>Supporting victims of crime</li> </ul>	Immediate and ongoing
To raise awareness of domestic abuse, child abuse, and elder abuse across the borough and to encourage reporting	<ul> <li>To run the Argos till roll campaign from June 16 - Jan 17 to raise awareness of domestic abuse, child abuse and elder abuse</li> <li>To deliver various activities throughout Domestic Abuse Week focusing on raising awareness of Domestic Abuse</li> <li>To run a publicity campaign at each BBC Family Fun Day through the Summer focusing on domestic abuse, child abuse and elder abuse</li> </ul>	Daniel Cannon, BBC	£1000 PCC £450 CSP	<ul> <li>Reducing Domestic Abuse</li> <li>Ensuring local solutions meet local problems</li> <li>Supporting victims of crime</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Nov 2016
Domestic Homicide Review (statutory obligation)	To ensure appropriate funding is allocated to carry out a review should the borough experience a domestic homicide	Tracey Lilley, BBC	£5000 CSP (reserve budget)	Reducing Domestic Abuse	N/A
To protect the most vulnerable and elderly residents from becoming victims of crime including scams, internet, fire safety and more	<ul> <li>To enhance and continue delivery of the following successful projects:</li> <li>Elderly Door Chain Project – to now include additional security for those in most need</li> <li>Senior Safety Roadshow (SSR)– to expand and grow the number of roadshows across the Borough.</li> <li>To continue to expand Keep Safe to include Ingatestone</li> </ul>	Daniel Cannon, BBC	£1000 PCC £500 BBC £3000 BBC (Keep Safe Budget)	<ul> <li>Ensuring local solutions meet local problems</li> <li>Reducing Domestic Abuse</li> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing

To protect young people from Harm and raise awareness of issues affecting young people	<ul> <li>Delivery of key projects within local secondary schools in relation to:</li> <li>Prevent, Grooming, Sexual Exploitation, Healthy relationships, drugs &amp; alcohol and gangs</li> <li>Promote use of Crimestoppers Fearless programme within schools to support the above</li> </ul>	Daniel Cannon, BBC Colin Dobinson, Crimestoppers	£6000 PCC £3000 BBC	<ul> <li>Ensuring local solutions meet local problems</li> <li>Reducing Domestic Abuse</li> <li>Reducing youth offending and re-offending in general</li> <li>Tackling the consequences of alcohol and drug abuse, and mental health issues</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate and ongoing
Integrated Offender Management (IOM)	To ensure that the offenders whose crimes cause most damage and harm locally are managed in a co-ordinated way. A joint initiative between Essex Police and Essex Community Rehabilitation Company. Restorative Justice can also be used in conjunction with IOM, particularly focusing on burglary.	Sgt Karen Brimson, Essex Police	Existing resources	<ul> <li>Reducing youth offending and re-offending in general</li> </ul>	Immediate and ongoing
To support victims of Hate Crime	<ul> <li>To support and promote the local Hate Crime Reporting Centre (HIRC)</li> <li>To raise awareness of Hate Crime and support victims in signposting to relevant services</li> </ul>	Daniel Cannon, BBC	Existing resources	<ul> <li>Ensuring local solutions meet local problems</li> <li>Supporting victims of crime</li> </ul>	Immediate and ongoing
Hidden Harm Conference for partners, frontline practitioners, local businesses and the taxi trade	<ul> <li>To hold an event to raise awareness of issues relating to CSE, Trafficking, and Modern Slavery</li> <li>To produce an easy to read support, advice, signposting (SAS) guide for delegates and utilising I didn't Know campaign material where possible</li> <li>To ensure partners, local businesses (hotels, licensed premises) and the taxi trade are aware of CSE, trafficking and modern slavery and are able to identify potential issues and know the process to follow to ensure the appropriate agency is made aware</li> <li>To ensure information is provided through existing media sources including CSP newsletter, website, events etc</li> </ul>	Daniel Cannon, BBC	£2000 PCC	<ul> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Sept 2016

To provide advice and support to victims or crime	<ul> <li>To work with NHW &amp; Victim Support to produce a victims pack which will be distributed through Victim Support</li> </ul>	Peter Salmon, Brentwood NHW Co- ordinator	£1000 PCC	<ul> <li>Ensuring local solutions meet local problems</li> <li>Supporting victims of crime</li> <li>Improving road safety</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	June 2016
To Launch J9 Domestic Abuse Initiative across the borough in partnership with Safer Places	<ul> <li>To ensure staff in public and voluntary sector organisations are trained to increase knowledge and understanding of domestic abuse</li> <li>To provide support and information to victims</li> </ul>	Tracey Lilley, BBC Safer Places	ТВС	<ul> <li>Reducing Domestic Abuse</li> <li>Ensuring local solutions meet local problems</li> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	
To launch Cut it Out in the borough	<ul> <li>To identify appropriate locations across the borough who wish to take part in the project</li> <li>To provide appropriate training for staff</li> </ul>	Tracey Lilley, BBC Safer Places	TBC	<ul> <li>Reducing Domestic Abuse</li> <li>Ensuring local solutions meet local problems</li> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	

