

Chief Executive's Office

Chief Executive: CJ Bull

To: All Members of Cabinet:
RJ Phillips (Chairman)
LO Barnett
AJM Blackshaw
H Bramer
JP French
JA Hyde
JG Jarvis
DB Wilcox

Your Ref:

Our Ref: CJB/SAHC

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24th April 2008

Dear Councillor,

MEETING OF CABINET**THURSDAY, 1ST MAY, 2008 AT 2.00 P.M.****: THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD****AGENDA (08/22)**

**HEREFORDSHIRE COUNCIL - NOTICE UNDER REGULATION 15 OF THE LOCAL
 AUTHORITIES (EXECUTIVE ARRANGEMENTS((ACCESS TO INFORMATION) REGULATIONS
 2000 (AS AMENDED)**

Notice is hereby given that the following reports contain key decisions. When the decisions have been made, Members of the relevant Scrutiny Committees will be sent a copy of the decision notices and given the opportunity to call-in the decisions.

| Item No | Title | Portfolio Responsibility | Scrutiny Committee | Included in the Forward Plan Yes/No |
|----------------|---|---|-----------------------------------|--|
| 5 | Herefordshire Community Safety and Drugs Partnership – Partnership Plan | Economic Development and Community Services | Community Services | Yes |
| 7 | Learning Disability Accommodation and Support Partnership Contract | Social Care and Adults Health | Social Care and Strategic Housing | Yes |

1. APOLOGIES FOR ABSENCE

Putting People First Providing for our Communities Preserving our Heritage Promoting the County Protecting our Future

County of Herefordshire District Council, PO Box 239, HEREFORD, HR1 1ZU

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To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive any declarations of interest by Members in respect of items on the Agenda.

GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS

The Council's Members' Code of Conduct requires Councillors to declare against an Agenda item(s) the nature of an interest and whether the interest is personal or prejudicial. Councillors have to decide first whether or not they have a personal interest in the matter under discussion. They will then have to decide whether that personal interest is also prejudicial.

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Whether an interest is prejudicial is a matter of judgement for each Councillor. What Councillors have to do is ask themselves whether a member of the public – if he or she knew all the facts – would think that the Councillor's interest was so important that their decision would be affected by it. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room.

3. MINUTES

To approve and sign the minutes of the meeting held on 10 April 2008. *(Pages 1 - 10)*

4. RACE EQUALITY SCHEME

To provide information for Cabinet to ratify the proposed Race Equality Scheme (RES) 2008-2011.

(Pages 11 - 30)

5. HEREFORDSHIRE COMMUNITY SAFETY AND DRUGS PARTNERSHIP - PARTNERSHIP PLAN

To inform Cabinet that the Strategy Group of the Herefordshire Community Safety and Drugs Partnership (HCSDP) has approved the Partnership Plan (2008-2011).

To request that Cabinet considers the contents and adopts the plan.

(Pages 31 - 138)

6. INTEGRATED RISK MANAGEMENT



To approve the use of a joint risk management strategy, policy and toolkit to be used by both the Council and the PCT; and the use of an Assurance Framework for reporting jointly all high risks previously reported separately as the Council's corporate risk register, the PCT's strategic risks and the high risks associated with the Herefordshire Public Services project.
(Pages 139 - 180)

7. LEARNING DISABILITY ACCOMMODATION AND SUPPORT PARTNERSHIP CONTRACT

To seek approval to enter into a contract for the Learning Disability Accommodation and Support Contract with Midland Heart.
(Pages 181 - 186)

Yours sincerely,



CJ BULL
CHIEF EXECUTIVE

Copies to: Chairman of the Council
Chairman of Strategic Monitoring Committee
Vice-Chairman of Strategic Monitoring Committee
Chairmen of Scrutiny Committees
Group Leaders
Directors
Head of Legal and Democratic Services



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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of CABINET held at THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD on Thursday, 10 April 2008 at 2.00 p.m.

Present: Councillor RJ Phillips (Chairman)

Councillors: LO Barnett, AJM Blackshaw, H Bramer, JP French, JG Jarvis and DB Wilcox

In attendance: Councillors WLS Bowen, GFM Dawe and JK Swinburne

58. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor JA Hyde Cabinet Member Children's Services. In addition apologies were received from Councillors; ACR Chappell, TM James, RI Matthews and SJ Robertson.

59. DECLARATIONS OF INTEREST

There were no declarations of interest made.

60. MINUTES

RESOLVED: that the minutes of the meeting held on 27 March be approved as a correct record and signed by the Chairman, with typographical errors amended prior to publication.

61. COUNCIL ASSET MANAGEMENT PLAN 2008/09

Cabinet considered the report of the Head of Asset Management and Property Services to which was appended the Council's Asset Management Plan (AMP) for 2008/09. The Cabinet Member for Resources advised Members that the Asset Management Plan set out the focus of activity for the Asset Management and Property Services team over the next 12 months and demonstrated how those activities supported the authority's corporate priorities.

The AMP outlined the following aspects:

- (i) team roles and responsibilities (although Members were made aware that it had been difficult to attract suitable candidates for key appointments to the revised officer structure agreed almost two years ago and that critical gaps had been covered through the use of interim support).
- (ii) working with stakeholders
- (iii) data and performance management arrangements
- (iv) planning and delivery of property related programmes
- (v) reviewed last 12 months activity against targets

The Head of Asset Management and Property Services introduced Russell Cheasley, who had recently been appointed Property Review and Contracts Commissioning Manager and was one of the first appointments secured to the new

structure.

Members attention was specifically drawn to the following points within the report:

- As there was a need to respond to the requirements of the Comprehensive Area Assessments and Local Area Assessments (paragraph 1.1, page 7), the AMP would form part of the compliance documentation submitted to Government, in support of the authority's appropriate use of resources.
- The authority currently used property data derived from four legacy systems (pages 11-13). As maintaining these systems currently required duplication of information, discussions had been held with the authority's ICT team to outline specification for a corporate property database which would provide high quality information across the council.
- Paragraph 5.1.3 'Capital Programme' had not been included in the draft AMP as it had been necessary to await the decision of the Cabinet on the Draft Capital Programme 2008/09 report, which would be considered on the meeting's agenda. Should approval be given to the Capital Programme report this paragraph would be finalised.
- Action Plans to support the progress of the AMP were outlined on pages 27-31 (appendices 5-12).

In discussion the following comments were made by Members;

- The action plans were welcomed as a means by which development and monitoring were clearly outlined.
- Consideration should be given to the asset management requirements across public bodies in the County and a culture developed within public partners of jointly achieving best use of property assets in relevant locations to allow for appropriate accessibility of public services to residents. Such an approach would reflect the recommendations outlined in the Audit Commission's 2000 report, Hot Property which considered how to achieve the best out of local authority assets.
- A request was made that the presentation of the data be reconsidered prior to final publication as a public document (e.g pages 11-13).
- In response to a comment on the apparent suspension of recording value for money information it was stated that it was unfortunate that the authority was unable to continue to collect the value for money statistics as the indicators were part of a suite of benchmarking indicators which were no longer collected by the collating body COPROP, however it was emphasised that value for money remained important to the Council through the Corporate Plan which provided for comparable information for benchmarking e.g. in relation to the Comprehensive Area Assessments.
- In response to a question relating to the new management structures, the Leader advised Members that the new structure was to be delivered on a cost neutral basis with any capacity required delivered at a senior level.
- As most of the graphs illustrated on pages 11-13 demonstrated a downward shift it was hoped that the situation would improve.
- Members in attendance advised the Cabinet of concerns expressed to them from tenants in Council smallholdings. It was confirmed that a review of the smallholdings policy would be undertaken by the SMC in the next few months.
- In response to a question regarding carbon management for schools, the Head of Asset Management and Property Services advised Members that all

schools would be assessed over time with building management systems undertaken over the next few months.

- The Chief Executive, in response to questions relating to Herefordshire Connects, stated that this project was put on strategic pause some months ago, however others, e.g Social Care, had been considered through SMC the previous week. Members were reminded that a commitment had been given to report back to Cabinet (indicatively June/July) on Herefordshire Connects following the next stage meetings with contractors.
- The Director of Resources confirmed that the AMP for approval was the latest revised version of the Plan formerly agreed in December 2006.
- In response to a member in attendance, officers advised the Cabinet that the £30m+ figure stated in paragraph 5.2.4.1 against the new back office, was solely an indicative figure as currently no project plan existed (therefore no costs were known) and that this project had many steps to go through. The final figure would be heavily dependent on the on the project plan which would be approved by Cabinet, which would include back office functions together with training provision, front office etc. It was acknowledged that the wording of 'new back office' in the report did not adequately reflect the breadth of the functions included and that it would be amended appropriately reflect this point.
- In response to a question from a Member in attendance, the Head of Asset Management and Property Services stated that the monitoring of schools would be ongoing, however the current administration has stated that there would be no disposals during their time in office (with the exception of the ongoing small schools review). Discussions would be held with Children Services regarding ongoing provision.
- Members were advised that whilst asset management list was public information and was available in hard copy, it was not accessible on the web due to the manner in which the information was stored. The Leader emphasised the difficulties of setting indicative values on assets, some of which would, by definition, be purely speculative and others valued for insurance purposes (especially civic buildings). As public information, the Leader emphasised that, as public information, all Members were welcome to receive a copy of the authority's assets at any time, however they were requested to exercise caution in particular when considering the value placed on assets as the information could be subject to misinterpretation without an awareness of the context to how the values were determined. The value placed against each asset was purely submitted for financial purposes, such as insurance, and did not necessarily reflect a full market value. Asset valuations were provided to comply with CIPFA regulations and as such were not a reflection of the value of the property for disposal, but a reflection of the "worth" of the asset to the Council. This included use of historical acquisition prices for community assets, etc, which might be £1.
- In response to a question about the certainty or otherwise of the authority's schools receiving £30m, and the process for allocation of these monies, the Director of Children's Services advised that the £30m related to areas of capital funding over three years for capital improvement. Whilst the amount expected was sizable, it would not be sufficient. The most significant projects to receive funding would be the Academy and the BSF. An allocation of £1.8m had been allocated to the authority's primary schools. Final approval for the £30m was awaited from the DCSF in June 2008.

RESOLVED

THAT: Cabinet;

- (a) approves the content of the Council's Asset Management Plan for 2008/09.**

- (b) note that the Council's Asset Management Plan for 2008/09 would form part of the Resources Directorate's service plans for the year with performance being managed in line with the Council's performance management framework.**

Additionally

- (c) the Cabinet endorsed the view expressed in discussion that asset management requirements should be considered across the County's public bodies and a culture developed with public partners of jointly achieving best use of property assets.**

62. DRAFT CAPITAL PROGRAMME 2008/09

The Cabinet Member (Resources) advised the meeting that the Medium Term Financial Management Strategy for 2008-2011 had been agreed by Council in March and had reflected a commitment for additional investment in capital projects over and above those identified in the capital programme approved by Council at that time. This amounted to £8.823m.

The report identified for consideration three further spending proposals which related to projects in Hereford, Ledbury and Ross on Wye, all of which supported corporate priorities for promoting regeneration and improving the accessibility and quality of services to the community.

David Powell, Head of Financial Services outlined the detail of the three proposed projects within the report. For clarification, he stated that the current costs of the Ledbury Centre were as outlined in the table on page 53 of his report. It was additionally stated that some funding had been held back pending further information about the funding requirements of other major projects.

Members made the following comments:

- The report was welcomed. These three significant infrastructure projects had been the subject of effective community consultation.
- In response to a question from a Member in attendance, the Cabinet Member for Economic Development stated that a proposed extension to the Master's House in Ledbury would contain the library, as the existing building was not DDA compliant. The scheme proposed has undergone consultation with the community with whom excellent communications are maintained. Additionally, English Heritage had been consulted and had been made aware of the new extension proposal; tacit approval had been provided with formal approval subject to consideration of plans, which were awaited.
- In response to a statement from a Member in attendance, the Cabinet Member for Economic Development emphasised the benefit that an additional £751k would bring to the Herefordshire City Centre refurbishment that would allow for an upgrading of current proposals and ensure enhancement of the link between the City Centre and forthcoming Edgar Street Grid development.

RESOLVED

THAT:

- (a) additional capital resources of £440,333, be allocated to the scheme**

bringing together Ross on Wye Library and Info Services on one site;

(b) capital resources of £2.92m be allocated to the Masters House scheme in Ledbury

(c) additional capital resources of £751,000 be allocated to the Hereford City Centre refurbishment; and

(d) the balance of the additional funding be held pending greater certainty about funding of other major projects.

63. CHILDREN AND YOUNG PEOPLE'S PLAN 2008-2011

The Director of Children's Services introduced Chris Baird, Head of Performance, Planning and Development and Philippa Granthier, Business Manager. She stated that the local authority had a statutory duty to prepare a Children and Young People's Plan and to review it on an annual basis. The Plan for consideration by the Cabinet was the second that had been developed for Herefordshire through the Children's Trust.

The Business Manager advised the Cabinet that the Council was the lead partner in the Children's Trust Board and that the priorities in the plan had been arrived at following a needs mapping exercise, debate at various forums with a draft plan subjected to an eight week consultation period. Those groups who had inputted into the plan include a shadow board of the County's young people. The current document outlined the local authority's priorities for 2008-2011 and would be subject to scrutiny prior to submission to full Council in May for formal approval. It was acknowledged that the document was very substantial in size and Members were made aware that, whilst the formal statutory document could not be shortened, young people were keen to ensure the publication and circulation of a shorter document and had established a design competition for the front cover of the publication.

Members made the following points in relation to this item:

- The hard work of the officers and partners were acknowledged and commended and the existence of the shadow board warmly welcomed. Members commented favourably about the shadow board and its contribution to the consultation process.
- In response to a question by a Member in attendance relating to the 10% of children with disabilities aged 14+ who did not have a transition plan support their move to adult services, officers stated that the data was being examined to identify work which would be undertaken with partner organisations and the Scrutiny Committee.
- In response to a question from a Member in attendance regarding clarification of the reduction of pupils receiving statements, officers advised the Cabinet that children were the subject of 'banded funding' which provided access to support earlier in the process than waiting for the need for statements. It was important to ensure that the support provided and the response given was appropriate to a child's needs. Members were advised that much work had been undertaken to determine priorities and the need to strengthen links across partners was recognised e.g with relation to statements. Whilst much work had been undertaken to support these issues, it was recognised that there was more to do.
- In response to a question relating to the scrutiny process the Director advised that the Plan was a statutory requirement which had been developed through the Children's Trust which has its own governance arrangements. Alongside that, relevant aspects were reported back to Council. Both scrutiny and cabinet had an important role in the development of the plan, and the scrutiny function would consider the Plan during April 2008.
- Members commented favourably.
- It was felt that the Plan considered Children and young People as a whole, and through partnership, the services provided to Children and young people should be inclusive and encompass the five outcomes of Every Child Matters. The scrutiny committee would have the opportunity to further investigate the issues and give a view on them.
- A concern was raised that the extended partnership working may reduce the ability to

maintain confidentiality to enhance the provision of good service.

- With relation to the outcome areas, Members noted that there were markers down for councillors to assist in delivering the Plan e.g promoting voice of children and young people in wider community agendas.
- The comment was made that information on GCSE A*-C would be useful (page 89).
- It was emphasised that rurality was a hit on delivery of services which was a challenge both to the local authority and households. The geographical nature of the County had a direct impact on communities and institutions and cost of delivery was further increasing with the 20% increase in fuel costs in recent months. It was vital that Government recognised this situation due to the possible impact on performance and standards.

RESOLVED: That the Cabinet commends to Council for approval the Children and Young People's Plan 2008-2011.

64. DEVELOPMENT OF THE LOCAL AREA AGREEMENT

The Chairman advised Members that the development of the Local Area Agreement was currently a living document which was subject to changes. Amendments would be drawn to the attention of Members during the presentation of the report.

The Herefordshire Partnership Team Manager advised Members that the indicators listed on pages 100-102 had been discussed by the Chief Executives Partners Policy Group prior to consideration by Cabinet.

- The support of GOWM had been gained to remove indicator N175 'Access to Services and Facilities by Public Transport, Walking or Cycling' and a more locally defined indicator was being considered in conjunction with the Environment Directorate (details of which were subject to technical specification).
- LAA indicator 167 : 'Congestion – average journey time per mile funding the morning peak'. Concerns had been raised around accessing the technical information required, however as it was important to retain a target which would indicate levels of congestion, it was proposed to include indicator NI 178 which related to bus services.
- LAA indicator 186 'Per Capita reduction in CO2 emissions in the LA area' it was stated that following further consideration of the technical specification, this indicator may be difficult to monitor. It was proposed to replace with Indicator NI 185, which focused on the Local Authority operations.

Currently it was not clear as to how the local indicators would be counted, however it was important to have clarity on the impact of the indicators and how they would assist the authority achieve its priorities.

Members made the following comments:

- There was a need to ensure that the funding streams were protected and that indicators were robustly monitored.
- Responding to a question about the reward grant, the officer stated that Government was considering models of Reward Grant, but that there was no agreement to date.
- In response to a question relating to economic development, it was stated that LAA indicator 171 'New Business Registration Rate' would be a mechanism to monitor economic development. Consideration would be given in the future for an indicator which was aligned to Gross Value Added

(GVA).

- The indicators outlined on pages 100/101 would need to be robustly monitored as many were joint targets which relied on other public bodies e.g Highways Authority, PCT. The public needed to become aware of the targets that were to be achieved as they would have a direct impact on individuals and their communities.
- Whilst a specific indicator could not be selected to measure congestion in the county, it was a major issue that needed to be addressed.

RESOLVED: That the proposed list of Indicators included in the LAA be supported, subject to the amendments as outlined above.

It was noted that a final version of the LAA indicators would be submitted to Cabinet on 29 May 2008 for approval.

65. DATA QUALITY POLICY

The Cabinet Member for Corporate, Customer Services and Human Resources stated that following the annual audit for 2007/08 of the authority's data quality, the anticipated score of 2 had been achieved in an overall ranking of 1-4 (4 being the best score). The Audit and Corporate Governance Committee had authorised the formal response to the audit and it was emphasised that there was a need for the authority, across all directorates, to continue to improve its data quality systems and processes. Executive and Scrutiny Members would play their part in ensuring the authority's arrangements for ensuring high data quality were thorough and consistently applied.

The Head of Performance and Policy advised the Cabinet this issue was important. It represented a shift in the authority's approach to include working together with our partners. It also represented a fundamental shift in the approach of the various regulatory bodies. If assurance could be given that the quality of the authority's data was of sufficient robustness and followed regulatory guidance, it was anticipated that regulators would have confidence in our methods. If the authority did not adopt a more robust approach in future, the authority would be regulation would be more stringent.

The Data Quality Policy (pages 106-108) was based on existing voluntary standards, and had a critical role for members (specifically, 2.1, 3.1, 3.2, 6.1). The policy at paragraphs 7.1 and 7.2 outlined the suggested monitoring arrangements and paragraph 7.3 suggested an annual review and data quality audit report.

In discussion the following points were raised:

- In response to the question raised regarding how closely the PCT and the Council's data quality requirements were aligned and had the PCT signed up to the policy before Cabinet, it was stated that whilst the Council and PCT are working together to improve data quality the PCT had not yet signed up to the specific data quality policy. The Chief Executive emphasised that the PCT had stringent processes for data quality and that the health sector tended to have better data management arrangements than local government. It was hoped that the PCT would share their data quality skills with Council colleagues
- The clarity of the report was applauded and it was stated that it was an example of the culture which needed to be adopted wider through the authority.

RESOLVED

THAT Cabinet:

- (a) note the actions taken by the Chief Executive to improve data quality; and
- (b) approve those elements of the data quality policy (as at Appendix 1) that relate to its own role and those of the Leader, lead Cabinet Member and all Members.

66. RENEWAL OF CONTRACT - MICROSOFT ENTERPRISE AGREEMENT

Geoff Cole, Interim Head of Information, Technology and Customer Services and Sandra Dallimore, Technical Services Manager presented a report which sought the Cabinet's approval to renew the corporate Microsoft Enterprise Agreements. Members were advised of the process of negotiating the renewal (which commenced in November 2007) and the attention of Members was directed to paragraph 12 that highlighted the fact that the Council could not use the cheaper NHS PCT software agreement, as it would break licensing laws. Should this agreement not be renewed at this time, a new agreement with Microsoft would cost the authority an additional £102k over three years, for the provision of the same level of support.

It was acknowledged that as it was known that the Microsoft Enterprise Agreement would need to be reviewed prior to 31 March it should have been programmed on the Forward Plan.

In response to Member's question regarding consultancy days, it was stated that the support provided to the authority would vary depending on the actual consultancy requested.

RESOLVED**THAT Cabinet :**

- (a) note the funding available
- (b) approve that the contact be renewed in the sum of £645,000 over the three year period.

67. ASSESSMENT OF 18-64 YEAR OLDS' FUTURE NEEDS AND SERVICES: MENTAL HEALTH AND PHYSICAL DISABILITIES

Cabinet Member of Social Care, Adults and Health presented the report for Cabinet consideration which had been considered by the Adult Social Care and Strategic Housing Scrutiny Committee and the Health Scrutiny Committee, the comments of both Committees being appended to the report.

During discussion it was suggested by a member in attendance that an additional recommendation be considered for approval to encompass the comments from the Adult Social Care and Strategic Housing Scrutiny Committee and the Health Scrutiny Committee, as follows (as in last line of paragraph 11). The motion was seconded and it was agreed that the following sentence to additionally added to the recommendation:

'The committees' other resolutions to be taken into account in the course of implementing the new patterns of services'.

RESOLVED**THAT:**

- (a) the proposed patterns of high-performing mental health and physical

disability services be approved and put in place between April 2008 and March 2012.

- (b) These be achieved by means of detailed joint commissioning plans of the Council and the Herefordshire Primary Care Trust.
- (c) The adequacy of the new patterns of services be subject to a further full review of needs and services by 2012 in the light of better data and of actual demand for modernised services
- (d) The results of the review be used to inform budget planning at that time

And additionally

- (e) the committees' other resolutions to be taken into account in the course of implementing the new patterns of services.

The meeting ended at Time Not Specified

CHAIRMAN

RACE EQUALITY SCHEME

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

1 MAY 2008

Wards Affected

County-wide.

Purpose

To provide information for Cabinet to ratify the proposed Race Equality Scheme (RES) 2008-2011.

Key Decision

This not a key decision.

Recommendations

THAT: Cabinet approve the Race Equality Scheme and Action Plan.

Reasons

- 1 In April 2001 the Race Relations (Amendment) Act 2000 (RRAA) came into force. It placed both general and specific duties on local authorities to promote race equality and prevent unlawful racial discrimination.
- 2 The Act requires the Council to publish a Race Equality Scheme, illustrating how it intends to meet the RRAA obligations under the general and specific duty.

The General Duty requires all statutory organisations to:

- eliminate unlawful discrimination
- promote equality of opportunity
- promote good relations between people of different racial groups

The Specific Duty requires:

- publication of a Race Equality Scheme
- publication of a statement of the functions and policies, or proposed policies, which the Council has assessed as relevant to delivering the objectives of the RRAA. This assessment must be reviewed at least every three years.

Further information on the subject of this report is available from
Neville Meredith, Race Equality Development Officer on (01432) 267307

Considerations

- 3 A planned programme of consultation and involvement has been carried out on schedule. This includes a public questionnaire, relevant feedback from the employee survey, race equality staff group and some smaller, targeted focus group discussions with local associations.
- 4 The draft RES and action plan has been proofed by some of those involved in the consultation. The draft has also been sent to the PCT and HHT. This process resulted in some amendments and additional actions.
- 5 The scheme is designed to be very forward thinking. It takes into account the mainstreaming of race equality work where the responsibilities, as set out in previous RES action plans, are now met.
- 6 The Action Plan aims to be groundbreaking and challenging but realistic. It concentrates on social and community cohesion, a requirement of the general duty to promote good relations between people of different racial groups.

Financial Implications

- 7 This scheme is different from the preceding ones in that the actions have a broader impact on social & community cohesion, and are funded by the diversity base budget for 2008/09 and local area base budget allocation for community cohesion via the Herefordshire Equality Partnership.

Risk Management

- 8 It is a legal requirement to have a comprehensive RES in place by 31 May 2008.

Alternative Options

None.

Consultees

Diversity Group, Race Equality Steering Group, Race Equality Staff Group, Lithuanian focus group, Polish focus group, Community Against Racism members, Malayalee Association members.

Appendix

Race Equality Scheme 2008-11 and Action Plan.

Background Papers

None identified.



Race Equality Scheme 2008-2011

The vision for public service delivery in Herefordshire



If you would like help to understand this document, or would like it in another format or language, please call the Corporate Diversity Team on 01432 267307 or e-mail diversity@herefordshire.gov.uk.

A summary and easy-read version of this document is also available.

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1. Foreword

Welcome to Herefordshire Council's Race Equality Scheme (RES)

Some organisations have faced the diversity challenge by working to a single equalities scheme, that is a scheme that covers Race, Disability and Gender. However Herefordshire Council, the Primary Care Trust and Herefordshire Hospital Trust believe that race equality should remain as a single-issue focus and be supported by a single-issue scheme. As with all the previous race quality schemes this new scheme is designed to make real changes and positive challenges on behalf of the Black, Asian & Minority Ethnic (BAME) communities and everyone who calls Herefordshire home. This is a statutory and moral obligation and a community leadership challenge.

Chris Bull
***Chief Executive of Herefordshire Council
& Herefordshire Primary Care Trust***

Cllr Roger Phillips
Leader of Herefordshire Council

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2. Introduction

This race equality scheme (RES) is a full review of the 05 – 08 RES. The purpose of the full review is to ensure that we continue to work to an agenda that is relevant, modern and able to deliver our legal obligation to promote race equality within our sphere of influence in Herefordshire. This sphere of influence has grown with the advent of the new joint working relationship between Herefordshire Council, Primary Care Trust (PCT) and the Herefordshire Hospital Trust (HHT). This joint working initiative brings a greater level of influence to the scheme and so an added level of responsibility to all the people of Herefordshire.

The Equality Impact Assessment process, a process that covers all the diversity strands¹, has mainstreamed race equality actions for specific service areas. It is vital for the success of this work that each directorate and service area owns and delivers on their individual race equality actions. As a result of the macro objectives and to avoid duplication this scheme will work in conjunction with the EIAs to reflect the up-to-date race equality work in Herefordshire. This scheme takes the opportunity to progress macro-social integration by identifying macro (the bigger issues) actions that carry a much stronger social cohesion focus. For example using the specific duty to achieve the aims of the general duty.

In Herefordshire we have made great strides towards our moral and statutory duty of promoting race equality and equality of opportunity, but we continue to be faced with new challenges. Freedom of movement within the expanded EU has resulted in the traditionally static communities of this county becoming very diverse, very quickly. This inward movement of people, perhaps the largest in our history, has changed our expectations of who our neighbours are. The new neighbour challenge helps to emphasise that social and community cohesion is first and foremost about people. Promoting social and community cohesion is our legal, but more importantly our moral, duty. We will be failing all communities if we do not put into practice the tools that facilitate and encourage an atmosphere of acceptance, trust and understanding within Herefordshire

3. The Local Perspective on the National Picture

3.1. Social & Community Cohesion

Since 2002 Herefordshire Council and its partners have made positive progress towards understanding and delivering the race equality agenda as a single issue. During this same period this work has been influenced by the central government challenge of facilitating integration and promoting social and community cohesion, which put plainly means people getting on well.

Definitions of “social and community cohesion”, along with reasons for the Council’s adoption of the term “social cohesion” can be found in the Comprehensive Equality Policy. This scheme recognises that both terms, social and community, are relevant in the modern multi-cultural Herefordshire. However, they have very different definitions and different aims. Social, the “macro-social integration”, what sociologists call the “weak ties” of integration is that which occur while shopping, working and socialising. These are the activities that bind the county together. Community cohesion, what happens between neighbours, in local shops, parks, schools and community centres and generally in the neighbourhood, is the “micro integration” and is where the strong ties, more intimate relationships are built and developed.

¹ Race, Religion and Belief, Sexual Orientation, Age, Gender, Disability (as defined by the Home Office), plus two locally identified strands of Income and Geographical Location.

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The social and community cohesion focus calls for the key partnerships in Herefordshire to continue in their community leadership role by addressing and challenging issues that could lead to inequality in the three key areas of diversity. These areas are:

- **Social category diversity** is sometimes known as **demographic diversity**. As the name suggests social category diversity includes differences in age, race, ethnicity, disability, sexual orientation and gender.
- **Informational diversity** is sometimes known as **organisational diversity** and includes differences in education, class and housing/residential status.
- **Value diversity** is a concept drawn from psychology and includes differences in personality and attitudes.

3.2. Tension Monitoring

Within all communities there is the potential for tensions to arise, and sometimes these tensions may lead to conflict. The nature of tensions, conflicts and divisions will differ from one area to another: there may be tensions and mistrust between different ethnic or faith groups, urban and rural dwellers, new arrivals and long-term residents, or along inter-generational lines.

All Councils are now required to track and monitor local trends and 'hot spots', alongside any national or international events which may threaten cohesion. They also need to work with partners to agree and implement actions to manage tensions on the basis that early intervention can make a real difference in preventing incidents of public disorder.

The macro focus of this scheme is intended to work with tension monitoring and the general duty to promote good relations between people of different ethnic groups. The consultation for this scheme has produced a lot of evidence of the tensions that exist between people from the new migrant groups that now call Herefordshire home.

Tensions can be categorised as follows:

- **Community** - eg tensions between and within specific communities and incidents between and within specific communities, however a community is defined.
- **Immigration, asylum and refugee** - eg local concerns about the effects of migration on the local area; impact of national policy on migration (eg. asylum dispersal) on the local area; racist attacks motivated by anti-migrant sentiment
- **Racial and religious** - eg actions of racist organisations; racially and/or religiously motivated incidents and offences; concerns within communities (including faith communities) about hate crime

3.3. Race Equality Legislation

3.3.1 Summary of the Race Relations (Amendment) Act 2000

In April 2001 the Race Relations (Amendment) Act 2000 (RRAA) came into force. It placed both general and specific duties on local authorities to promote race equality and prevent unlawful racial discrimination.

The Act requires the Council to publish a Race Equality Scheme, illustrating how it intends to meet the RRAA obligations under the general and specific duty.

The General Duty requires:

- eliminate unlawful discrimination
- promote equality of opportunity
- promote good relations between people of different racial groups

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The Specific Duty requires:

- publishing of a Race Equality Scheme
- publishing of a statement of the functions and policies, or proposed policies, which the Council has assessed as relevant to delivering the objectives of the RRAA. This assessment must be reviewed at least every three years.

Additional specific duties include monitoring:

- The number of BAME employees
- Applications for employment, training and promotion by racial group
- Employees receiving training
- Employees who benefit, or not, as a result of the Council's performance assessment procedure (e.g. appraisal)
- Employees involved in grievance procedures
- Employees who cease employment with the Council

3.3.2 Other Legislative Drivers

- **Human Rights Act 1998** – The Human Rights Act (1998) came into force in October 2000, bringing into effect, in UK Law, the European Convention on Human Rights. The implementation of this piece of legislation increases the accountability for the Local Authority, to local people, regarding social justice and social exclusion issues.
- **Article 13 (Treaty of Amsterdam)** - This treaty provides a legal framework of minimum protection against racial discrimination across all the member states of the EU. It makes it unlawful to discriminate on the grounds of racial or ethnic origin. The directive requires member states to protect against discrimination in employment, training, education, health, social security, cultural benefits and goods/services
- **The Equality Act (2006)** - This act established the Equality & Human Rights (EHRC), it prohibits discrimination on the grounds of religion/belief and religious discrimination in the exercise of public functions.

4. What is a Race Equality Scheme (RES)?

A RES is a document which packages up the specific duties of an organisation under race equality legislation into a coherent strategy and action plan. A RES shows how a statutory organisation plans to meet both its general and specific duties. It is a public document and authorities will be answerable to the public for delivering the programme set out in the scheme's action plan.

This 2008-2011 RES reflects future race equality work and carries with it a three-year action plan for promoting race equality in Herefordshire. The RES also reflects the community leadership role of Herefordshire Council and its partners. It sets out the internal and external objectives, with a growing community focus contributing towards a community leadership role.

The scheme outlines how Herefordshire will:

- Monitor actions for adverse impact on race equality
- Consult for the potential or actual disproportional impact of actions on race equality and social and community cohesion
- Publish results of consultation and feedback from monitoring
- Ensure all employees have access to race equality training
- Deal with complaints regarding race equality issues

5. Diversity in Herefordshire Council

5.1. Policies and Structure

Full details of the council's infrastructure which supports this work can be found in the Comprehensive Equality Policy. Of particular note is the overarching Diversity Group, into which reports a Race Equality Steering Group and Race Equality Staff Group.

The Leader of the Council and the cabinet member for Corporate & Customer Services carry the diversity portfolio. The Cabinet has responsibility for approving the RES and the Scrutiny Committee receives progress reports and monitors progress against the action plan.

The Corporate Diversity Group was established in 2003. This group, which is chaired at Director level, leads on the work in Herefordshire Council, ensuring that the moral and statutory obligations regarding the diversity agenda, as a whole, are achieved.

The Race Equality Steering Group (formed June 2002). The RESG is responsible for monitoring the effectiveness of the Race Equality Scheme action plan. This group is chaired by the equality & diversity manager and facilitated by the diversity team, reports progress to the diversity group. Both the RESG and the diversity group have representatives from each Directorate.

The Race Equality Staff Group was established in the Autumn 2003. The remit of the Group is to raise awareness and understanding of race equality issues for Herefordshire Council employees; act as a support network amongst minority ethnic employees and support for victims of racial harassment. This support is offered irrespective of where the racial harassment happens. The Group meetings, which are in work time, are held about every six weeks and managers support attendance.

5.2. Herefordshire Council's Diversity Team

There are four full time members of the diversity team who have varying responsibilities with both an internal and external focus. The team has the corporate responsibility for, among other things, writing, reviewing and maintaining the Comprehensive Equality Policy, Race Equality Scheme, Gender Equality Scheme and the Disability Equality Scheme. The team also delivers race equality awareness training and reviews documents for their relevance to race equality.

5.3. Equality Impact Assessments

An Equality Impact Assessment (EIA) is a way of systematically and thoroughly assessing, and consulting on, the effects that a policy or change in service is likely to have on people from minority groups. The Home Office identifies minority groups in this scenario. As previously mentioned Herefordshire Council goes even further to consider geographical location and income.

EIAs are designed to be a challenging process, but they are not intended to be over-complicated. The EIA process is not however an exact science and a "common sense" approach has to be taken, particularly concerning consultation.

The council completed 143 EIAs from 2004-2007, and 100 key managers have been trained to carry out the EIA process. Alongside this, 92 teams have completed further training on improving EIA action plans and translating the paperwork into practical solutions for service delivery. There is now a reprioritised list of EIAs to be carried out in

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2007-2009 and training requirements have been reviewed to ensure consistency across the organisation.

The Equality & Diversity Manager manages Herefordshire Council's Equality Impact Assessment process. The Diversity Group monitor and support the progress of the EIAs to ensure compliance across the organisation.

5.4. Training and Development

Provision of training and development is a key strength of Herefordshire Council. All new staff attend a one-day central induction training session, of which half is dedicated to Diversity and delivered by the Corporate Diversity Team.

Information sharing sessions, delivered by the Corporate Diversity Team to elected members have been part of the members development programme since 2004. This has also been extended to members of the Joint Management Team (JMT) who attend the diversity training seminars. Herefordshire Council is committed to providing ongoing diversity training to employees and elected members.

The information sharing and diversity sessions have the following aims:

- For all employees and members to have a basic understanding of what equality and diversity means and the Council's pro-active commitment to the work.
- For members, individual employees and teams to explore the impact the race equality and diversity agenda has on their area of work.
- For teams to develop an action plan for continuous improvement in race equality and diversity work relevant to their area of work.

Race Equality Awareness Sessions have been an established part of the diversity team's work programme for over four years. As reflected in the previous scheme these sessions, originally available to Council and partnership employees, are now being delivered not only across the private, voluntary and public sectors but also to communities countywide.

The equality awareness sessions are designed primarily to encourage participants to 'think about the way they think'. This self-reflecting process concerning issues as they relate to race equality in Herefordshire, is for many a first opportunity to think about racism from an emotional as opposed to an intellectual level. The session is designed to generate honest and open discussion with the aim of helping participants to reach their own conclusions, in their own way and time. Other discussion points include, but are not restricted to, challenging inappropriate language/behaviour and the history and influence of race equality legislation.

5.5. Public Access to Information and Services

The Council is committed to ensuring that its services are fully accessible. The Equality Impact Assessment process will highlight the areas for improvement in order to ensure that the people of Herefordshire have fair and equitable access to the Council's information and services.

5.6. Employment and Monitoring

Herefordshire Council recognises that its employees are its most valuable asset, and the benefits of a workforce that reflects the local population, as well as a responsibility to ensure equality of opportunity for all our employees.

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The Human Resources department, through directorate management teams, monitors the workforce to ensure that we promote genuine equality of opportunity and eliminate unlawful discrimination.

Such data enables the Council to assess whether inequalities are being reduced or removed and equal opportunities are being promoted. The employment monitoring results are reported annually to JMT, Cabinet and Strategic Monitoring Committee. The results form part of the Council's Pay and Workforce Development Strategy 2007-2010.

Herefordshire Council is the largest employer in the county, with 5,769 employees at the last audit (November 2007). The Council's workforce profile is currently under-represented (as shown in the Best Value Performance Indicators) in:

- numbers employed from the BAME community
- numbers employed aged under 25
- numbers employed declaring a disability as defined in the DDA

The most recent results of employment monitoring can be found on our website (www.herefordshire.gov.uk).

Since the previous Race Equality Scheme was published, the Human Resources team has undertaken improvement activities that include:

- improved data collection of ethnicity information leading to a more accurate reflection of the workforce
- appointing an Assistant HR Officer for diversity to improve the recruitment of under-represented groups
- undertaking an equal pay review that includes ethnicity
- HR officer monitoring employee casework concerning, grievance, bullying and discipline, looking for any trends.
- HR representation on the Council's diversity groups, with regular feedback and discussion at HR Management Team meetings

5.7. Equality Standard for Local Government

Herefordshire Council has adopted the "Equality Standard for Local Government". The objective of the Equality Standard, which has level one to five, is to ensure that equality policy and practice is mainstreamed throughout all the Council's activities. It will also help us to meet our statutory obligations in respect of anti-discrimination laws and it enables the authority to demonstrate that it is a good employer and offers high quality services. Herefordshire Council is at level three of the standard and will externally audited for this in autumn 08.

5.8. Complaints

All complaints of racist nature are the responsibility of the Race Equality Development Officer (REDO), who works as part of the diversity team but is independent to the Council. The statistics, such as the number of complaints received and outcomes, are recorded, analysed and published on an annual basis.

5.9. Progress with Race Equality Work (2005-2007)

Since 2005, the following key areas of work have been progressed:

- In house EIA staff training (05)
- Improvements to the Council's service planning process, ensuring race equality is mainstreamed into service delivery (05)
- A programme of work and events on race equality and religion and belief

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- A programme of work to inform employees and Members on the work of the Corporate Diversity Team
- Expansion of the Corporate Diversity Team (06)
- Development of the Diversity Leads Network (06)
- Race equality awareness training delivered in the community (06)
- *Welcometoherefordshire* website established (06)
- *MeWe* a film that highlights the effect that racism has on people in Herefordshire. This was made in Herefordshire and everyone who appears in the film lives and works in the county. This is a local film in every sense of the word (07)
- The development of partnership work regarding tension monitoring which is used to identify and, when needed, assist in addressing community tensions in Herefordshire (07)
- Development of community associations (07 & 08)

6. Diversity in PCT & HHT

The PCT has been working with HHT for some time to create a joint approach across the two organisations. The PCT sees significant advantages in a joint model across the health and social care community.

Staff groups supporting race and disability are in place, as well as a joint diversity group with HHT. EIA training has been provided (jointly with HHT) for all managers who have specific responsibility for producing an EIA. This process will now be developed with the new joint working across all public services in the county.

Equality and diversity training is delivered, and is mandatory for all staff on a three yearly basis. As stated above, both organisations are public authorities and so have the same general duties; therefore it would seem practical that the approach to diversity should be a joint one. There are a number of areas where the two organisations work well together, resulting in a more effective public service delivery.

Currently the PCT has no dedicated individuals or team in place to support this area of work. The approach has been to embed equality within the organisations through staff members. There is an HR specialist and the involving people team has led the work on engagement with the disability equality scheme and action plan.

Clinical governance has led the impact assessment work, which has included providing training for all managers who have the responsibility to conduct impact assessments. Other members of staff, such as LGBT² health promotion worker or the Traveller health project staff, have specific remits in terms of service delivery. The Training Department delivers mandatory training to all staff on a three yearly basis.

7. Working in Partnership

A key partner of Herefordshire Council, the PCT and HHT is the Herefordshire Equality Partnership (HEP). The HEP has a community focus to actively promote and work towards a just and fair society.

Herefordshire Council has facilitated the HEP since 2000. In turn the HEP co-ordinates a cross- sector/multi-agency approach to race equality and diversity work. The partnership acts as a driving force by co-ordinating local partners, including West Mercia Police, Herefordshire Council, Herefordshire Primary Care Trust, Herefordshire & Worcestershire Chamber of Commerce, Learning & Skills Council and Citizens Advice Bureau. This close working has huge benefits for delivering a comprehensive and consistent high-level focus on the delivery of

² Lesbian, Gay, Bisexual, Trans

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race equality work. This is only achieved because the HEP board membership is at Chief Executive level. Representation at this level results in two main benefits. Board members are well placed to ensure that generic anti-discrimination and anti-racism work is integrated and mainstreamed into their practices and working policies. Second, the work is consistent. This in turn has huge benefits countywide, it helps to deliver an equitable and comprehensive service to the community.

8. Community Groups

8.1. Community Against Racism (CAR) Group

The CAR group (established in 2002) is a community driven group supported by the Corporate Diversity Team. The group, which plans to be constituted during 2009, is continually expanding to reflect Herefordshire's new communities. Since its inception the group has met three times a year and serves three main purposes:

- A support base for families and individuals who experience racism
- Participation in the consultation process with Herefordshire Council and other local public sector organisations
- A liaison organisation for the different associations in the county

8.2. Malayalee Association and Lithuanian Association

Late 2007-early 2008 saw the formation of two new national associations in Herefordshire, the Malayalee Association and the Lithuanian Association. These two associations will help to establish a cultural exchange that is new to the county and will help with progressing the social cohesion agenda. It is hoped their existence will encourage other groups to take up the initiative.

Membership of any associations is open to anyone who wishes to learn about and/or participate in cultural events and celebrations unique to either association. They also function as help, advice and sign-posting support for members, and serve as focus groups for statutory organisations. Support to progress the formation of the associations is an indication of Herefordshire's commitment to empower the different communities in the county and the confidence of the different communities who live in Herefordshire to raise their profile.