## **Priority** Anti-Social Behaviour

## Strategic Lead Tracey Lilley, BBC

Strategic Objective	Action	Lead Officer	Budget Allocation	Police & Crime Plan Priority	Timescale
To protect young victims of crime and reduce the risk of offending by young people	<ul> <li>To support the delivery of the following projects:</li> <li>Firebreak – 2 week long courses which primarily targets young people between the ages of 13 - 17 years who are at risk of offending or involved in anti-social behaviour.</li> <li>Life Choices - Intensive targeted project for young people at risk looking at life choices and employment opportunities</li> <li>Restorative Justice – to continue to refer cases in order to reduce reoffending and victims vulnerability</li> </ul>	Daniel Cannon, BBC	£3500 PCC £5000 ECFRS (TBC)	<ul> <li>Ensuring local solutions meets local problems</li> <li>Reducing youth offending and re-offending in general</li> <li>Tackling the consequences of alcohol and drug abuse, and mental health issues</li> <li>Improving road safety</li> <li>Improving crime prevention</li> </ul>	TBC
Joint working to proactively tackle ASB in the Borough	<ul> <li>To continue to work with partners through the Local Action Group (LAG) considering cases of Hate Crime and ASB, targeting those responsible</li> <li>Managing hotspot areas through robust partnership working and using all available legislation to achieve a positive outcome</li> <li>To introduce a matrix of serious nuisance youths to provide and share intelligence to ensure targeted support and enforcement</li> <li>To work with the West LPA Op Raptor team around emergence of gangs or those vulnerable to gang association</li> <li>To work with Restorative Justice &amp; Community Justice Panels which includes local residents, Essex Police, housing etc as well as the victim and perpetrator</li> </ul>	Tracey Lilley, BBC	Existing resources	<ul> <li>Ensuring local solutions meets local problems</li> <li>Reducing Domestic Abuse</li> <li>Reducing youth offending and re-offending in general</li> <li>Tackling the consequences of alcohol and drug abuse, and mental health issues</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing

To target those responsible for Environmental Crime	<ul> <li>To proactively tackle Fly tipping across the borough including using all tools available from warning letters, CPN's, FPN's and Court action</li> <li>Joint unlicensed waste carrier patrols between Essex Police &amp; Council in conjunction with other planned activity</li> <li>To use community payback offenders to work on projects as a way of repaying back to the community</li> <li>To deploy CCTV cameras to hotspot areas</li> <li>To increase liaison with Parish Councils and local groups and identify measures to reduce the incidence of flytipping in hotspot areas</li> <li>Increase publicity to keep communities informed and deter potential perpetrators</li> <li>To consider referrals to Bestorative Justice when appropriate</li> </ul>	David Carter, BBC	Existing resources	<ul> <li>Ensuring local solutions meets local problems</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing
To support the communities and young people in providing alternative diversionary activities	<ul> <li>To consider referrals to Restorative Justice when appropriate</li> <li>To support the use of existing Essex County Council (ECC) youth premises and mobile venues in providing young people with opportunities to access support and guidance</li> <li>To encourage young people to take part in diversionary activities available across the borough</li> <li>ECC Youth Service to provide appropriate training to community and voluntary groups to enable them to engage with young people in the community</li> </ul>	Pippa Meades, ECC Youth Service	Existing resources	<ul> <li>Ensuring local solutions meets local problems</li> <li>Reducing youth offending and re-offending in general</li> <li>Tackling the consequences of alcohol and drug abuse, and mental health issues</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing
Reducing opportunities for urban street gang activity	<ul> <li>To seek additional funding from the PCC</li> <li>To provide information and guidance for parents</li> <li>To tackle hot spot areas and key individuals identified by the LAG and Essex Police West LPA Op Raptor Team</li> <li>To work collaboratively with partners to ensure appropriate information is shared and effective early intervention is provided to vulnerable young people and their families</li> <li>To provide training to staff and partners to identify vulnerable young people and hot spot areas including potential cuckooing of those most vulnerable in our communities</li> <li>To continue to work with schools and provide a bespoke project within local secondary schools</li> </ul>	Tracey Lilley, BBC	TBC	<ul> <li>Ensuring local solutions meets local problems</li> <li>Reducing Domestic Abuse</li> <li>Reducing youth offending and re-offending in general</li> <li>Tackling the consequences of alcohol and drug abuse, and mental health issues</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	