9. Consultation

All public consultation by council services is logged and co-ordinated through a single officer. Other public consultation, such as public satisfaction surveys, is led and co-ordinated by the corporate research team. Information from consultation is the most fundamental aspect to the scheme; it determines the relevance and priorities for the action planning as well as major policy development and delivery. Ensuring the consultation process is as comprehensive and far-reaching as possible is a challenge for everyone, as it is for Herefordshire. Combined with the feedback from the EIA process, we have endeavoured to make the consultation for this scheme as comprehensive as possible.

External Consultation for the RES:

- Community Against Racism group consulted by focus group
- Travellers Health Project by one-to-one interview
- Herefordshire Malayalee Association by questionnaire
- Herefordshire Lithuanian Association by focus group discussion
- Victim support by one-to-one interview

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- ESOL³ class attendees by questionnaire
- Polish seasonal workers by focus group discussion

Internal Consultation for the RES:

- Herefordshire Council's Race Equality Staff Group
- Feedback used from staff opinion survey
- Race Equality Steering Group (RESG)

Consultation methods were tailored to the individual group or personal requirements, and were appropriate for each group and individual. The consultation exercise was explained clearly and conducted using interpreters when necessary. A number of groups and organisations were offered the opportunity to contribute to the consultation process. The PCT and HHL took an active part in the questionnaire and included questions relating directly to their service area and employment opportunities within their organisations.

10. Reviewing and Monitoring

The Race Equality Scheme, in line with the RRAA requirements, will be fully reviewed after a three-year cycle in 2011, and partially reviewed each year in between.

Internally, progress on the RES is reported every six months to JMT, Cabinet and Strategic Monitoring Committee. The progress reports include:

- Half-yearly and yearly performance review against the action plan targets
- Performance against the national and local performance indicators

Herefordshire's RES 2008-2011, action plan and annual reports on progress will be published on our website www.herefordshire.gov.uk. We will also publish an executive summary and easy read version of the overall document. When requested, these documents will be made available in other languages and alternative formats, including large print and audiotape.

The following information will also be published on our website:

- The results of any public consultation on policies and activities, including actions taken
- Summary of the results of the relevant EIAs
- Yearly results of consultation regarding the action plan

³ English for Speakers of Other Languages

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11. Appendix 1: Glossary of Terms

| | |
|---------------------|---|
| BAME | Black, Asian & Minority Ethnic |
| CDT | Corporate Diversity Team |
| CEP | Comprehensive Equality Policy |
| EHRC | Equality & Human Rights Commission |
| EIA | Equality Impact Assessment |
| ESOL | English for Speakers of Other Languages |
| HEP | Herefordshire Equality Partnership |
| HHT | Herefordshire Hospital Trust |
| LGBT | Lesbian, Gay, Bisexual, Trans |
| Macro-Social | The wider social contacts and interactions |
| Micro-Social | The social contacts and interactions made as neighbours |
| PCT | Primary Care Trust |
| REDO | Race Equality Development Officer |
| RRAA | Race Relations Amendment Act |
| RES | Race Equality Scheme |
| RESG | Race Equality Steering Group |

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Race Equality Scheme Action Plan 2008-2011

This Action Plan will be reviewed annually until 2011. It is a departure from the traditional model in that it identifies macro social actions, wider community focused aspirations, as opposed to the traditional, more specific actions. The actions must be viewed in conjunction with the EIAs.....

The Equality Standard for Local Government is split into four main areas, and this action plan has been designed to reflect this:

1. Leadership and Corporate Commitment
2. Consultation, Community Development and Scrutiny
3. Service Delivery and Customer Care
4. Employment and Training

In addition, we have added sections on Tension Monitoring and Social and community Cohesion to reflect the national Diversity agenda.

The Council's Race Equality Steering Group has responsibility for driving the actions in this plan.

KEY

BAME: Black, Asian & Minority Ethnic
CDT: Corporate Diversity Team
CEP: Comprehensive Equality Policy
EHRC: Equality & Human Rights Commission
EIA: Equality Impact Assessment
ESOL: English for Speakers of Other Languages
HEP: Herefordshire Equality Partnership
HHT: Herefordshire Hospital Trust
RES: Race Equality Scheme
RESG: Race Equality Steering Group
RESG: Race Equality Staff Group
RRAA: Race Relations Amendment Act

A shaded area means action completed.

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12. Appendix 2: Race Equality Scheme Action Plan 2008-2011

| Commitments | Lead Officer | Evidence | Target/Date | Cross-ref to other documents for specific action |
|--|---------------------------|--|---|--|
| 1. Leadership & Corporate Commitment | | | | |
| 1.1. Commemorate notable national/international events | Across all organisations | Events promoted county-wide and delivered in partnership | <ul style="list-style-type: none"> Black History Month - October Romany Day - April Holocaust Memorial Day - January | CEP 2007-2010 |
| 1.2. Working closer with the media | REDO | All our organisations develop a beneficial working relationship. | Work to dispel myths in local media. Available to comment on events | |
| 1.3. Deliver on the requirements to reach Level 5 of the Equality Standard for Local Government | CDT manager | Level 5 awarded | March 2010 | CDT service plan 08/11 |
| 2. Consultation, Community Development & Scrutiny | | | | |
| 2.1. Work with all service areas to conduct meaningful consultation to support the EIA process | Diversity groups | Consultation process | Time table of EIA programme 2007/09 | CDT service plan 08/11 & CEP 2007-2010 |
| 3. Service Delivery & Customer Care | | | | |
| 3.1. Provide support, help and advice to Council service areas where EIAs highlight adverse impact issues | CDT, Diversity Group, HEP | Adverse impact negated | Time table of rolling programme C&CS Resources and Environment to complete full review March 2009 | CDT service plan 08/11 & CEP 2007-2010 |
| 3.2. Support directorates to have in place effective processes for promoting commitment to race equality actions | CDT & diversity group | | Through the service planning process reviewed annually | CDT service plan 08/11 & CEP 2007-2010 |

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| Commitments | Lead Officer | Evidence | Target/Date | Cross-ref to other documents for specific action |
|--|---------------------------------------|--|--|--|
| 4. Employment & Training | | | | |
| 4.1. Continuous review, adjustment and development of Council, PCT and HHT employee training for Race Equality | CDT | Reviewing & delivering race equality training sessions | September 2009 | CDT service plan 08/11 & CEP 2007-2010 |
| 4.2. Community training regarding Race Equality | Race equality development officer | Community & voluntary organisations accessing race equality sessions | On request | CDT service plan 08/011 |
| 4.3. HR actions – HR actions are covered in the directorate EIAs. Actions may be added during the intervening partial reviews. | | HR service plans | Annually review through service planning process | Pay and workforce strategy / CDT service plan |
| 5. Tension Monitoring | | | | |
| 5.1. consultation with associations for macro-social interaction (Herefordshire 100) | CDT & partners with guidance from HEP | Feedback/minutes of HEP meeting | Set up Herefordshire 100 by March 2009 | |
| 5.2. Tension monitoring | CDT & partners with guidance from HEP | Monthly returns to GOWM from partners (HEP) | monthly | |
| 5.3. Development of local hate crime panel | CDT & partners with guidance from HEP | Cross sector group meeting and active | Feb 2009 | CDT service plan 08/11 |
| 6. Social & Community Cohesion | | | | |
| 6.1. Improve accessibility of ESOL classes by offering greater flexibility in time, place and frequency of delivery | CDT & partners | Positive feedback from community. More students going through the system | March 09 March 010 March 011 | CDT service plan 08/11 |

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| Commitments | Lead Officer | Evidence | Target/Date | Cross-ref to other documents for specific action |
|--|---------------------------------------|---|--------------------------|--|
| 6.2. Empowerment of BAME communities to influence change and facilitate challenge | CDT & partners with guidance from HEP | Positive feedback from community in Herefordshire satisfaction survey and EIA consultation. Greater dialogue with the BAME communities. | Year on year feedback | |
| 6.3. Develop "No prejudice in HERefordshire" campaign | REDO & partners | County-wide campaign active | March 2009 | CEP 2007-2010 |
| 6.4. Develop "Everyone is Someone" campaign | CDT & partners | County-wide campaign up and running | Sep 2010 | |
| 6.5. Support the HEP to drive social cohesion issues | CDT manager | Minutes for HEP board meeting | Sept 2008 | HEP action plan |
| 6.6. Provide support to Herefordshire community groups and voluntary sector | REDO | Facilitation of different worship venues, stronger and more vibrant community and voluntary groups | March 2009 | CDT service plan 08/11 |
| 6.7. Continue to support existing national associations and help with the development of new groups, establishing stronger and more vibrant communities. | REDO & partners | Diverse cultural events held in the county. A increase in community groups | October 08 October 09 | CDT service plan 08/11 |

HEREFORDSHIRE COMMUNITY SAFETY AND DRUGS PARTNERSHIP - PARTNERSHIP PLAN

PORTFOLIO RESPONSIBILITY: ECONOMIC DEVELOPMENT AND COMMUNITY SERVICES

CABINET

1 MAY 2008

Wards Affected

County-wide.

Purpose

To inform Cabinet that the Strategy Group of the Herefordshire Community Safety and Drugs Partnership (HCSDP) has approved the Partnership Plan (2008-2011).

To request that Cabinet considers the contents and adopts the plan.

Key Decision

This is a Key Decision because it is likely to be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards.

It was included on the Forward Plan.

Recommendation

THAT: It be recommended to Council that the Herefordshire Community Safety and Drugs Partnership Plan be adopted.

Reasons

- 1 Herefordshire Community Safety and Drugs Partnership (HCSDP) is the county's merged Crime and Disorder Reduction Partnership (CDRP) and Drug Action Team (DAT). HCSDP has a statutory obligation¹ to undertake a Strategic Assessment to evaluate the performance of the partnership against the 2005-2008 strategy and to propose future partnership priorities and to produce a three-year Partnership Plan setting out how priorities will be addressed. This enables partnerships to develop plans and tackle short, medium and long-term priorities aligned with other planning cycles, most notably, the Local Area Agreement planning process.
- 2 The Plan must contain information about the role of each partner in contributing to and supporting delivery of the agreed priorities. It should also cover information

¹ [Statutory Instrument 'Crime and Disorder (Formulation and Implementation of Strategy) Regulations (2007)']

Further information on the subject of this report is available from
Jane Rose, Partnership Manager on (01432) 261831.

about the way in which performance against priorities will be measured and how the partnership will address the performance management of their work; as well as information about the way in which the partnership will engage with their communities.

- 3 The plan must be revised annually as priorities will not necessarily remain the same, with the partnership able to incorporate any new priorities emerging from the annual Strategic Assessment.
- 4 A copy of Herefordshire's first Strategic Assessment and Partnership Plan is attached for Members attention. As a partner within HCSDP, Herefordshire Council needs to formally adopt the Partnership Plan and support its delivery.

Considerations

- 5 Information within the Strategic Assessment was gathered from interviews and consultations with local communities via focus groups, annual surveys and public meetings. Information was also analysed from West Mercia Constabulary, Herefordshire Council, Hereford & Worcester Fire and Rescue Service, and other partner data systems.
- 6 Analysis of the information within the Strategic Assessment enabled the Strategy Group to determine the key partnership priorities affecting the County and fundamental to the 2008-2011 Partnership Plan. The five broad priorities identified are:
 - a. Reducing Crime through Offender Management and other interventions;
 - b. Reducing Drug and Alcohol Harm;
 - c. Promoting and Delivering increased Road Safety;
 - d. Providing Community Reassurance in Anti-Social Behaviour, Disorder and Crime;
 - e. Multi-Agency and Community Dynamic Tasking and Co-ordination.
- 7 Two other themes were identified as having such impact across all other areas, that they should be considered within each of the other 5 groups individually. These are:
 - f. Young People (victims and offenders);
 - g. Violent Crime.
- 8 To deliver the priorities the HCSDP is made up of the following key partners:
 - Herefordshire Council;
 - Hereford & Worcester Fire and Rescue Service;
 - Herefordshire Housing (representing the Registered Social Landlords Forum);
 - Herefordshire Primary Care Trust;
 - Worcestershire and Herefordshire Youth Offending Service;

- West Mercia Constabulary;
- West Mercia Police Authority;
- West Mercia Probation Trust.

9 There is strategic level membership from each of these agencies on the Strategy Group that considered and approved the Partnership Plan.

Legal Implications

10 Partnerships are required by legislation to produce this strategy, as laid out in the review of the Crime and Disorder Act (2007). Non-adoption of this plan will put the council in breach of a statutory requirement and may consequently be the subject of a judicial review.

Financial Implications

11 The funding of the activity is largely from external sources and partner contributions. The funds will be targeted at the priority areas and spend monitored through the Strategy Group and reporting arrangements to funders.

Risk Management

12 Risks and associated mitigating actions are set out in the risk register within the Partnership Plan. A key risk to the delivery of the plan is the resources available to address the priority areas and ensuring an effective partnership is continued to address issues that can not be solved by a single organisation approach.

Alternative Options

There are no Alternative Options.

Consultees

HCSDP partners

Local communities

Appendices

Appendix 1 The Strategic Assessment.

Appendix 2 The Partnership Plan (draft).

Background Papers

- None identified



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a safer place to
live, work and visit**

Strategic Assessment 2007



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SECTION 5: CONCLUSION

Next steps

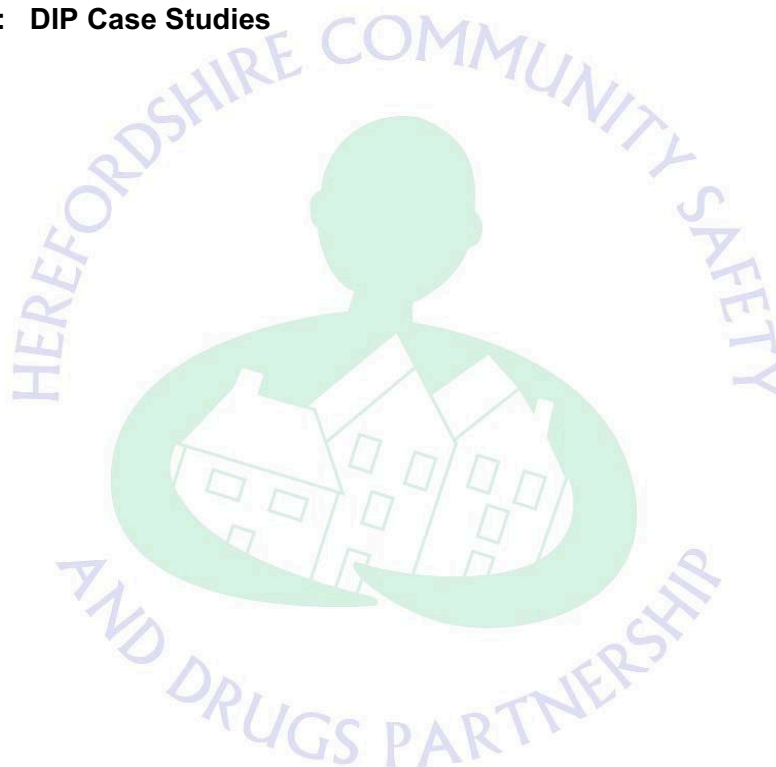
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APPENDICES

Appendix 1: Detailed analysis from HCSDP Community consultations

Appendix 2: HCSDP Information Sharing Protocol

Appendix 3: DIP Case Studies



Herefordshire Community Safety and Drugs Partnership Strategic Assessment 2007

Executive Summary

The Herefordshire Community Safety and Drugs Partnership is required as a Crime and Disorder Reduction Partnership (CDRP) to undertake an annual strategic assessment to evaluate the effectiveness of the Partnership and how it performed to meet the 2005-2008 strategy. The strategic assessment for crime, disorder and drugs misuse in Herefordshire took place between October 2007 and January 2008 starting with a series of public consultations in the county. The assessment included results from the consultation, survey results from West Mercia Constabulary and Herefordshire Council in relation to crime and disorder, data from partners, and desktop analysis of all of the available data by scanning and detailed analysis. This process of data analysis concluded by identifying key priorities, including priorities identified by the public, to take to the HCSDP Strategy Group. The draft strategic assessment and presentation of key findings was given to the HCSDP Strategy Group in January 2008 for discussion and decision from the priorities identified from the assessment process.

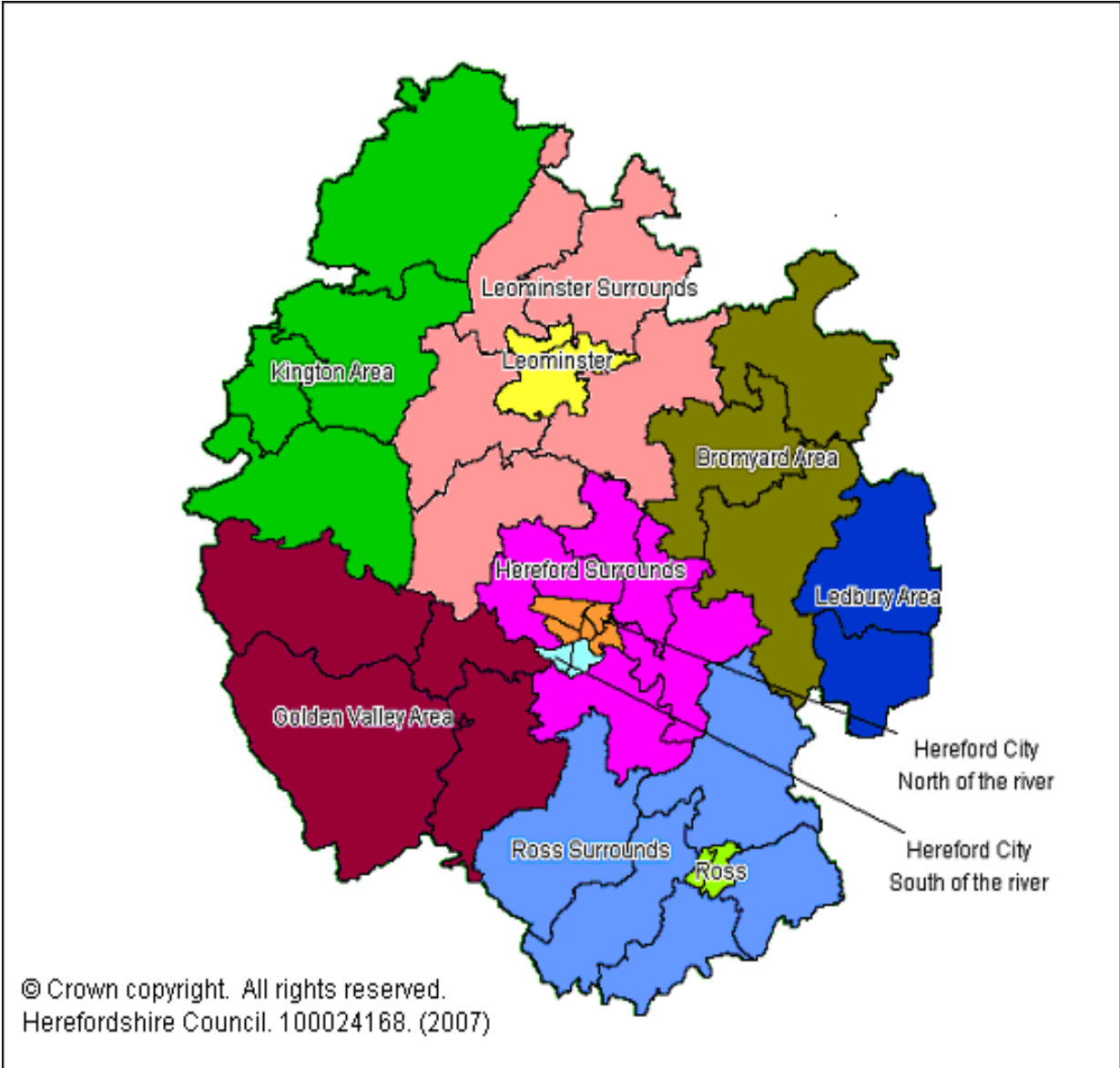
At the meeting the HCSDP Strategy Group agreed five overall priorities, which include cross-cutting themes such as young people and domestic abuse which fall into more than one priority area.

The five priorities agreed by the Herefordshire Community Safety and Drugs partnership are:

- **Reducing Crime further through effective Offender Management and other interventions**
- **Reducing Drug and Alcohol Harm**
- **Promoting increased Road Safety**
- **Providing Community Reassurance (ASB, Disorder and Crime)**
- **Responding Dynamically through Multi-agency Tasking.**

These priorities are carried forward to the new Herefordshire Community Safety and Drugs Partnership Strategy period 2008-11, subject to review each year during the annual strategic assessment.

HEREFORDSHIRE WARD GROUPS



SECTION 1: INTRODUCTION

The Herefordshire Community Safety and Drugs Partnership is required as a Crime and Disorder Reduction Partnership (CDRP) to undertake a strategic assessment during 2007 to evaluate the effectiveness of the Partnership and how it has performed to meet the 2005-2008 strategy.

CDRP's were required to conduct an audit every three years to establish key priorities for Herefordshire. This process has now changed and the Statutory Instrument '*Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007*' which was laid before Parliament in June 2007 and came into force on 1st August 2007 (England only) confirms that CDRP's are required to carry out annual strategic assessments to revise the Partnership's plan. Full details of who must lead and prepare the strategic assessment, including guidance on what the assessment shall include are detailed within the Home Office Guidance "*Delivering Safer Communities: A guide to effective partnership working*" (September 2007).

This strategic assessment will review to what extent performance to date has met set targets within the current Partnership 3-year strategy which concludes on 31st March 2008.

A range of data and information is available and is included within this strategic assessment. Results from annual surveys, public meetings, surveys and consultations with local communities, especially reaching the most vulnerable. Joined up work with partners by sharing information remains essential to the process to ensure the strategy is robust and has shared ownership.

It should be acknowledged that West Mercia Constabulary conducts its own 6-monthly strategic assessment which includes levels and patterns of crime and disorder. Detailed analysis and hotspot areas from the Police are included within this document to provide a focus to enable the planning of Partnership priorities for the coming strategy period.

AIM

The aim of the strategic assessment is to review the effectiveness of the current Herefordshire Community Safety and Drugs Partnership strategy which ceases on 31st March 2008

PURPOSE

This document will provide strategic guidance to the Herefordshire Community Safety and Drugs Partnership Strategy Group to assist in identifying medium and long-term issues in particular areas to be addressed through the Partnership Plan priorities from April 2008.

The document will provide a strategic assessment of key community safety issues that are founded on intelligence and performance-led information. This information is available from West Mercia Constabulary, Herefordshire Council, Hereford & Worcester Fire and Rescue Service, and other partner data systems. It will identify neighbourhood priorities for crime, disorder and substance misuse for the County of Herefordshire.

ACKNOWLEDGEMENTS

If you wish to discuss the information contained within this Assessment, please contact Herefordshire Community Safety and Drugs Partnership;

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This document has been prepared by the Herefordshire Community Safety and Drugs Partnership Performance and Data Officer and a temporary research assistant.

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Special thanks to Herefordshire Community Safety and Drugs Partnership Programme Manager and Team members, Herefordshire Council Research Team, particularly Maxine Bassett and Michael Brown, and to the Herefordshire Community Safety and Drugs Partnership Strategy Group and key partners and their staff, West Mercia Constabulary Data Analysts, and thank you to Alison Smith, Temporary Research Assistant who was employed to assist in collating information and producing graphs and tables for this Assessment.

THE PARTNERSHIP

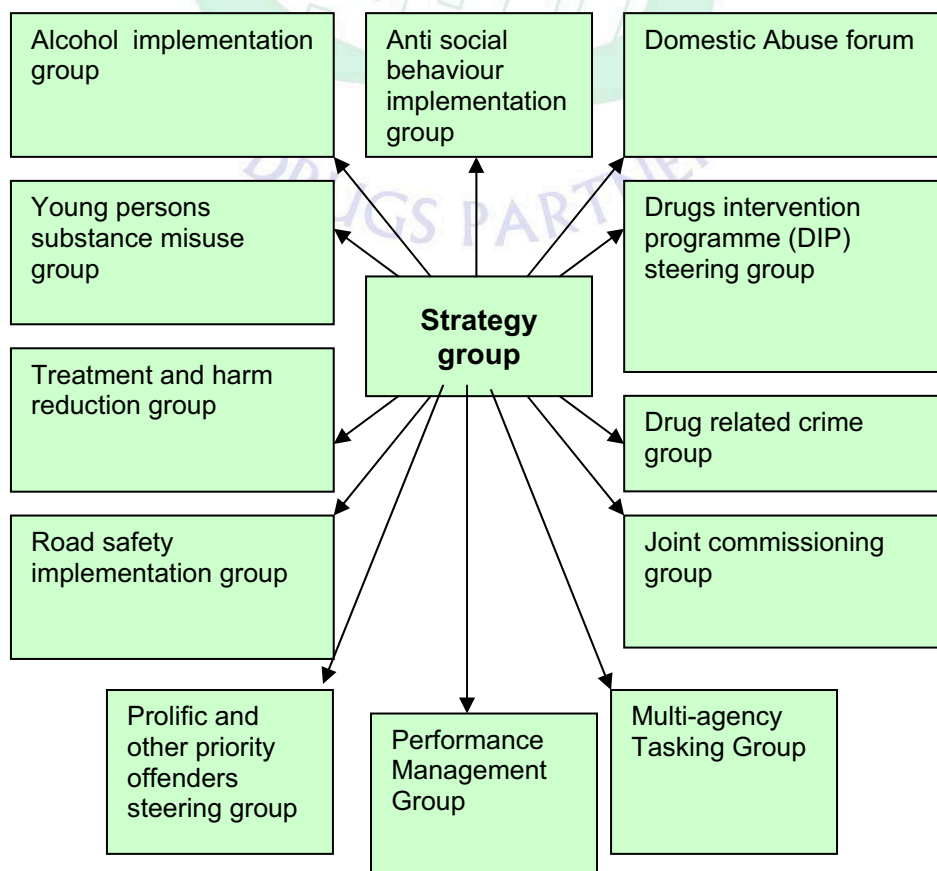
Herefordshire Community Safety and Drugs Partnership is represented by a number of organisations who work together to tackle community safety and drug issues in Herefordshire.

These organisations are:

- Herefordshire Council
- Hereford & Worcester Fire and Rescue Service
- Herefordshire Housing (representing the Registered Social Landlords Forum)
- Herefordshire Primary Care Trust
- Hereford & Worcester Youth Offending Service
- West Mercia Constabulary
- West Mercia Police Authority
- Hereford and Worcester Probation Service

The Partnership is supported by a series of multi-agency implementation groups. These groups have been working over the past three years to reach the objectives and targets set out in the Partnership's three-year plan for the period April 2005 to March 2008.

The Partnership is structured as shown in diagram below:



The Herefordshire Community Safety and Drugs Partnership team has experienced some staffing changes and new posts created during 2007 and now has a full complement of staff.

METHODOLOGY

This is the first Strategic Assessment for the Herefordshire Community Safety and Drugs Partnership. Herefordshire is a Unitary area, therefore one strategic assessment for the County is required.

The data provided comes from a variety of sources and is used to measure to what extent the current strategy has met its targets. It is also used to identify priority areas to focus upon for the coming strategy period from April 2008.

There is a considerable amount of information and data already available to the Partnership and as such the majority of the work for this process has involved desktop analysis. West Mercia Constabulary conduct their own 6-monthly strategic assessments which are detailed and include temporal analysis for local crimes, hotspot areas and key trends. The Herefordshire Community Safety and Drugs Partnership used this information to form a key part of the strategic assessment.

Methods for engaging with local communities where crime and safety is involved were the West Mercia Constabulary joint crime and safety survey, Herefordshire Council Satisfaction Survey (Local Government User Satisfaction survey), Youth surveys, Community Forums (PACT) meetings and the Herefordshire Community Safety and Drugs Partnership Community Consultations during October 2007.

Information and data has been collected from:

- Herefordshire Community Safety and Drugs Partnership Performance Management Framework (PMF) which records data from key Partners on a monthly, quarterly and annual basis and is RAG assessed¹ for performance against target.
- West Mercia Constabulary – Detailed analysis, current strategic assessments, joint crime and safety surveys.
- Herefordshire Council - Local Government User Satisfaction Survey, State of Herefordshire Report,
- Herefordshire Council Youth Services – Teenage Lifestyle Survey.
- Hereford & Worcester Youth Offending Service – performance against targets.
- Drugs Intervention Programme (DIP)
- Hereford and Worcester Probation Service
- Hereford & Worcester Fire and Rescue Service
- Highways and Transportation
- PACT meetings
- Drug Forums
- Environmental Health
- Trading Standards
- Community Consultation
- Iquanta – Police Performance website to measure Herefordshire Community Safety and Drugs Partnership with our peer group of most similar CDRP's (MSG = most similar group)
- NDTMS (National Drug Treatment Monitoring System)
- HCSDP Adult and Young Persons Needs Assessments

During July 2007, the Herefordshire Community Safety and Drugs Partnership Performance and Data Officer drafted a Project Brief which included proposed activities and Gantt chart. This was presented to the Strategy Group in August for endorsement. A range of information and data had already been identified and

surveys due to commence through the Summer and Autumn months would ensure results were available to be incorporated into the strategic assessment.

As the strategic assessment involves using detailed analysis, temporal analysis and hotspot/priority areas, data has been used from the West Mercia Constabulary Herefordshire Division analysts through the 6-monthly strategic assessment. The strategic assessments conducted for period October 2006 to March 2007, and now for April to October 2007 have been made available to the HCSDP. This information and data is included within the HCSDP Strategic Assessment to identify priority areas for Herefordshire.

Information Gaps

On 1st August 2007 new Crime and Disorder Information Sharing Regulations (No.1831) came into force. These regulations describe the nature of information that must be shared between relevant authorities under a new duty to share depersonalised electronic information and must be shared at least quarterly. The first information sharing running period commenced 1st October to 31st December to cover the three-month period prior to 1st October, therefore July to September 2007.

At the time of writing this report effort was put into obtaining incident specific data from the NHS Acute Trust, Hereford & Worcester Fire and Rescue Service and Herefordshire Council to comply with these regulations. In general, experience to date from discussions held with responsible officers within the relevant departments in each of the responsible authorities to obtain the incident-specific data has been positively received in principle, the regulations state that this information will already be held by each responsible authority. However in practice, obtaining the data during the information sharing running period took longer than expected and has been problematic and resource intensive for some departments. Further detailed discussions are required during early 2008 to iron-out specifically what data is required, when, and how this can be provided electronically to the HCSDP. Possibly a degree of compromise may need to be established in some instances.

It must be noted here that the HCSDP does not currently own a database and, due to the restrictions imposed on sourcing and acquiring any new systems within Herefordshire Council through Herefordshire Connects Programme, the likelihood of obtaining one in the near future does not look promising. This area does need further discussion to actively push for a suitable recording database for the Partnership as it would vastly improve upon the data and information that is currently available.

Analysis and Data sets

The analysis for this strategic assessment includes, where available, data, issues and problem profiles for specific areas in Herefordshire which will identify hotspot areas to focus attention. The data for identifying these problem areas are taken from a variety of sources as mentioned on the previous page.

Engaging with Local Communities

Following the production of new Home Office Regulations during 2007 with regards to preparing a CDRP Strategic Assessment, the lead Officer proposed, through the production of a Project brief to Strategy Group, to engage further with local communities by initiating a series of planned, advertised consultations in Hereford City and the surrounding Market Towns. This was carried out following consultation

with the Herefordshire Partnership's Community Involvement team, and involved a trailer-tour on the most "active" days in each community, coinciding with Market days. Further consultations with other "hard to reach" or vulnerable groups have taken place and the needs and concerns of these groups have been included within this report. Lessons learned from this process were that it was difficult to organise focus groups with some "vulnerable groups" at fairly short notice and the feeling was that discussions around needs in relation to community safety and drugs issues should be built-in as part of an ongoing process of good practice in community engagement and the ongoing development of service user groups.

Forums that are already in place to consult with local communities must continue. There is a useful source of information and consultation available in the shape of PACT (Partners and Communities Together) meetings. *'Herefordshire Council and its partners are committed to improving the way they engage with local residents and respond to the priorities and needs of local communities'*. The PACT meetings are held in "rounds" every 3-4 months. The number of meetings have increased from nine to twelve to respond better to each local community. These meetings allow people the chance to raise issues from their own communities directly with representatives from Herefordshire Council and its partners and to provide an update on progress made towards addressing the issues raised at the previous meeting. Future meetings are planned for 2008. The issues raised at the 3 rounds of PACT's across the County in 2007 have been analysed and are included within this assessment.

Analytical Capacity

Any issues relating to analytical capacity and resources will be dealt with later in the report.

DATA SOURCES

Data is provided to the HCSDP by Partner organisations to enable the effective monitoring and performance management of its strategic priorities and key performance indicators which individually feed into the following:

| | | | | | | | | | |
|---|--|---|--------------------------------------|--------------------------------|------------------|---|----------------------------------|---------------------------------|---------------------|
| Annual Performance Assessment / Joint Area Review | Local Area Agreement (LAA) / Integrated Performance Report (IPR) | Adult and Community Services - Service plan | Herefordshire Council Corporate plan | Public Service Agreement (PSA) | Local PSA (LPSA) | Best Value Performance Indicator (BVPI) | Children and Young People's Plan | National Treatment Agency – NTA | Locally set Targets |
|---|--|---|--------------------------------------|--------------------------------|------------------|---|----------------------------------|---------------------------------|---------------------|

Currently, the data provided to the HCSDP on a monthly/quarterly or annual basis is from the following sources:-

| Partner Organisation | Data received | Frequency |
|--|---|-------------------|
| West Mercia Constabulary | Crime figures relevant to the current HCSDP strategic targets | Monthly |
| Hereford & Worcester Youth Offending Service | Data on 1 st time entrants to Youth Justice System and re-offending rates. The proportion of young offenders receiving substance misuse and interventions | Quarterly |
| Hereford and Worcester Probation Service | Adult re-offending rates – measured through successful completion of Orders and Licences and rates of compliance (<i>new measures introduced in 2007</i>) | Quarterly |
| West Mercia Women's Aid | Number of calls in Herefordshire to Women's Aid Helpline | Monthly |
| Herefordshire Council Highways and Transportation Department | Numbers of those slightly injured, killed or seriously injured on Herefordshire roads | Annual |
| National Drug Treatment Monitoring Service (NDTMS) | Drug treatment data for drug treatment agencies operating in Herefordshire (<i>this will soon provide alcohol data from April 2008</i>) | |
| HCSDP Drug Intervention Programme (DIP) | KPI data recorded centrally by Liverpool John Moores University for percentages of those where initial contact is made by DIP team, further intervention required, and those entered into treatment programme | Quarterly |
| WMC Prolific and Priority Offender Scheme (PPO) | Re-offending rates of identified cohort of PPO's as at 1 st April 2007 | <i>Bi-annual*</i> |
| Herefordshire Housing and Domestic Abuse Forum | Information provided for BVPI – Action against Domestic Violence | Quarterly |
| West Mercia Constabulary joint crime and safety survey | Monitor Fear of crime and neighbourhood issues through annual survey to Herefordshire residents | Annual |
| Herefordshire Council User Satisfaction Survey | Measure perceptions of anti-social behaviour through annual survey to Herefordshire residents | Annual |

* The measure for the PPO scheme was introduced in 2007 for an identified cohort of PPO's as at 1st April 2007. The data for this cohort will not be available until 31st March 2009, as the PI is to measure the number of convictions of the PPO cohort for the 2 years prior to 1st April 2007 (eg from 01/04/2005 to 31/03/2007), then measure for the coming 2-year period from 01/04/2007 to 31/03/2009. This will measure the reconviction rate (target is 15% reduction in overall conviction rate) for the identified cohort.

Some difficulties with data monitoring have been experienced during the Strategy period which have made it difficult to accurately assess and compare data sets.

In the majority of cases the current HCSDP strategy was written using baseline data for 2004/05 (although some were 2003/04) and targets were set based upon the baseline data. However in some instances, changes in recording methods or codes have changed during the strategy period which has resulted in data sets not being comparable. For instance changes in NSIR (The National Standard for Incident Recording) codes for alcohol-related anti-social behaviour changed during early

2007 meaning that set targets cannot apply and comparisons with previous years' data cannot be made. This has also been the case for;

- Young People as victims of crime** – *National Management Information System (NMIS) report amended*
- Young People as victims of violence** – *NMIS report amended*
- Domestic Abuse offences reported** – *the recording of incidents changed to offences*
- Domestic Abuse arrests** – *change in recording method*

Numbers in drug treatment – the National Treatment Agency have increased the target for Herefordshire from 500 to 720 in 2007/08 as it was felt the original target was not stretching enough.

With regards to anti-social behaviour, data is currently provided exclusively by West Mercia Constabulary for the 14 sub-categories that make up that crime type. However some of these sub-categories are collected through another principal agency eg. Environmental Health for Abandoned Vehicles, also Rowdy and Inconsiderate behaviour may be collected through Registered Social Landlords (RSL's), however a robust system needs to be in place to ensure that if data is to be collected in the future from all of the principle agencies, that no instances of double-counting occur whereby an incident is reported to and recorded by more than one agency.

Information flow

It must be stressed that, although there have been some changes in recording methods and the introduction of new performance measures during the strategy period there have not been any gaps experienced in data recording and provision by each responsible agency. Experience has shown that the flow of information and data between agencies has and should continue to work well.

It is envisaged closer working links between the HCSDP Performance and Data Officer and West Mercia Constabulary Analysts during 2008 will improve further still the flow of information and detailed analysis where required, to enable the Partnership's implementation groups to accurately review performance and swiftly target efforts appropriately in priority areas.

HCSDP Information Sharing Protocol

During 2005 the Herefordshire Community Safety and Drugs Partnership introduced an Information Sharing Protocol. The purpose of the Protocol is to provide a framework to facilitate the exchange of data and to give guidance for the operation of an effective and co-operative partnership between the signatory parties.

The exchange of information is to enable partner agencies to improve their effectiveness in tackling crime, disorder and drug misuse and making Herefordshire safer.

It is the responsibility of all the Partners who have signed the Protocol to ensure that:

- Realistic expectations prevail from the outset
- Ethical standards are maintained
- A mechanism exists by which the flow of information can be controlled
- Appropriate training is provided for all staff

- Adequate arrangements exist to test adherence to the Protocol
- Data Protection and Crime and Disorder Acts and all other relevant legislation is complied with.

The HCSDP Information Sharing Protocol is in the process of being reviewed as part of the strategic assessment process to ensure it is still relevant and any change in Partners have signed the document. A series of Information Sharing workshops for Partner agency staff who are involved in information sharing will be available during 2007, to ensure staff fully understand the process for sharing information for the purposed of tackling crime, disorder and drug misuse. The existing Information Sharing Protocol may be found under *Appendix 2*.



SECTION 2: ANALYSIS

CONTEXTUAL INFORMATION

Detailed information including socio-economic factors, demographics and population, including future population change are included in the Herefordshire Partnership “*State of Herefordshire Report*”, 2007.

As an overview, Herefordshire is a predominantly rural county of 842 square miles situated in the south-west corner of the West Midlands region and borders Wales. The city of Hereford is the centre in the county for employment, administration, health, education facilities and shopping. Other principal locations are five market towns of Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye.

Overall population

The following are excerpts from the State of Herefordshire report:

“The Office for National Statistics (ONS) publish mid-year population estimates for local authorities each autumn; the 2005 figures were released in August 2006. Herefordshire has a much smaller population than the neighbouring English counties but larger than its Welsh neighbours”.

“Population is estimated on a ‘usual residence’ basis, i.e. people are counted where they usually live. As the estimates are based on the Census, this is self-defined to a certain extent, but rules are applied to particular groups of the population. It is worth noting, particularly for Herefordshire, that students are counted at their term-time residence rather than their family home. This means that around 2,600 students living away from home are not counted in Herefordshire’s population. Seasonal workers are also not included”.

“Since the Unitary Authority was formed in 1998, Herefordshire’s usual resident population has grown by 4.6%, from 171,000 people to 178,800 in 2005. This is a similar rate of growth to other neighbouring authorities, although Gloucestershire’s growth was very slightly lower - as was that of England and Wales as a whole. At 1.8%, the rate of growth of the West Midlands region as a whole is markedly less.”

Percentage change in total population, 1998 to 2005 (%)

| Area | % change | Area | % change |
|----------------------|----------|-------------------------|----------|
| Herefordshire | +4.6% | Shropshire ¹ | +4.2% |
| Worcestershire | +3.8% | Gloucestershire | +3.5% |
| Powys | +4.9% | Monmouthshire | +4.5% |
| West Midlands Region | +1.8% | England and Wales | +3.2% |

Source: ONS – Crown Copyright and ONS 2005 mid-year estimates

“Herefordshire covers an area of 217,973 hectares (excluding inland water). Analysis at the level of counties and unitary authorities shows that, at 0.8 persons per hectare, Herefordshire has the 9th lowest population density in England and Wales, but the 4th lowest in England only. Of the neighbouring areas, only Powys has a

¹ Shropshire figures do not include the area covered by Telford and Wrekin Unitary Authority
Further information available at www.herefordshirepartnership.com

lower density, although Shropshire and Monmouthshire have similar figures (0.9 and 1.0 respectively). Gloucestershire and Worcestershire both have higher population densities”.

“The recent growth in Herefordshire’s population is entirely due to net in-migration (i.e. more people moving into the county than moving out). Over the period January 1998 to December 2005 there were about 13,300 births and 15,400 deaths in the county, representing a natural *decrease* in the population of about 2,100”.

“Herefordshire has an older age profile than both the region and England and Wales, with a noticeably higher proportion of its population in the older age groups. People aged 60 and over constitute 26.6% of the county’s population, in comparison with 21.2% nationally. Whilst all the neighbouring counties also have higher proportions of people aged 60 and over compared to England and Wales, only Shropshire and Powys have proportions as high as Herefordshire (25.6% and 27.6% respectively). Conversely, 27.6% of Herefordshire’s population is under 25, compared to 31.0% in England and Wales as a whole and 31.8% within the West Midlands. Again though, it must be noted that students away from home are excluded from the county’s population, and the county’s proportion of under 15s is only slightly lower than the national figure”. Further detail about the age groups are included within the State of Herefordshire Report, 2007.

“Herefordshire Council’s Research Team produces population forecasts for the county which are based on recent and nationally projected trends in births, deaths and migration, but also take into account anticipated housing provision under the Unitary Development Plan – which has a constraining effect on in-migration. Until the Regional Spatial Strategy is decided it is not possible to anticipate what housing provision there may be after the UDP, so forecasts can only be produced up to 2011”.

“2005-based interim forecasts have been produced which take account of a higher than average net international in-migration between 2004 and 2005 (see page 20), but do not make any attempt to forecast future trends in international migration. Whilst anecdotal evidence suggests continuing increases in the number of international migrants to Herefordshire, there is currently no statistical evidence on which to base future forecasts of trends in international in - or out - migration. Little is known, even at a national level, about the impact of the expansion of the European Union on the population in the longer term”. Again full details and graphs are included within the State of Herefordshire Report.

“The total county population is expected to increase by 1.5% over the period; less than the projected growth of 3.0% nationally. However, changes within age-groups are expected to be more dramatic in Herefordshire than nationally for all age-groups except 45-64 year-olds - although movements are generally in the same direction. Of particular note is the rapid forecast growth in the numbers of elderly people. The number of 75-84 year-olds in Herefordshire is expected to increase by 6.7% and the number of over 85s by 35.5%; the equivalent figures for England and Wales are 3.0% and 19.4%”.