## Priority

## Burglary

## Strategic Lead

## Denise Morrissey, Essex Police

Strategic Objective	Action	Lead Officer	Budget Allocation	Police & Crime Plan Priority	Timescale
To continue to promote and support increased focus on Neighbourhood Watch (NHW)	<ul> <li>Neighbourhood Watch (NHW) - To support the work of NHW in the borough in promoting crime awareness and vigilance across Brentwood.</li> <li>To hold regular Advice Sessions in all 3 Libraries plus Brentwood Community Hospital and other locations.</li> <li>To continue to promote the new Police Community Messaging System</li> <li>Expand distribution of Monthly Crime Prevention Notices</li> <li>Support Essex Police Operation Insight in order to reduce burglaries within the borough</li> <li>To continue to deliver a joint project with Essex Community Agents for vulnerable people in respite care/hospital</li> </ul>	Peter Salmon, Brentwood NHW Co- ordinator	£1000 PCC £500 BBC	<ul> <li>Ensuring local solutions meets local problems</li> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing
Targeting prolific burglary offenders	<ul> <li>Using intelligence led policing to target those committing offences in the borough, including cross border offenders</li> <li>Enforcement of curfews and Court Orders</li> </ul>	Denise Morrissey, Chief Inspector, Essex Police	Existing resources	<ul> <li>Reducing youth offending and re-offending in general</li> </ul>	Immediate & ongoing
Reduce dwelling burglary's	<ul> <li>Continue with Operation Insight</li> <li>Identifying vulnerable areas through intelligence led policing</li> <li>Strategic deployment of all available resources, including all community safety partners and the wider community</li> <li>'Super Cocooning' target hardening at premises which have been identified as vulnerable</li> </ul>	Denise Morrissey, Chief Inspector, Essex Police	Existing resources	<ul> <li>Ensuring local solutions meets local problems</li> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing
Supporting the most vulnerable victims of burglary	<ul> <li>CPTA to carry out visits to repeat or vulnerable victims and to provide crime prevention advice/support to assist in target hardening.</li> <li>A satisfaction survey to be sent following each visit to assess the effectiveness of the service</li> <li>To ensure appropriate cases are referred to Restorative Justice to assist with reducing the fear of crime</li> </ul>	Ross Brazier, CPTA Essex Police	Existing resources	<ul> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> </ul>	Immediate & ongoing

## **Priority** Community Engagement

## Strategic Lead Lee Markwick, ECFRS

Strategic Objective	Action	Lead Officer	Budget Allocation	Police & Crime Plan Priority	Timescale
To deliver at least six themed community engagement events	Crime Prevention and Engagement Days across the Borough covering property marking, Keep Safe, Drink Driving, DA, personal safety and speeding	Daniel Cannon, BBC	Existing resources	<ul> <li>Ensuring local solutions meets local problems</li> <li>Reducing domestic abuse</li> <li>Supporting victims of crime</li> <li>Reducing youth offending and re-offending in general</li> <li>Tackling the consequences of alcohol and drug abuse, and mental health issues</li> <li>Improving road safety</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing
To improve and enhance our communication channels including website and social media	<ul> <li>Improvements to safebrentwood.com</li> <li>Continue to promote saferbrentwood Twitter account</li> <li>Extend distribution of CSP Newsletter to include local businesses, residents and community groups</li> </ul>	Daniel Cannon, BBC	Existing resources	<ul> <li>Ensuring local solutions meets local problems</li> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing
Continue to work with communities on Road Safety issues	<ul> <li>Essex County Fire &amp; Rescue Service (ECFRS) to provide education and awareness around road safety issues to young people</li> <li>To make the best use of partners social media to promote messages and raise awareness</li> </ul>	Lee Markwick, ECFRS	Existing resources	<ul> <li>Ensuring local solutions meets local problems</li> <li>Improving road safety</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing

To engage with all residents including young people and local businesses	<ul> <li>To support ECC Youth Service in consulting with young people on issues affecting them and their community safety concerns</li> <li>To refresh the CSP Community Safety Questionnaire</li> <li>To actively seek to engage with local businesses through existing partnerships and new methods</li> <li>To provide advice and support to local businesses on key issues affecting them such as Cyber Crime, organised retail crime and retail crime and fraud</li> </ul>	Daniel Cannon, BBC Alan Jefcoate, FSB	£500 PCC	<ul> <li>Ensuring local solutions meets local problems</li> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate & ongoing
Encourage partners and local community support organisations to become Ambassadors for Crimestoppers	<ul> <li>Raise awareness of Crimestoppers anonymous reporting services</li> <li>Increase crime/criminal intelligence to police (any crime)</li> <li>Promote Crimestoppers 'Ambassadors' programme to partners to help target individuals/community groups/hotspot areas most likely to be in possession of crime/criminal intelligence</li> </ul>	Daniel Cannon, BBC Colin Dobinson Essex Crimestoppers	Existing resources	<ul> <li>Ensuring local solutions meets local problems</li> <li>Supporting victims of crime</li> <li>Improving crime prevention</li> <li>Increasing efficiency through collaborative working and innovation</li> </ul>	Immediate and ongoing