The Index of Multiple Deprivation 2004

The Index of Multiple Deprivation 2004 (IMD 2004) from the ODPM is used widely to identify areas of deprivation. These levels of deprivation are calculated by combining a number of indicators across 7 domains which are: income; employment; health and disability; education, skills and training; barriers to housing and services; living environment deprivation and crime and disorder.

Deprivation in terms of crime

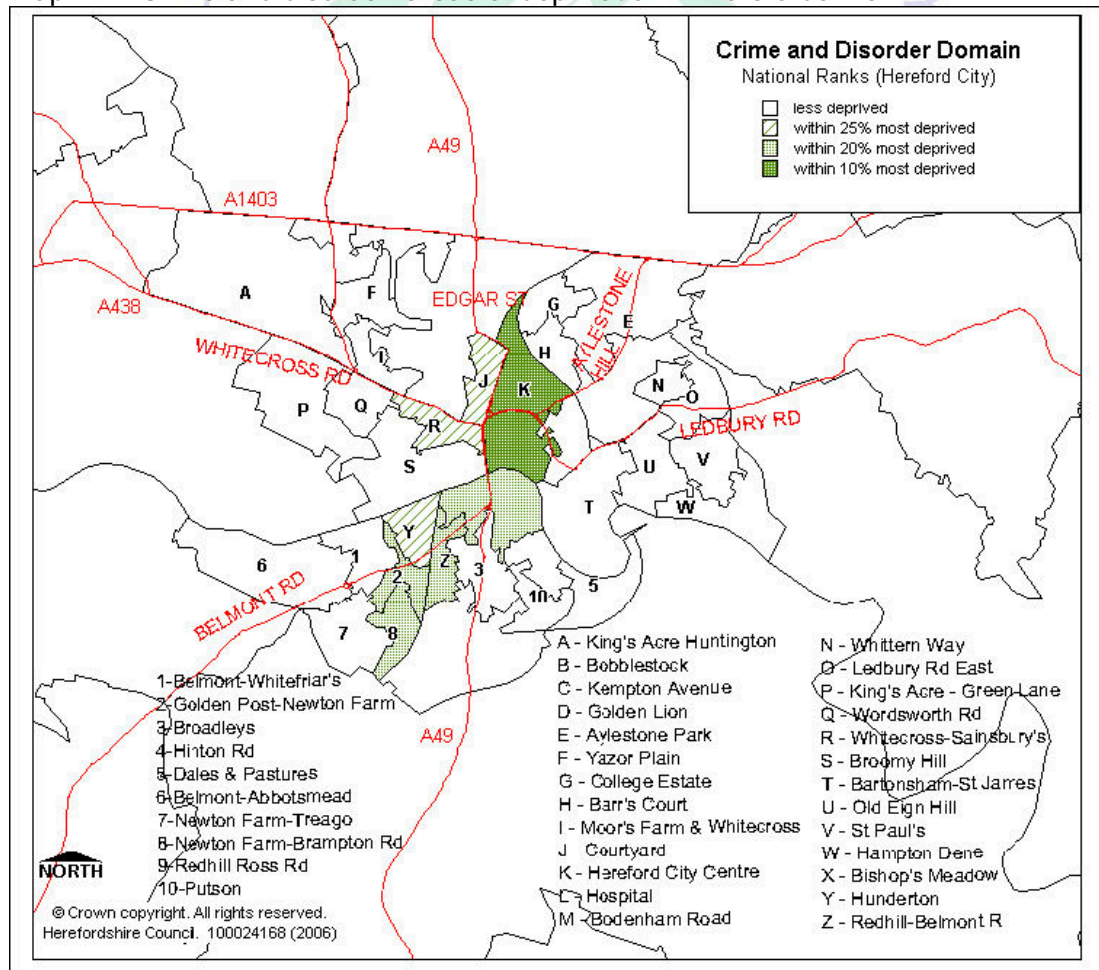
This domain is made up of 4 separate indicators that are combined to give an overall score and rank of deprivation for each Super Output Area (see the *Herefordshire Council State of Herefordshire Report 2007 Section 3 for an explanation of Output Area geographies*).

The four indicators are as follows:

- Burglary (April 2002 – March 2003)
- Theft (April 2002 – 2003)
- Criminal Damage (April 2002 – March 2003)
- Violence (April 2002 – March 2003)

There are 11 areas in Herefordshire which fall within the most deprived 25% nationally in relation to this domain. 8 of these are in Hereford City, 2 in Leominster and 1 in Ross-on-Wye. 7 out of the 11 areas also fall within the 20% most deprived, including both Leominster areas, the 1 in Ross on Wye and 4 in Hereford City; 1 area Hereford City Centre falls within the 10% most deprived nationally. It must be noted here that Hereford City Centre has a low number of residents with a large crime hotspot.

Map 1.1: Crime and disorder: areas of deprivation in Herefordshire



Source: State of Herefordshire Report 2007. Index of Multiple Deprivation 2004, ODPM; 2001 Census; OA Boundaries, ONS. Crown Copyright

Note: All the areas shaded on the map are within the 25% most deprived in England. Those areas shaded as 10% most deprived are also included in the 20% most deprived.

Migrant Workers

A study into “***The economic impact of migrant workers in the West Midlands***” has been carried out by the West Midlands Regional Observatory on behalf of Advantage West Midlands and a report made available in November 2007. The study involved quantitative surveys with 712 migrant workers, and 223 employers of migrant workers in the West Midlands, a qualitative survey with 40 third-party organisations involved with supporting migrant workers and 8 mini-focus groups with migrant workers.

A paper produced by the Herefordshire Council Research team states:

The National Insurance number (NINo) allocations record much higher numbers of people registered in Herefordshire than the immigration estimates suggest. For example, 3890 overseas nationals living in Herefordshire registered for a NINo in the 2004/05 and 2005/06 financial years whilst the ONS estimate that just 1,000 international in-migrants moved to the county between mid-2004 and mid-2006.

What is evident, however, is that Herefordshire has substantial numbers of short-term international migrants. Each year since 2004¹ at least 2,000 seasonal workers per year outside the European Economic Area have come to work on farms in Herefordshire for between one and three months, under the Seasonal Agricultural Workers Scheme (SAWS). It also appears that numbers coming into the county have increased substantially since Accession in May 2004. This is demonstrated most dramatically by noting that 640 foreign nationals living in Herefordshire registered with NINo in the two years prior to A8 accession (when eight European states² joined the European Union in May 2004), but that this number increased 6-fold (to 3,890) over the subsequent two years.

Future planned events in Herefordshire

It should perhaps be noted here that there are large-scale development plans due to commence in the forthcoming strategy period that could have an effect on crime and disorder in Hereford City.

Edgar Street Grid

A massive transformation of Hereford City Centre, known as the Edgar Street Grid is due to commence in 2009/10 with completion in 2020. It involves physical redevelopment of 100 acres of central Hereford. The development includes a civic quarter, retail quarter, new housing and canal basin. New restaurants and bars will be included in the retail quarter.

The redevelopment involves the demolition of existing buildings, new road layout and change in traffic flows. Once the development is complete there will be an increase number of visitors to the City Centre and increased footfall through City Stores. With this there is also potential for an increased opportunity for crime.

The Big Chill Festival

A further annual event that has an impact on crime statistics, particularly during the Summer, is the Big Chill Festival.

¹ Data is not available before January 2004

² Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia

During August each year the Big Chill Festival takes place at Eastnor Castle estate near Ledbury, to the East of Herefordshire. This Festival has been running from Eastnor castle since 2002 and is increasing in popularity each year, attracting large numbers over the 3-day event. Experience has shown that the number of thefts in Herefordshire increase or “spike” during this period, and this is mainly contributed to the Big Chill Festival.

| OFFENCE BREAKDOWN | |
|----------------------------------|----------------------|
| OFFENCE TYPE | # OF OFFENCES |
| THEFT NOT OTHERWISE CODED | 137 |
| THEFT FROM PERSON | 6 |
| THEFT FROM M/V | 2 |
| COMMON ASSAULTS | 1 |
| POSS OF DRUGS | 5 |
| BURGLARY DWELLING | 1 |
| ATTEMPT THEFT | 1 |

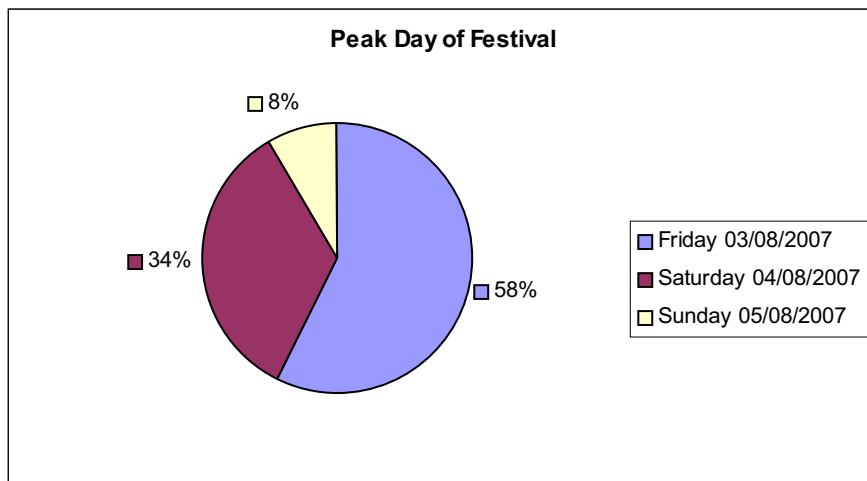
| PEAK TIMES | |
|----------------------------|----------------------------|
| FESTIVAL DAY | PEAK TIME |
| Friday 03/08/2007 | 0100 > 0800 2000 > 2300 |
| Saturday 04/08/2007 | 0200 > 0830 |
| Sunday 05/08/2007 | Spreadout |

| COMPARING TO PREVIOUS YEAR | |
|-----------------------------------|-----|
| NUMBER OF OFFENCES - 2007 | 153 |
| NUMBER OF OFFENCES - 2006 | 141 |

Data source: West Mercia Constabulary

It is noted that 130 thefts occurred from tents, 100 of these whilst the tent was occupied at the time. Cash and mobile phones being the main items targeted.

Chart 2.1 Peak days where offences occurred at The Big Chill during 2007



Point of note:

- Over half of offences (58%) occur on the first day of the festival (Friday).

The Festival hires private security, however as 100 of the 153 offences (65%) were thefts from tents whilst they were occupied, the recommendation would be to increase publicity to raise the awareness of thefts from tents at future events to promote those camping overnight to keep cash and mobile phones on their person.

In 2004 an audit of crime, disorder and drugs within Herefordshire was carried out by the Herefordshire Community Safety and Drugs Partnership. A full report was published. The results of the audit were used to determine eight local strategic priorities and four national public service agreements (PSA's) for the Herefordshire Community Safety and Drugs Partnership for a 3-year period 2005-2008. Within the eight priorities sit a series of local targets and key performance indicators (also known as KPI's) for Herefordshire. There are also some new targets that have been introduced during the strategy period hence they do not appear in the strategy but have been included in the scanning process.

The following scanning exercise is therefore structured as per the current HCSDP Strategic priorities, unless it causes repetition. In view of this, several targets currently under the HCSDP Priority 1 'Young People' are included in the priority headings for which they relate, such as re-offending rates of young people are listed under the Priority heading 'Offender Management', young people killed or seriously injured is under road Safety. Only young people who are victims of crime and violent crime are included under Priority 1, below.

More emphasis has been put into the areas which are presenting as priorities, with less emphasis on those that are not.

Priority 1: Young People

AIM: To support the "Every child matters" outcomes through education, prevention, treatment and enforcement.

1.1 Young People (aged under 25 years) as Victims of crime

To reduce the number of Young People (<25 years old) who are victims of crime by 6%

The system used by West Mercia Constabulary Headquarters to collect this data has changed since the target was originally set, therefore comparisons cannot be made to the baseline. However as a result of the amended report a new baseline was established and new annual targets set.

During the strategy period there have been concerns over the escalating number of young people as victims of crime and during the Autumn/Winter of 2007; detailed analysis was undertaken between the HCSDP Community Safety Officer and Crime Risk Manager at West Mercia Constabulary. Comparisons are being made over a 2 year period to show where the increases have occurred.

During August 2007, HCSDP received a breakdown of the number of young people aged 0-24) who were victims of crime in Herefordshire during the period 01/04/06 – 31/03/07, from West Mercia Constabulary Analysts. The figures showed that from the 14 sub-categories that make up victims of crime, the largest featured were;

- Violence against the person - N = 3349
- Criminal damage - N = 779
- Other theft - N = 719
- Theft from a motor vehicle - N = 348
- Theft of a pedal cycle - N = 366
- Burglary dwelling - N = 256

The total number of young people who were victims of crime during 2006/07 was 6670. During 2005 the mid-year estimate of young people aged 0-24 living in Herefordshire was 49,200, therefore the proportion of young people as victims of crime in 2006/07 (total) in relation to 2005 mid-year estimate of young people aged 0-24 was 13.5%

Further analysis was then undertaken to ascertain if there were themes or clusters for these crimes against young people aged 18-24. Main points of note:

- **Criminal Damage:** 85 out of 132 offences (64%) were damage to vehicles, the majority of which were in Hereford City.
14 in Belmont area,
19 in St Martins,
10 in Holmer area,
5 in Beattie Avenue
4 in Kingsway in the City's College Estate.
- **Other thefts:** mainly thefts of mobile phones, wallets and handbags.
Age category 18-24: 42 out of 67 thefts occurred in pubs and nightclubs in Hereford central area.
17 thefts occurred in Eastnor area, 11 of these took place at The Big Chill Festival – all from tents.
Age category <17: 21 thefts occurred in Hereford City to those under age 17. 6 of these occurred in pubs and nightclubs, 6 in shops, and 3 in cafes.
17 thefts occurred in Ross Town, 16 of these occurred at John Kyrle High School.
7 thefts occurred in Aylestone area, 6 of these occurred in Schools/colleges

Further analysis by West Mercia Constabulary's Crime Risk Manager and HCSDP Community Safety Officer reveal theft from a motor vehicle (against young people aged 18-24) in the City's car parks do not show an identified hotspot, the crimes are spread across various city car parks.

1.2 Young People aged under 18 who are victims of violent crime (violence against the person)

This is another target whereby the measure has changed during the Strategy period. The baseline figures have changed significantly (from 524 to 1851), therefore as a result the annual targets amended accordingly.

There was an increase in common assaults during 2007 against school children by other school children. Further analysis has been undertaken on each incident, and it's becoming clear that Schools (as a responsible Authority) are reporting assaults/incidents to the Police when they should be dealt with by the school, hence the increase in violent crime rate. An Acting Detective Inspector was appointed during 2007 to review all volume crime processes and management.

Youth Surveys

Herefordshire Council Youth Services conduct Youth Surveys on a bi-annual basis. A Youth Survey was carried out in the Summer of 2007 to get young people's views about the services they use in Herefordshire and some of the aspects of life in the county, there were some interesting responses with regards to bullying which will be looked at later in this report.

In addition to these surveys, during 2006 Herefordshire Council Research Team carried out a survey with young people aged between 11-15 years (year groups 7-10) through maintained schools in Herefordshire about health and lifestyles. This was the first survey of its kind since 2000.

A working group was established with representatives from a wide range of services within the Council & Primary Care Trust (PCT); Smoking Cessation, Public Health, Healthy Schools, Herefordshire Environmental Health & Trading Standards, Herefordshire Community Safety & Drugs Partnership, Sports Development, HP Support, Research Team. The Schools Health Education Unit (SHEU) from Exeter was commissioned to carry out the survey, benefits were: expertise, educational materials for schools and comparisons with other areas.

Nearly 4000 pupils from year groups 7, 8, 9 & 10 (i.e. 11-15 year olds) from almost all maintained schools in Herefordshire took part, only Aylestone & John Masefield declined.

Topics covered included: drugs, alcohol & tobacco, citizenship, school & career, leisure & work, emotional health & wellbeing, healthy eating, relationships & sexual health, health & safety and physical activity.

The following results were made available showing responses for alcohol and drugs.

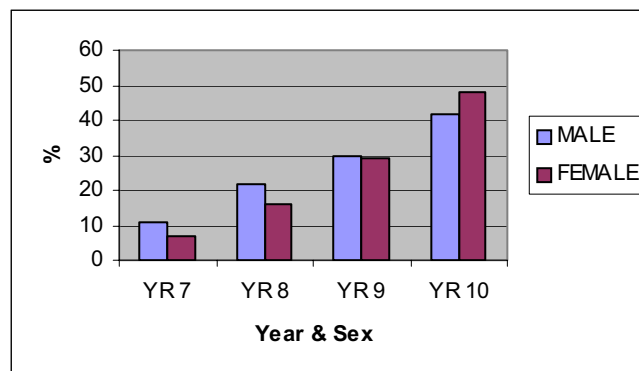
Alcohol

Percentage of young people who had at least one alcoholic drink in the week prior to the survey

- 26% had at least one alcoholic drink in the week before the survey

| DETAIL | YR 7 | YR 8 | YR 9 | YR 10 |
|--------|------|------|------|-------|
| MALE | 11% | 22% | 30% | 42% |
| FEMALE | 7% | 16% | 29% | 48% |

Chart 2.2 Percentage of young people who had at least one alcoholic drink in the week prior to the survey



Source: Herefordshire Council Research Team

Points to note:

- In year 10 only, a greater percentage of females had at least one drink compared to males.
- In year 10 just under half of those surveyed had at least one alcoholic drink in the week prior to the survey.

Percentage of young people who said they got drunk at least one day in the previous week

- 9% said that they got drunk on at least one day in the previous week

| DETAIL | YR 7 | YR 8 | YR 9 | YR 10 |
|--------|------|------|------|-------|
| MALE | 3% | 4% | 9% | 16% |
| FEMALE | 1% | 3% | 10% | 25% |

Points to note:

- In year 10 significantly more females were drunk at least once during the previous week compared to males.
- In year 10, 1-in-4 females had been drunk at least once during the previous week.

Most revealing was where the young people had drunk alcohol:

- 5% had drunk alcohol in the last week at a pub or bar (Yr 10: males – 9%, females – 10%)
- 5% had drunk alcohol in the last week at a disco, club or party (Yr 10: males – 8%, females – 13%)
- 7% had drunk alcohol outside in a public place (Yr 10: males – 9%, females – 21%)

Yr 10 males were most likely to say that they'd drunk beer/lager or cider

Yr 10 females were most likely to say that they'd drunk pre-mixed spirits, wine or Spirits.

Drugs

When asked about illegal drugs the responses were as follows;

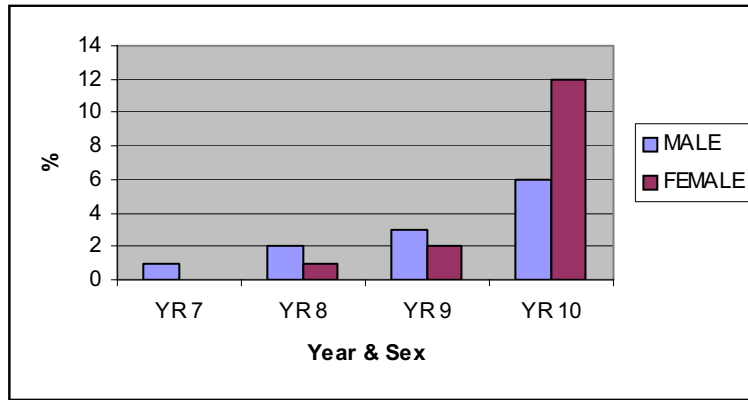
- 31% were 'fairly sure' or 'certain' that they knew someone who used drugs that were not medicines
- 14% had been offered cannabis (approx 1-in-3 year 10's had been offered cannabis)
- 9% had been offered other drugs (just under 1-in-5 young people in year 10 at school)
- 4 % reported taking an illegal drug and alcohol on the same occasion
- 2% of pupils said they have taken more than one type of illegal drug at the same time

Percentage of young people who had taken some form of illegal drug within the last month

- 3% had taken some form of illegal drug within the last month

| DETAIL | YR 7 | YR 8 | YR 9 | YR 10 |
|--------|------|------|------|-------|
| MALE | 1% | 2% | 3% | 6% |
| FEMALE | 0% | 1% | 2% | 12% |

Chart 2.3 Percentage of young people who had taken some form of illegal drug within the last month



Source: Herefordshire Council Research Team

Points to note:

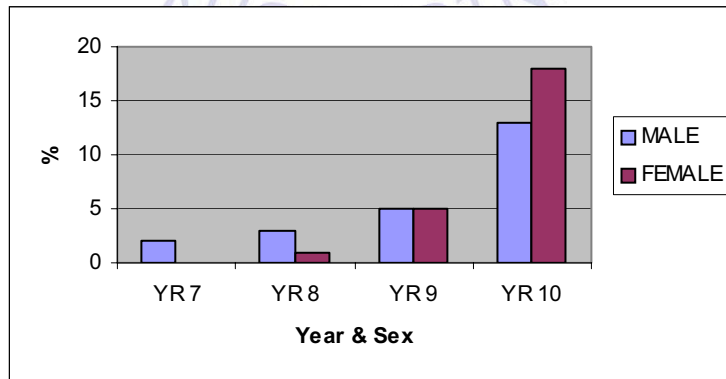
- In year 10 just over 1-in-10 females had taken some form of illegal drug within the last month.
- In year 10 just over 1-in-20 males had taken some form of illegal drug within the last month.

Percentage of young people who had taken some form of drug in the last year

- 6% had taken some form of drug in the last year

| DETAIL | YR 7 | YR 8 | YR 9 | YR 10 |
|---------------|------|------|------|-------|
| MALE | 2% | 3% | 5% | 13% |
| FEMALE | 0% | 1% | 5% | 18% |

Chart 2.4 Percentage of young people who had taken some form of drug in the last year



Source: Herefordshire Council Research Team

Points to note:

- Year 10 females more predisposed to take drugs than their male peers
- Nearly 1-in-5 year 10 females took cannabis over the past year prior to the survey.
- Illegal drugs most commonly ever taken by YR 10 males were: cannabis (14%); poppers (4%); hallucinogens (4%)
- Illegal drugs most commonly ever taken by YR 10 females were: cannabis (18%); poppers (6%); solvents (4%); cocaine (3%); ecstasy (3%)

Data source: Herefordshire Council Research team, Teenage Lifestyle Survey

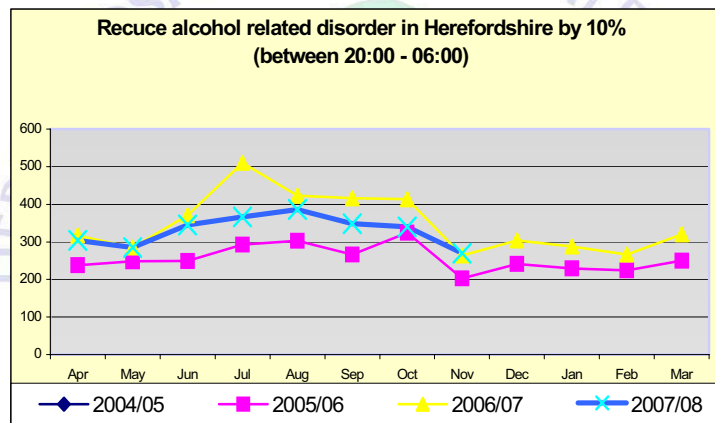
Priority 2: Alcohol related crime and disorder

AIM: To ensure a co-ordinated approach to the reduction of alcohol related crime and to increase social responsibility through a problem orientated approach to education, prevention, treatment and enforcement.



2.1 To reduce alcohol-related disorder in Herefordshire by 10% (between 20:00 and 06:00hrs)

Chart 2.5 Incidents of alcohol related disorder – monthly trends



The chart above shows the monthly level of alcohol-related disorder in Herefordshire. The annual performance chart cannot be shown due to recording codes having changed during the strategy period, therefore set targets do not apply and comparisons between years cannot be made.

The number of incidents for period 1st April to 30th November 2007 was 2644, with an average figure of 330.5 per month.

Alcohol-related Antisocial Behaviour and CCTV

Additional CCTV cameras are being sought where there are areas that are attracting drinking and antisocial behaviour in areas of Leominster, Ledbury, Ross-on-Wye and Hereford.

Where drinking and antisocial behaviour problems are being encountered, existing CCTV has highlighted the following as problem areas:

- **Leominster** – The Grange and Corn Square
- **Ross-on-Wye** – The Crofts, Gloucester Road, Market Place and Broad Street
- **Ledbury** – Market Hall, High Street
- **Hereford** – Widemarsh Street, High Street, High Town, Commercial Road/Street, St Peter's Street, Union Street, Broad Street, St Martins Street, Gaol Street.

Trading Standards

A series of test purchasing exercises are initiated at different times in the year to ascertain premises selling alcohol to under age people.

Underage Alcohol Sales Test Purchasing Campaign May – July 2007

| Number of premises targeted. | Area | Sales obtained |
|------------------------------|---------------|----------------|
| 14 | Hereford City | 12 |
| 4 | Leominster | 4 |
| 2 | Ross | 0 |

Points of note:

- 20 different premises targeted, some premises sold on more than one occasion. Approx 77 visits undertaken in total covering 1st May – 15th Jul 2007.
- One premise in Hereford sold on four separate occasions – this premise subsequently closed.

Christmas 2007 under age sales project

Test purchases were attempted at **48** retail premises throughout Herefordshire. (shops, supermarkets and off licences). Resulting in **12** sales of alcohol to volunteers aged 15 and 16. Therefore **25%** failure rate.

Each time the assistant said they thought the buyer was 18 and so did not question them. This is despite all the premises claiming to operate an ID policy for anyone who appears to be under 21.

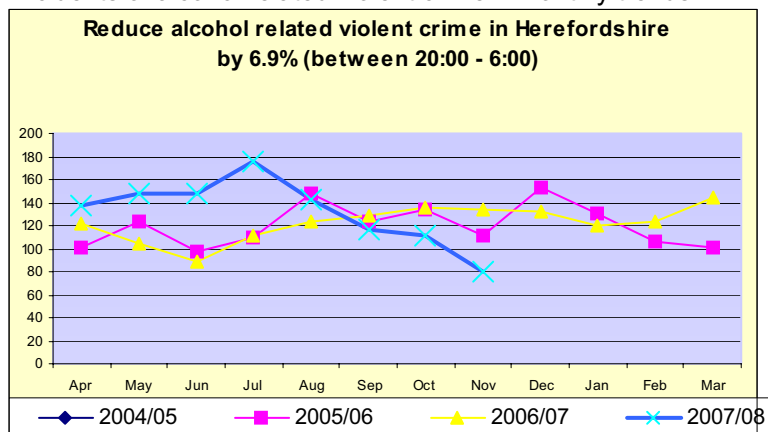
In November 2007 letters were sent to each of the 20 stores tested in the summer. The letter reminded them that Trading Standards test purchase all year round and that they must insist on ID for anyone who looks under 21. Out of those 20 premises 3 still sold over Christmas - The Local in Leominster and Spar stores in Ross and Leominster. Therefore 9 out of 28 sold who had not received letters = 32% failure rate. 15% failure rate for those who had received letters. From the list of premises which sold over the Christmas period, 4 out of the 6 premises tested in Leominster sold to underage people.

2.2 Reduce alcohol-related violent crime in Herefordshire by 6.9% between 20:00 and 06:00 hrs.

As with alcohol-related disorder above, the codes were changed during the strategy period therefore comparisons cannot be made, therefore the performance chart has not been included. The monthly data is shown below;

Chart 2.6 Incidents of alcohol related violent crime – monthly trends

The total number of alcohol related violent crime for period 1st April to 30th November 2007 was 1043, an average of 130 per month. The chart shows figures have started to reduce since September 2007 (indicated by the blue line).



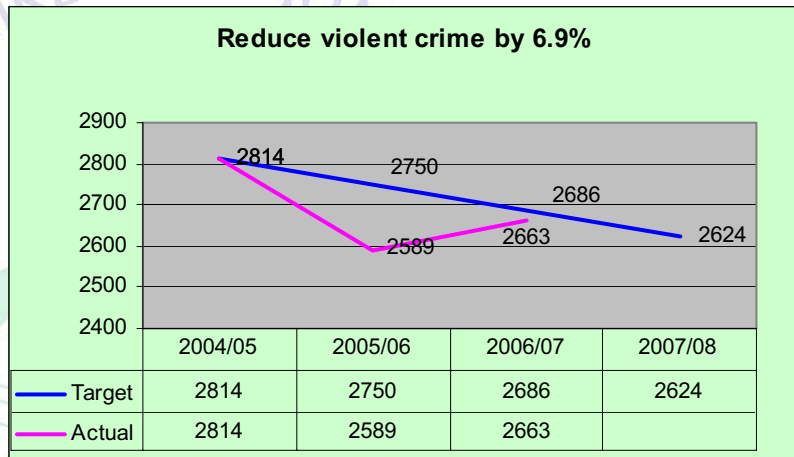
2.3 To reduce violent crime in Herefordshire by 6.9%, (or by 7.8% with LPSA stretch target from 2004/05 baseline)

Performance of this target to 31st March 2007 was below the strategy target (below target being good). However between March and June 2007 inclusive the figures rose sharply. As a result of this rise in violent crime an Acting Detective Inspector was appointed during 2007 to review volume crime processes and management, in particular violent crime.

However, it appears unlikely that the target of 2624 for 2007/08 will be reached, which means the stretch LPSA targets will also not be reached.

Chart 2.7 Performance to date for violent crime

The West Mercia Constabulary Strategic Assessment for period 1st April to 30th September 2007 reports that violent crime accounted for 23%, nearly a quarter, of all crime in the division.



Priority 3: Anti-social behaviour

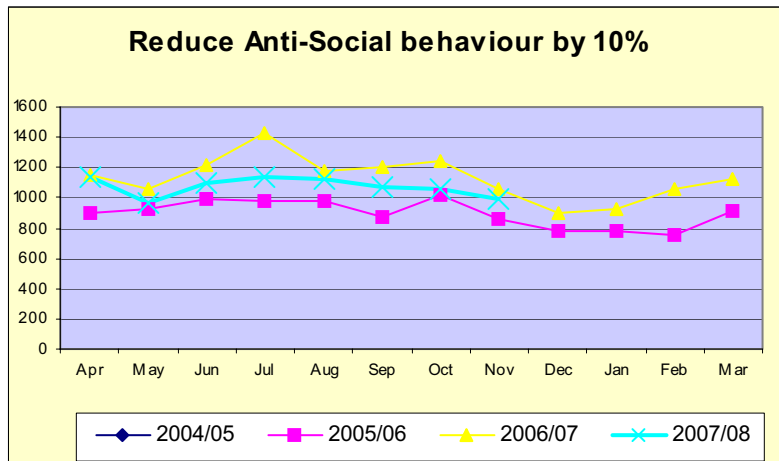
AIM: Reduce anti-social behaviour in Herefordshire through education, prevention and enforcement.

3.1 Reduce incidents of anti-social behaviour by 10%

There are 14 sub-categories that make up anti-social behaviour as provided by West Mercia Constabulary. However it is vitally important to note that antisocial behaviour is much wider than the figures received from West Mercia Constabulary,

Not all of the 14 categories are exclusively collected by West Mercia Constabulary as the principal agency, however it is only the Police data that is used to measure performance for this target. For example the principal agency dealing with abandoned vehicles is Environmental Health, therefore the data should be collected from that source, however there are some instances where abandoned vehicles are reported to and recorded by West Mercia Constabulary, therefore some thought and discussion needs to take place on how the full dataset can be robustly collected from all of the principal agencies concerned without duplication if incidents are reported to and recorded by more than one agency. Other instances of antisocial behaviour are reported to and recorded by Registered Social Landlords, therefore this data needs to be taken into consideration, again ensuring non-duplication between agencies.

Chart 2.8 Incidents of anti-social behaviour – monthly trends



This is a further example whereby performance cannot be compared to previous years due to changes in recording. All National Standard for Incident Recording (NSIR) codes and definitions changed in April 2006, therefore annual performance is not included here. The above chart shows the monthly trends.

Figures for period 1st April to 30th November 2007 were 8579, an average of 1072 per month. If figures continue at the rate they have been since September 2007, there should be a slight reduction in the annual figure compared with 2006/07.

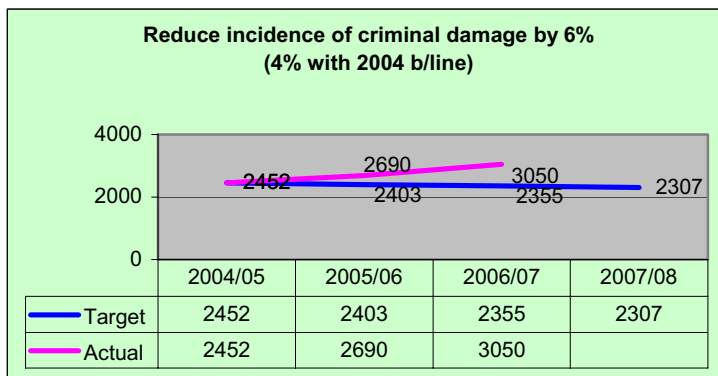
There has been proactive work in this area with more Community Support Officers and encouraging the public to report incidents of antisocial behaviour, therefore more crimes have been reported resulting in positive action.

Anti-social behaviour remains a focus in Herefordshire often being raised in local PACTs as well as being highlighted by results from the consultation that HCSDP undertook in October 2007, the Herefordshire Council Satisfaction survey and West Mercia Constabulary joint crime and safety surveys.

Anti-social behaviour will be discussed in more detail through the findings from the above methods, and the West Mercia Constabulary Strategic Assessment later in this report.

3.2 Reduce incidence of criminal damage by 6%

Chart 2.9 Performance to date for criminal damage



Over the two years, there has been an increase in the numbers of criminal damage incidents recorded.

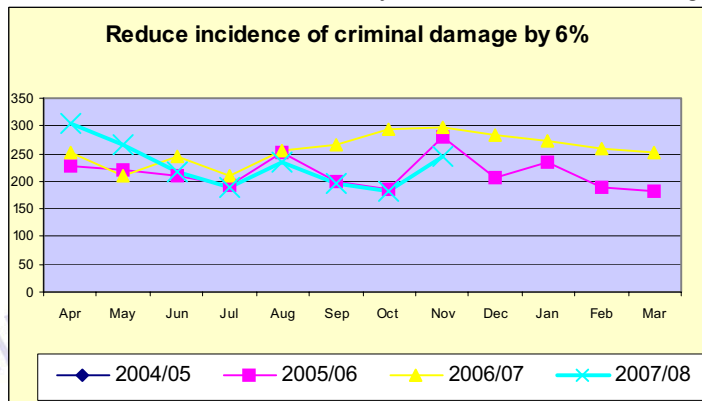
However, this may in part be due to encouragement to report more incidents to the police, therefore more crimes recorded which is a positive action.

As a result of the increase there has been a good deal of focus on the performance of criminal damage during 2007. The RAG assessment (Red, Amber, Green) for criminal damage has been graded RED consistently for each quarter for more than two years, however in

Quarter 2 (July to September 2007) criminal damage was graded amber), which is encouraging.

Chart 2.10 Monthly trends for criminal damage

The chart shows the monthly position since April 2005, the yellow line shows a steady increase in the number of criminal damage incidents recorded from August 2006 to May 2007, since then the figures started to reduce. There is a trend in November each year where figures have consistently seen an increase since 2005.



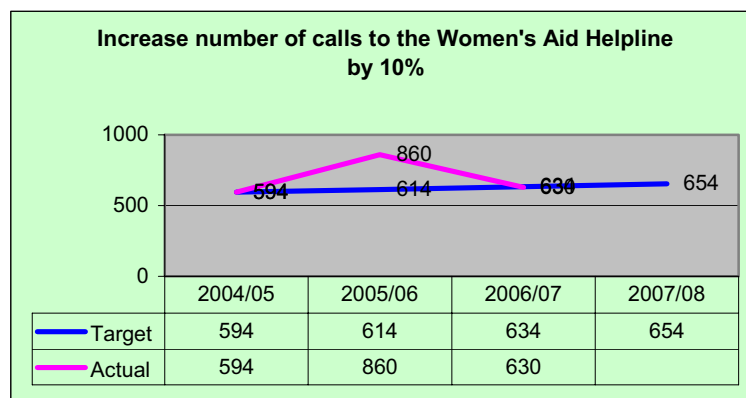
Priority 4: Domestic Abuse

AIM: To address domestic abuse in Herefordshire through education, prevention and enforcement.

4.1 Increase the number of calls to the Women's Aid Helpline by 10%

The chart below shows the annual targets from 2004/05 baseline of 594 calls to the Women's Aid Helpline (note the data is for Herefordshire only) and the actual number of calls made in 2005/06 and 2006/07. The number of calls exceeded the 614 target in 2005/06 with an actual of 860. Performance in 2006/07 fell short of just 4 calls against a target of 634. Performance for period 1st April to 30th November 2007 was 429 calls to the Helpline for Herefordshire, which is graded as Amber in the RAG assessment, this is primarily due to a lower number of calls recorded in May and June 2007.

Chart 2.11 Performance for Number of calls to the Women's Aid Helpline



4.2 Increase domestic abuse offences (previously incidents) reported by 10%

During the current strategy period there has been a change in recording methods for Domestic Abuse, from the number of incidents reported to the Police, to the number of offences reported. As a result of the change in recording, annual performance cannot be compared.

As at November 2007 there are 748 Domestic Abuse offences recorded for Herefordshire.

In addition to this change in recording a new measure has been included during 2007 to record the percentage of arrests for Domestic Abuse offences as a proportion of the incidents/offences reported where a power of arrest applies, this is felt to be a more meaningful measure.

4.3 Increase arrests for Domestic Abuse by 10%

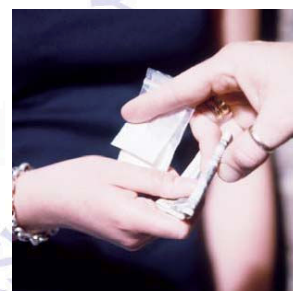
The Home Office measures arrests made for Domestic Abuse. There are three category codes to measure:

- No power of arrest
- Power of arrest and arrest made
- Power of arrest and no arrest made

Where changes in recording has changed during the Strategy period, comparisons cannot be made with previous years and set targets cannot apply. As at November 2007 there were 326 arrests made for Domestic Abuse.

Priority 5: Drug supply and drug related crime

AIM: To reduce drug related crime and supply



5.1 Increase class A drug supply offences brought to justice by 25% by March 2008

Performance against this target has been met during the strategy period 2005/06 and 2006/07. The number of offences brought to justice during 2007/08 as at 30th November 2007 is 18, with good indication that the target will be met in 2007/08

The targeting of class A drug supply has recently been added to the West Mercia Constabulary Control Strategy for Herefordshire Division. Herefordshire police have again been involved in a number of proactive investigations based on the supply of class A drugs.

5.2 Record no more than 600 domestic burglaries

Figures have been consistently low since 2005 with very low incidents of domestic burglaries recorded in Herefordshire.

The annual targets were set at 600 until 31st March 2008, in 2005/06 the end of year figure was 372, and 323 recorded in 2006/07. As at 30th November 2007 the number of domestic burglaries recorded stands at 179, with an average of 22 per month since April 2007.

5.3 Record no more than 1086 vehicle crimes

The annual performance for this target of no more than 1086 recorded vehicle crimes has been met during 2005/06 and 2006/07.

Data as at 30th November 2007 is 573 with an average of 71.6 per month since April 2007, the indications are that this target will be reached in 2007/08, and the RAG assessment for this target is Green.

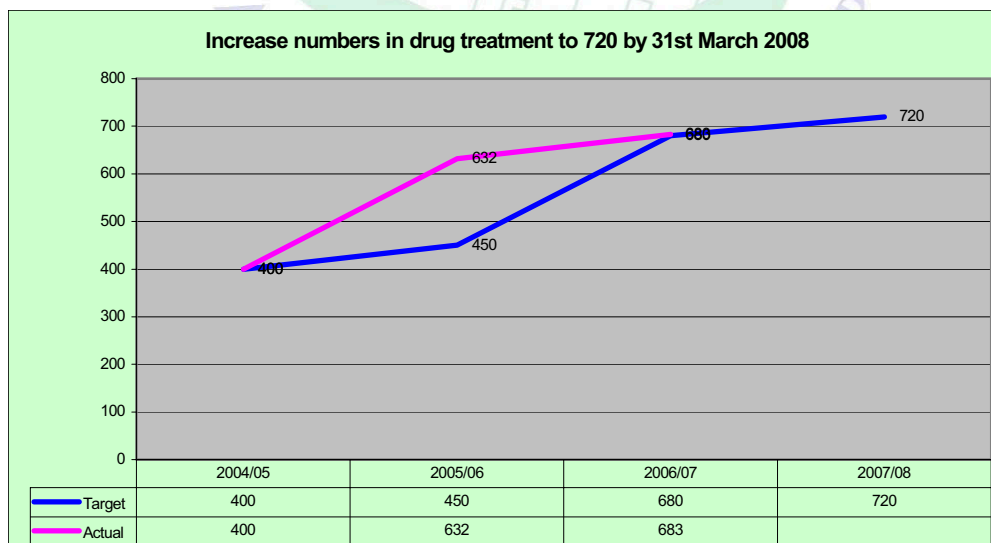
Priority 6: Drug treatment and harm reduction

AIM: To enable people with drug problems to overcome them and live healthy and crime-free lives.

6.1 Increase numbers in drug treatment

Since the strategy was agreed in 2005, the National Treatment Agency have increased the annual targets from 500 to 680 in 2006/07, and from 525 to 720 in 2007/08. The target was met in 2006/07 with 683 in treatment as at 31st March 2007, Quarter 2 data (April to September 2007) from the National Treatment Agency confirms there were 551 in treatment against an expected number of 610 for that period, therefore graded as Amber in the RAG Assessment. The National Treatment Agency have projected the number in treatment at year end to be 618.

Chart 2.12 Numbers in treatment – annual targets and performance



6.2 Retention of those in drug treatment

Similar to the previous target, the National Treatment Agency has revised the annual targets for Herefordshire. The target for 2007/08 was 72% but has increased to 85%. Performance in the last 12 month reporting period – 1st July 2006 to 18th June 2007 shows 80% retained in treatment. This has been graded as Red by the National Treatment Agency as it falls below the threshold of 83%. The number of individuals still in treatment as at 30th September 2007 is 109. Quarter 3 data is not yet available for inclusion in this strategic assessment.

6.3 Percentage of those in substance misuse treatment who are under age 18

Government Office for the West Midlands are monitoring the work of the Young Person's Substance Misuse Group and this measure is also picked up through the Annual Performance Assessment (APA) dataset but is not a HCSDP Strategic target.

As at the end of Quarter 2 (30th September 2007) there were 69 people under age 18 in treatment against a total of 551 in treatment at that time.

The proportion of young people in treatment = 13%.

Adult Drug Treatment Plan 2007-08

The Adult treatment Plan for 2007-08 is now complete and will be submitted to the National Treatment Agency by 18th January 2008. Data to be included in the plan includes "Bullseye" data. The bulls eye displays the percentage of problematic drug users (PDU) using opiate and/or crack in Herefordshire.

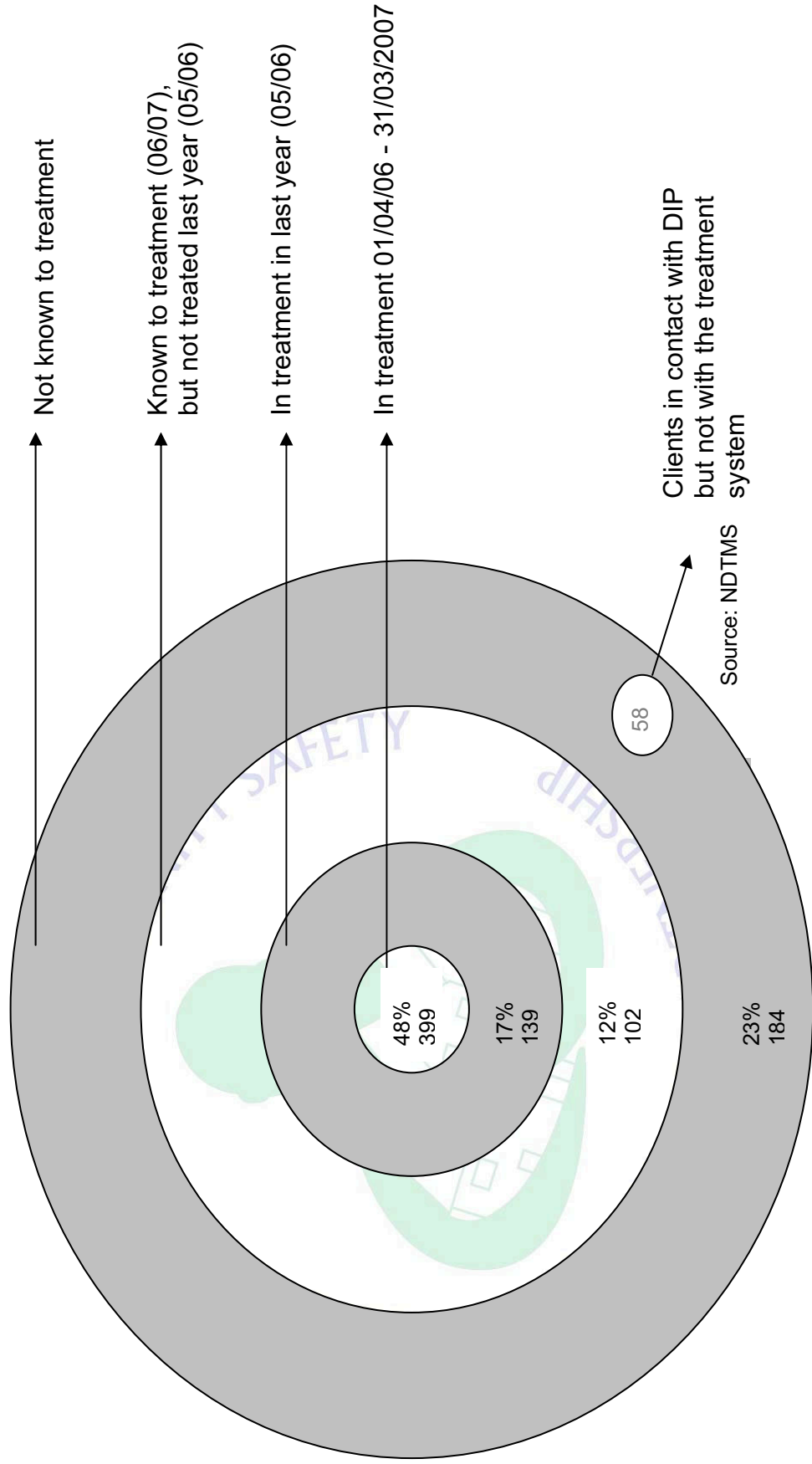
From the total problematic drug user population (824):

- 48% (399) were in treatment as of 31/03/2007
- 17% (139) of the total PDU population were in treatment the previous year.
- From the total PDU population, 12% (102) of the users were known to treatment, but not treated last year.
- 23% of the PDU population were not known to treatment.
- There were 58 clients in contact with DIP but not with the treatment system.

The bulls eye included here shows the total PDU data. The treatment plan then breaks this down further to age ranges and male/female users.

Stratifying the opiate and/or crack users and % of whole problematic drug user population (PDU)

(Overall PDU = 824)



Analysis – Defining the Population/ Bulls Eye Data

- Dedicated intervention required to engage with Herefordshire’s migrant population. Provision should be in place across the whole Tier system.
- Approximately 1 in 5 people in the problematic drug using population are aged under 25 years.
- Approximately half of the problematic drug using population is aged between 25 and 34 years.
- Approximately one third of the problematic drug using population is aged between 35 and 64 years.
- Approximately one quarter the problematic drug using population is female.
- The majority of DIP clients were male.
- From the total clients in treatment 2006/07 more than half were currently injecting and 73 had previously injected. The Treatment plan must reflect the high proportion of those in treatment that are injectors.
- It is estimated that over half of the opiate and or crack cocaine population (916) are injectors (587)

Healthcare Commission

During 2007, an audit was carried out by the healthcare Commission on drug treatment services in Herefordshire. The results from the audit identified some areas for improvement and offered assistance to the HCSDP to prepare an action plan for improvement, this was welcomed by the HCSDP.

The main actions were to:

| | | |
|---|---|--------------------------------|
| Complete Needs Assessment | - | Now completed |
| DASH Recovery Plan | - | Care Plans in place, review |
| Review of Care Plans Tier 4 | | |
| Set up Service User Forum | | |
| Workforce Strategy | - | Currently being drafted |
| Commissioner Career Development | - | To be completed over 12 months |
| Harm Reduction Strategy | - | In draft form |
| Needle Exchange Pilot & Subsequent Review | - | Pilot commences 07/01/08 |

Other Matters:

Future SLA’s to include section on workforce development

Hidden Harm

A Hidden harm report is currently being prepared by the HCSDP. The report looks at:

- the impact of parental problem drug use on children
- listening to the voices of children and their parents
- the legal framework and child protection arrangements
- recent relevant developments in Government strategies
- policies and programmes
- the practicalities of protecting and supporting the children of problem drug users and the services involved such as Health services, Police, early years and social care, courts and prisons etc.

The report then sets out actions and responsibilities and presents a gap analysis.

Young People's Substance Misuse – High Focus Area (HFA)

The Dept for Education and Skills and the Home Office invited Herefordshire to participate in a second round of High Focus Area work, along with 17 other areas.

This was a good opportunity to receive support for faster and sustained progress in the implementation of the Young People's agenda. Geoff Eagle, HFA Consultant, provided Herefordshire with support; this included interviewing and collecting data in order to provide an assessment and recommendations at a stakeholder event that was held in October 2006.

There has been positive progress made in many areas, as shown on Red, Amber, Green (RAG) assessments, however further work needs to be made on the tier review work and solutions implemented, to push forward final areas for improvement. Changes in the structure and processes around the Young Persons Substance Misuse Group now mean we are picking up information that has been previously missed.

Priority 7: Offender Management

AIM: To reduce crime by targeting those who offend most or otherwise cause the most harm to their communities.

7.1 Youth Offenders

1st-time entrants to Youth Justice System (YJS) (age < 18 years)

With a baseline of 379 for 2004/05, the target is to reduce by 5% (N=360) by the end of the strategy period to 31st March 2008. Year 1 saw the target exceeded with an end of year figure of 344, however year 2 (2006/07) increased to 396. During 2007/08, quarter 1 data saw a 10.4% reduction on the previous quarter. At the time of writing this report the figures to the end of Quarter 2 (April to September 2007) is 161 and is on course to meet the set target for 2007/08.

Reduce Re-offending rates of Young people

The original target for this was set from a baseline of 46.7% in 2003/04 and to reduce re-offending by young people by a further 5% by 2006. End of year data for 2004/05 saw an increase to 54% and 2005/06 end of year was 50%, therefore the target was not met. A new measure has been introduced to reduce the proportion of young offenders who re-offend by 2.5% from a 2006/07 baseline figure of 396. The target is to reach 386 by 2008/09 financial year. This figure is provided annually, therefore there is no in-year data available to date for 2007/08. The data is generally for young people aged under years, however this target may track young people beyond their 18th birthday.

Young Offenders (aged < 18 years) receiving substance misuse assessments and interventions

This is measured in two parts for the percentage of those receiving assessments, and the percentage of those going on to receive interventions. Baseline data was 100% for 2006/07. Data is available quarterly and at Quarter 2 end the data stood at 100% on both counts (14/14 young people received assessments within 5 days). There is no local target set for this other than to maintain 100%.

7.2 Reduce the proportion of adult offenders who re-offend

Reduce the proportion of adult offenders who re-offend by measuring the following:

- Successful completion of Orders
- Successful completion of Licences
- Rates of compliance with Orders and Licences

These measures were introduced in early 2007. Data is being collected from Hereford and Worcester Probation Service by the HCSDP from April 2007 and this data will be used as the baseline.

7.3 Drugs Intervention Programme (DIP)

The current Drugs Intervention Programme (DIP) caseload is approximately 25 clients.

Prison “in-reach” (i.e. support visits within Prison) continues at HMP Gloucester on a 4-6 weekly basis.

Herefordshire Council’s Performance Improvement Manager completed an interim review of the DIP case files in August 2007, and the initial outcome was that they were felt to be robust, containing all information that is required. Any recommendations for improvement have been fully achieved. A feedback report is currently being completed by the Performance Improvement team.

A review of the Criminal Justice Integrated Team (CJIT) is currently being undertaken by the Herefordshire Community and Safety Drug Partnership.

It is felt improvement is required from the Arrest Referral aspect of the CJIT given the limited referrals from that service to the DIP team. From January to October 2007 there were just 3 referrals. However data provided by West Mercia Constabulary shows that between April and September 2007 1799 sanctioned detected offences were recorded. This equates to 299.8 sanctioned detections per month of which 123.6 are classed as “trigger offences”. Trigger offences are offences that should enable a response from the Arrest Referral worker.

This relates directly to the DIP KPI 1 and affects the following KPI’s (as shown on latest dashboard paperwork, which is a performance management system).

Referrals received by the DIP team remain around an average of 12 per month. From January through to October 2007 a total of 120 referrals have been received.

New referrals September 2007 = 9 October 2007 = 11,

All referrals responded to = 100%, therefore target being met.

| <u>DIP Targets</u> | <u>Progress</u> |
|---|--|
| <ol style="list-style-type: none"> 1. 60% of adults with whom initial contact is made and who are not already on the caseload, to be assessed by the DIP in 2006/07. 2. 85% of adults assessed as needing a further intervention, to be taken onto the caseload in 2006/07. 3. 95% of adults taken onto the caseload to engage in treatment in 2006/07. 4. 80% of CARAT clients who are transferred to a DIP to have follow up action taken by that DIP in 2006/07. | <p>The latest official central performance data are included below for period August to October 2007.</p> <p>Source: DIMIS Compact data</p> <p>3-month rolling average - RAG</p> <p>KPI1 – Green Achieved 93%</p> <p>KPI2 - Green Achieved 100%</p> <p>KPI3 - Green Achieved 100%</p> <p>KPI4 - No longer valid, to be amended by Government Office West Midlands.</p> <p>This shows green across all 3 targets and the lowest in terms of unit cost across the region. Currently standing at £1390, way below the West Midlands average of £1924 per unit cost.</p> |

Case studies have been completed with three clients which talk about their individual backgrounds and substance misuse prior to engaging with the DIP team and how their lives are now. *Please see appendix 3 for case studies.*

7.4 Prolific and Other Priority Offenders (PPO scheme)

To reduce the proportion of prolific and other priority offenders who re-offend:
To reach a 15% reduction in reconvictions of an identified cohort of PPO's, compared to their convictions for equivalent periods before becoming PPO's

The measure for the PPO scheme was introduced in 2007 for an identified cohort of PPO's as at 1st April 2007. The data for this cohort will not be available until 31st March 2009, as the PI is to measure the number of convictions of the PPO cohort for the 2 years prior to 1st April 2007 (eg from 01/04/2005 to 31/03/2007), then measure for the coming 2-year period from 01/04/2007 to 31/03/2009. This will measure the reconviction rate (target is 15% reduction in overall conviction rate) for the identified cohort.

Three case studies were recently presented to the Strategy Group which outlined the PPO's conviction history before joining the PPO scheme then tracking their offending behaviour and the cost savings involved.

7.5 Reduce all recorded crime by 15% by 31st March 2008.

This target measures all recorded crime. Performance shows that during 2005/06 the target of 11,535 was not quite reached and increased further in 2006/07. Figures as at 30th November 2007(N = 7945) indicate the target will not be reached in 2007/08 and has been graded Red in the RAG assessment. The reasons for this

would be the “knock-on effect” of increases in other crimes such as antisocial behaviour and criminal damage, particularly during 2007.

Chart 2.13 All recorded crime – annual targets and performance



7.6 BCS (British Crime Survey) Comparator crime

This target is a national Public Service Agreement (PSA1). Ten crime types are included within BCS comparator crime, as follows;

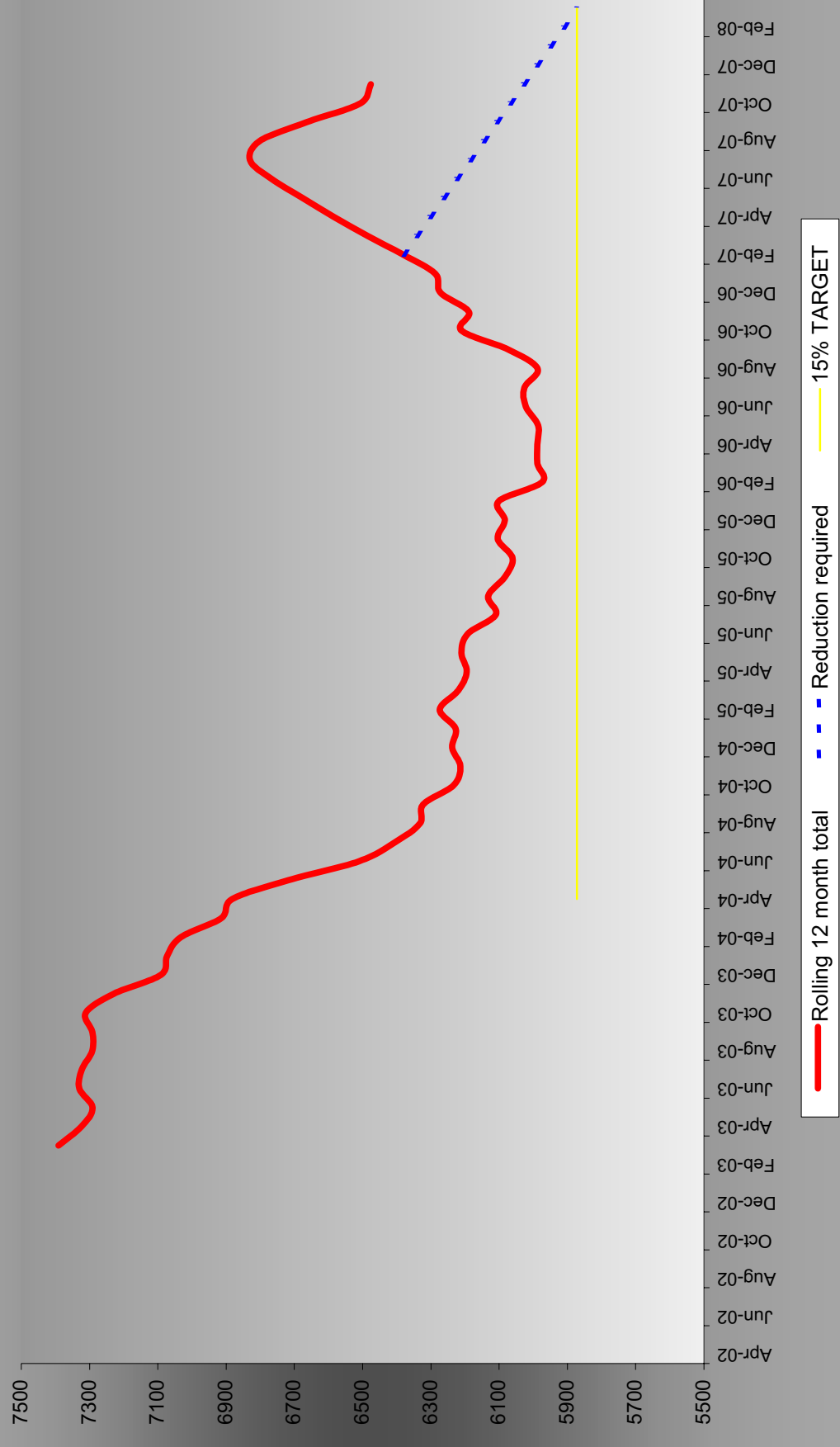
- Theft or unauthorised taking of vehicle (incl. attempts)
- Theft from a vehicle (incl. attempts)
- Vehicle interference
- Domestic burglary (incl. attempts)
- Theft or unauthorised taking of a cycle
- Theft from person
- Criminal damage
- Common assault (incl. on a Police Constable)
- Woundings (serious and other)
- Robbery of personal property

These are closely monitored by the HCSDP, West Mercia Constabulary and Government Office for the West Midlands. The data is also made available on a monthly basis on the iQuanta Police Performance secure website.

The chart on page 39 summarises the rolling totals of all of the above crimes in order to achieve a 15% overall reduction in the BCS comparator crime by 31st March 2008. There were sharp increases from September 2006 until July 2007 when numbers started to decrease again. Indications are that this target will not be reached. Contributory factors for this are the increases in;

- criminal damage
- theft from a person
- common assault

BCS Comparator Crime - 15% Reduction by March 2008



Priority 8: Road Safety

AIM: To reduce the number of road traffic collisions on Herefordshire's roads.

8.1 Road Safety and Young People (aged 0-15 years)

To reduce the number of 0-15 year olds killed or seriously injured (KSI) on Herefordshire roads to 13 by 31st March 2008: data is produced annually for period January to December.

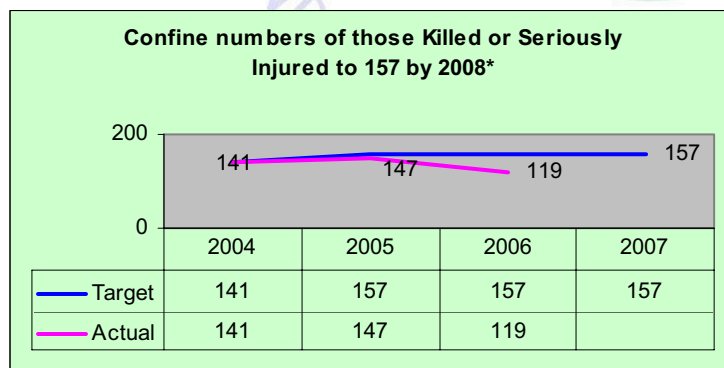
The number of those killed or seriously injured increased in 2005 but fell below the target of <15 for that year. The increase was anticipated as published in the Partnership Plan 2005-08 due to an expected increase in traffic flow on the County's roads. In 2006 the number fell to 10, at the time of writing this report figures up to 31st October 2007 were 11, this figure excludes any changes that may occur over the coming months to 31st December 2007. Therefore at this stage it may be difficult to predict whether the annual target of 13 will be reached.

The targets set for the three-year strategy period came from the Local Transport Plan.

8.2 Confine numbers of those killed or seriously injured to 157

The targets within the Herefordshire Community Safety and Drugs Partnership 2005-08 Strategy for reducing those who are killed or seriously injured on Herefordshire roads were to confine the number to 157. The baseline was 141, however annual targets allowed for an anticipated increase in traffic flow on the County's roads. This data was taken from the Local Development Plan.

Chart 2.14 Annual performance and targets for those killed or seriously injured



Figures from the Highways and Transportation department for the period 1st January to 31st October 2007 show 110 people have either been killed or seriously injured on Herefordshire roads, but this does not account for any late changes.

Indications are that the target for 2007 will be met. Data is for calendar year.

Further discussions are to take place to ascertain what data, and in what format, will be shared between Highways and Transportation department and HCSDP, these discussions are to take place in early February 2008. This should then ensure sufficient information and collision data, particularly hotspot areas, are shared.

8.3 Reduce those slightly injured to 769

Figures from the Highways and Transportation dept for this target continue to reduce well below the annual target during the strategy period. For the period 1st January to 31st October 2007 show 575 people have been slightly injured on Herefordshire roads, again this does not account for any late changes. Indications again are that this target will be met. Data is for calendar year.

Confirmed figures are released in February each year for the previous calendar year.

Distraction Burglaries – Rogue Traders

Data source: Herefordshire Council Trading Standards

There have been some problems relating to Doorstep Callers / also referred to as Rogue Traders that has linkages to distraction burglary/bogus callers.

Some case examples provided by Trading Standards include the elderly and vulnerable where they have been targeted.

A 90+ year old who had 2 tonne of gravel dropped in her driveway by Rogue traders who tried charging her several thousand pounds.

An elderly woman with onset of dementia – a cold caller claiming to be a tree surgeon stating that the tree in her front garden was dangerous and had to come down - charging her £100's for work that didn't need doing

Trading Standards know of at least 12 other occasions where similar incidents have happened involving the same Rogue Trade.

Deliberate Primary and Secondary Fires

Data source: Hereford and Worcester Fire and Rescue Service

The Hereford & Worcester Fire and Rescue Service have seen an increase in the number of deliberate fires compared to 2006, with a total of all 277 fires caused deliberately in 2007 compared to 228 in 2006.

| | 2006 | | | 2007 | | |
|---|------------|------------|--------------------------------|------------|------------|--------------------------------|
| | All fires | Deliberate | Deliberate as a % of all fires | All fires | Deliberate | Deliberate as a % of all fires |
| Fires in properties or large fires (excluding vehicles) | 229 | 39 | 17.03% | 220 | 40 | 18.18% |
| Fires in Vehicles (excluding derelict vehicles) | 98 | 29 | 29.59% | 84 | 34 | 40.48% |
| Outdoor or derelict building fires (excluding vehicles) | 263 | 156 | 59.32% | 339 | 220 | 59.00% |
| Fires in derelict vehicles | 4 | 4 | 100% | 4 | 3 | 75.00% |
| Total Fires | 594 | 228 | 38.38% | 647 | 277 | 42.81% |

Hoax Calls to Hereford and Worcester Fire and Rescue Service

| | 2006 | 2007 |
|-------------------------|-----------|-----------|
| Hoax calls attended | 43 | 44 |
| Hoax calls unattended* | 21 | 30 |
| Total hoax calls | 64 | 74 |

- Hoax calls unattended is where the caller was challenged by the Fire Control staff and no attendance was made as a result

Community Consultation

This was touched on briefly earlier in the Strategic Assessment, however this section will go into more detail about how local communities in Herefordshire are asked for their views and experiences in relation to crime and disorder, and anti-social behaviour in Herefordshire.

There are four main identifiable ways that the public has been asked for their views in terms of crime, disorder and substance misuse, three of these are ongoing and one was created as a result of the regulations and guidance for Strategic Assessments. The first three are ongoing;

- Local PACT (Partners and Communities Together) meetings across Herefordshire
- Herefordshire Council annual Satisfaction survey (this mainly focuses upon antisocial behaviour as part of the Respect agenda)
- West Mercia Constabulary joint annual Crime and Safety Survey
- Herefordshire Community Safety and Drugs Partnership Community Consultation – this was organised as a result of the Strategic Assessment

PACT (Partners and Communities Together) Meetings

Herefordshire Council, West Mercia Constabulary and other Partners run a series of PACT meetings to meet directly with people from local communities in order to discuss and review local issues of concern. These meetings are advertised in “rounds” and occur 3-4 times per year. Notes are taken at each meeting in order to formally log the issues raised and prepare an action sheet for response at the next meeting. Copies of which are made available to the public.

From information available from the meetings held during May and June, then September 2007, these are summarised for each individual area as follows:

South Wye

The main problem in South Wye is associated with anti-social behaviour, i.e. teenagers being drunk, disruptive, fighting and stealing. Also, smashed glass on foot/cycle routes within Belmont and dog fouling at Hinton Community field.

Secondary problems are related to alcohol and drugs, i.e. perception of shops selling alcohol out of hours and to under-age drinkers. Needles found at Community Centre by Hollybush and smashed glass (from bottles) at Northolme children’s play area. Lack of police presence was also a frequent topic of discussions with issues relating to lack of information from police, slow responses to incidents and no CSO’s at Fountain Close.

Hereford

Road safety and maintenance are a main concern of PACT members for Hereford. Issues related to parking in Mordiford, Wellington and around schools, which caused obstructions making access into premises difficult. Also, requests for 50 mph road signs to be removed from the Dinmore Hill side of the A49, which has been raised with the Highways Agency. Request for white lines to be repainted at junction of Lumber Lane with A438.

Traffic safety was also an issue of concern particularly speeding traffic at Dormington to Mordiford, Roman Rd, A480 Brecon Road, Canon Pyon, Bartestree and Lugwardine.

North Wye

Although no particular issues were dominant, concerns were generally aimed at the Castle Green area of North Wye. These related to underage drinking and litter on the Green, times that police patrolled the area and how police related to youths.

Kington

Anti-social behaviour was a main concern in Kington in particular graffiti and young children causing antisocial behaviour. Alcohol and drugs were problematic with residents asking for an Alcohol in Open Spaces Order to be implemented by Herefordshire Council. Underage drinking in recreation ground was also mentioned. A further issue related to traffic safety in particular speeding, as there were no speeding restrictions in the Kington area and no speed bumps.

Golden Valley

The main problem in the Golden Valley area was thought to be road safety. Those present stated that speeding was widespread, especially through Peterchurch village and the road to Clehonger (B4349) where a recent fatal accident had happened. It was agreed that education in road safety was a key element along with enforcement by police to reduce speeding, which may contribute to fatalities. Road safety and maintenance was also a concern i.e. road surface through Peterchurch village was poor, road signs (Greyfriars Bridge) often overgrown and white lining on roads especially at road junctions needed to be improved.

Bromyard

Road safety appeared to be the main concern in Bromyard. Speed reduction needs enforcing, especially outside schools. Many issues raised about parking and double yellow lines being ignored in the Town and Tenbury Rd.

Anti-social behaviour was another concern with nuisance being caused by youths every day between 5pm and 10.30pm in Maple Close and Chestnut Way.

Ross-on-Wye

Anti-social behaviour was considered a major problem in Ross especially from 'boy racers' driving cars around town during the evenings. Also, ASB involving young groups of people at the recycling yard, police foot patrol had been increased in the area. Dog fouling in Ross Prospect Terrace/Homs Rd areas was also mentioned.

Crime was highlighted as a concern in Ross. In Gloucester Rd, high level of vehicle vandalism had been reported, along with reports in Merrivale Land and Homs Rd. Patrols around this location had been increased and the area continues to be monitored. Residents questioned whether CCTV was available to these areas.

Ledbury

The main concern highlighted in Ledbury was road safety. Knapp Lane was being used as a rat-run to avoid the town centre having a high volume of traffic (2,300 vehicles per day), and there was an increase in traffic down country roads. Speeding was highlighted in particular at the village of Ashburton. Road safety and maintenance was also highlighted, i.e. dangerous junction at Orchard Rise – it was felt speed ramp was required. The Hereford/Bromyard road junction is dangerous and likely to result in an accident, despite improvements.

Further worries relate to ASB in St Katherine's area. Underage drinking, damage to lights at Master House, residents being verbally abused by children, things thrown into gardens. ASB in the area has been monitored and it was felt that incidents had decreased.

Leominster

The predominant concern in Leominster was road safety and maintenance. Cars parking on Pierpoint Rd, at the doctors surgery and the school were causing problems and considered dangerous. Parking restrictions in these areas are under consideration. Also, residents wanted double yellow lines in Green Lane opposite the Methodist Church and at Oldfields Close there was a similar problem. It was proposed that single yellow lines around the Pinsley Guest House might free up congestion in the daytime as the area was experiencing considerable congestion.

A considerable number of comments raised over pedestrian crossings in Bargates and where these might be situated. Junction at the bottom of Bargates causes concern, especially the timing of traffic lights and problems caused by petrol tankers obstructing the view. It was also suggested that additional signs be placed around the designated cycle route – there is no clear indication at top of Green Lane.

Concerns raised around road safety, such as dangerous parking in Pierpoint Rd, Old Fields Close, Westfield Rd, Etnam St. and Ryelands Rd outside the old Police Station. Speeding was highlighted, particularly in South Street, Botolph's Green, Wigmore, Luston, Ginhall Lane/Pierrepoint Rd.

Herefordshire Council annual Satisfaction survey

Every three years, each authority in the country is required to carry out a Best Value General Survey, known locally as the "Herefordshire Satisfaction Survey". The aim of the survey is to find out what people think of the Council's service delivery and the quality of life in Herefordshire, and to provide data for Best Value Performance Indicators (BVPIs).

Key findings from the 2006 survey were that health services and the level of crime were seen as most important in making somewhere a good place to live, while traffic congestion and road and pavement repairs are considered to be most in need of improvement. High priority aspects, scoring highly in both importance and needing improvement, are *traffic congestion*, affordable decent housing, *crime* and health services.

The response rate for these annual surveys are extremely good, with a response rate of 51% (2131 out of 4157 surveys completed and returned) during 2006.

The 2007 survey report is currently being written, however some headline findings have been released showing the performance of perceptions of antisocial behaviour. The annual scores for the 7 ASB categories below are used to provide an overall score towards the Government's "Respect Agenda" There are nine categories that make up the antisocial behaviour scores, the final seven of these are measured through the HCSDP.

| Anti-social behaviour scores – trend over time | 2003 | 2005 | 2006 | 2007 |
|--|-------------|-------------|-------------|-------------|
| <i>Parents not being made to take responsibility for the behaviour of their children</i> | - | - | 65% | |
| <i>People not treating other people with respect and consideration</i> | - | - | 55% | |
| Noisy neighbours or loud parties ‡ | 18% | 12% | 21% | 19% |
| Teenagers hanging around on the streets ‡ | 48% | 32% | 52% | 50% |
| Rubbish and litter lying around ‡ | 42% | 32% | 46% | 49% |
| People being drunk or rowdy in public spaces ‡ | 48% | 32% | 39% | 37% |

| | | | | |
|--|------------|------------|------------|------------|
| Abandoned or burnt out cars ‡ | 26% | 10% | 10% | 8% |
| Vandalism, graffiti and other deliberate damage to property or vehicles ‡ | 54% | 31% | 36% | 35% |
| People using or dealing drugs ‡ | 66% | - | 60% | 52% |

| | | | | |
|---|------|------|------|-------------|
| Overall perception of anti-social behaviour, as used in the Respect Agenda (based on aspects marked ‡) | 2003 | 2005 | 2006 | 2007 |
| High level of perceived anti-social behaviour | 37% | - | 27% | 27% |

The HCSDP are currently measuring the seven ASB categories in bold and using the 2006 data as a baseline to reduce by 4% over 3 years - to 2010. All saw an improvement during 2007 with the exception of Rubbish or Litter which declined from 46% in 2006 to 49% in 2007.

Herefordshire Council's Research Team have kindly provided a further breakdown of the above for each Ward group (based on the results from the 2006 survey) to highlight the areas with the largest perceived antisocial behaviour. This is included in the Analysis section.

[West Mercia Constabulary joint Crime and Safety Survey](#)

Each year, since 2005, the West Mercia Annual Crime and Community Safety Partnership survey for West Mercia Constabulary, West Mercia Police Authority and their partners is carried out. These surveys have been carried out by Priority Research. 1164 residents successfully completed and returned questionnaires by the closing date, a response rate of 22%.

The local purpose of the surveys is to collect data that can be used by the Constabulary, the Authority and their partners to help inform the planning and delivery of services and the future deployment of resources.

The questionnaire sent out in 2007 was based upon the previous surveys conducted in 2005 and 2006, therefore where possible any changes in perception can be tracked between them.

Around half of respondents (53%) remembered at least one specific episode in the previous 12 months when they had worried about becoming a victim of crime, which was consistent with the force as a whole and the 2006 results.

The HCSDP currently has targets to monitor the Fear of Crime and Neighbourhood issues. Fear of Crime data is taken to measure the following;

| Monitor Fear of crime: | Worried in 2005 | Worried in 2006 (used as baseline year) | Worried in 2007 | Change compared to 2006 |
|--|------------------------|--|------------------------|--------------------------------|
| <i>To reduce the percentage of adult residents that felt worried about the following crimes in the last 12 months by 4% by March 2009 (over 3 year period 2007/08/09):</i> | | | | |
| a) House Burglary | 50% | 30% | 27% | No significant change |
| b) Vandalism or damage to your property (including car) | 41% | 28% | 29% | No significant change |
| c) Drunk people causing you a problem | 27% | 21% | 23% | No significant change |
| d) Having your car broken into | 33% | 19% | 20% | No significant change |
| | | | | |

| To maintain or reduce the percentage of adult residents that have felt worried about the following crimes in the last 12 months by March 2009; | | | | |
|---|-----|-----|-----|---|
| e) Having your car stolen | 28% | 12% | 13% | No significant change |
| f) Being harassed whilst in a public place | 13% | 12% | 15% | Rating increased, change is for the worse |
| g) Being mugged or robbed | 24% | 11% | 10% | No significant change |
| h) Being assaulted in a public place | 13% | 9% | 9% | No significant change |
| i) Hate crime | 6% | 3% | 4% | No significant change |
| j) Other | 8% | 3% | 2% | No significant change |

Results in 2006 saw a significant improvement across the board compared to 2005. The majority of results in 2007 saw no significant change compared to 2006. This is taking into consideration *confidence intervals*, which is a statistical calculation used when estimating views of a whole population based on the views of a sample of that population. The only exception was 'being harassed whilst in a public place' where the rating saw an increase (change for the worse).

Detailed analysis on a) to c) as above (House Burglary, Vandalism or damage to your property and drunk people causing you a problem) by Ward area will follow in the Analysis section.

In addition to the above there is a further target to measure Neighbourhood issues, or problems in their local area. There is a list of 26 problems that residents can choose from, five of these are used to monitor neighbourhood issues as part of Local Public Service Agreement 2 (LPSA2).

| <u>LPSA2 Neighbourhood Issues. Monitor the % who think that:</u> | 2005 <i>(baseline year)</i> | 2006 | 2007 | Change compared to 2006 |
|---|---------------------------------------|-------------|-------------|---|
| a) speeding traffic is a problem | 81% | 70% | 74% | No significant change |
| b) Vandalism, graffiti and other deliberate damage to property or vehicles is a problem | 60% | 52% | 61% | Rating increased, change is for the worse |
| c) People using drugs is a problem | 60% | 60% | 61% | No significant change |
| d) People dealing drugs is a problem | 53% | 53% | 55% | No significant change |
| e) Drunken disorder in public places | 53% | 51% | 54% | No significant change |

In four of the five problems above the percentage may have increased slightly, however in terms of confidence intervals there is no significant change in 2007 compared to 2006, with the exception of vandalism, graffiti and other deliberate damage to property or vehicles.

In summary, other key findings from the 2007 survey:

Anti-social behaviour (ASB)

Over half of the sample believed that ASB was very or fairly serious in the county, whilst over a quarter (29%) said that the same was true about their local neighbourhood. The latter was also significantly higher than in 2006 (was 26%).

ASB was a more serious problem in Ross-on-Wye, St Martins & Hinton, Belmont and Leominster South (all 40% or more).

Illegal drugs misuse

Over two thirds of the sample thought that illegal drug misuse was a serious issue in the county (70%), and this was again higher than the equivalent result for the local neighbourhood (39%), and also remained consistent with 2006.

The most common reason given for seeing it as a problem was local media coverage (55%).

HCSDP Community Consultation

As a result of the Herefordshire Community Safety and Drugs Partnership Strategic Assessment and the community engagement that is required as a result of this, a series of events were planned, in consultation with the Herefordshire Partnership, across Herefordshire to obtain the views of people who live or work in Herefordshire on crime and disorder. Six events were held between Saturday 29th September and Friday 12th October in Hereford City Centre, and each of the Market Towns of Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye.

In addition to these events a discussion was held with the Rainbow Forum the Gay, Lesbian, Bisexual and Transgender group, to obtain the views and needs of those in attendance at the meeting around crime, disorder and substance misuse in the County.

There were over 200 respondents who either said they have no issues or gave several incidences. The consultation focused on asking "**what experiences or issues have you encountered in Herefordshire**" and expanding upon this we asked to give postcode or Street Name/Area name where possible to pin-point locations.

In summary, the table and chart below show how many problems were highlighted from respondents during the Community Consultations in Herefordshire. The biggest issue encountered was people reporting their concern about incidents of Alcohol and Drugs. Further analysis, broken down into areas will be covered later in the Analysis and Priorities sections of this report.

The top 3 problems highlighted during the consultations were;

- Alcohol/Drugs
- Anti-social behaviour
- None – 32 respondents who took part in the consultations stated that they had not encountered any problems in the area in which they live or work.

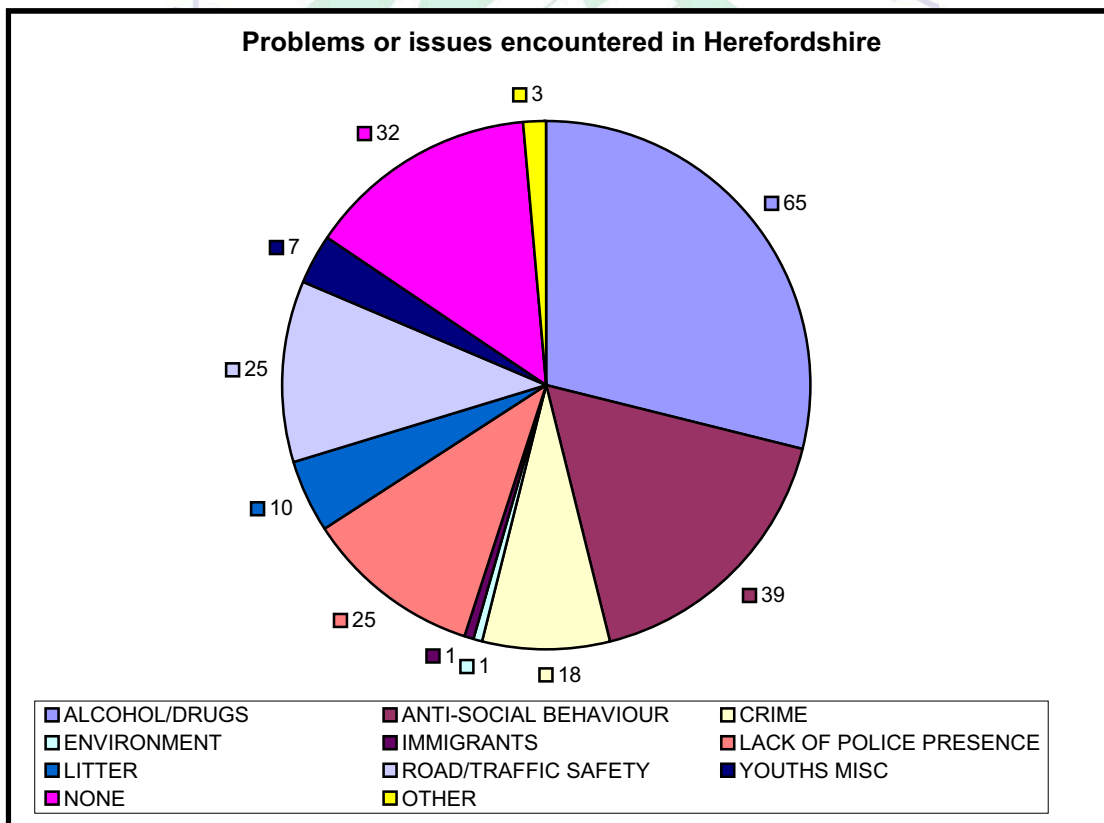
Overall, across all the areas of Herefordshire, the problems or issues encountered are included in the table below;

| What problems or issues encountered | Number of respondents |
|-------------------------------------|-----------------------|
| Alcohol/Drugs | 65 |
| Anti-Social Behaviour | 39 |
| None | 32 |
| Lack of Police Presence | 25 |
| Road/Traffic Safety | 25 |
| Crime* | 18 |
| Litter | 10 |
| Youths Miscellaneous | 7 |
| Other | 3 |
| Environment | 1 |
| Immigrants | 1 |
| Total respondents | 226 |

* Crime is a fairly general category. The responses received related to a range of crime experiences, such as burglary, criminal damage to vehicles, assault (victim of hate crime), vandalism and theft.

The number of respondents who raised issues/concerns encountered in the above table are also shown more clearly in the pie chart below:

Chart 2.15 Problems or issues encountered in Herefordshire



[See Appendix 1 for specific problems relating to Ward groups in Herefordshire]

A summary of the main problems or issues encountered:

Alcohol and/or Drugs

Alcohol

- Underage drinking (kids in park / streets)

- Alcohol related crime and violence
- Alcohol related litter (cans/smashed bottles/fag ends and vomit)
- Drunk driving

Drugs

- Youths taking drugs (boys and girls)
- Drug dealing / dealer
- Perception of drug supply from shop
- Drugs a major problem in schools
- Heroin users / cannabis

Needles

- Young people injecting
- Needles found (as litter)
- Needle bins near playgrounds
- Needle Exchange busy
- Needles found in school fence

Antisocial behaviour (ASB)

Vandalism

- Smashed windows
- Set fire to books at church
- Fighting and violence

Alcohol Related ASB

- Noisy disturbances
- Urinating at front door

Other ASB issues

- Graffiti
- Dog fouling
- Litter
- Fly-tipping
- Boy racers at unsocial hours
- Noisy disturbances by kids at unsocial hours
- Neighbour disputes

Crime Issues

- Burglaries
- Assault
- Vandalism
- Drug related crime
- Car vandalism
- Theft/stolen items

Lack of Police presence

- Need more Community Support Officers
- Not enough local police personnel
- Police aware of drug dealers but do nothing
- Police – too much paperwork
- Unsatisfactory responses to 999 calls
- Police station closed at all times

- Vandalism as a result of lack of police

Litter

- Hereford City College Estate – litter mostly outside shops
- Litter all over town
- Ledbury Town centre – issues with litter
- People not using bins.
- Litter in High St, Homend and New St/Somerfield area in Ledbury. Delays in clearing it up. Getting worse. Take away containers

Traffic Safety

- Speeding traffic
- Cyclist riding through town
- Bike path needed
- No lights on bikes
- Pelican crossing needed
- Parking issues – nowhere to park / illegal parking

Youth Misc.

- Large groups of youths causing problems
- No activities for young people after school. Belmont Tesco's in Hereford – youths hanging around outside the store
- Only problems are kids “mucking about” and elderly people not liking it
- Do not go into town at night due to youths hanging about
- Youngsters hanging around

No problems or issues encountered

- Very quiet and safe
- A lovely area
- No problems – on a night out was impressed with police presence
- Heard of problems in Leominster

Other methods for engaging with communities

In addition to these methods for engaging with local communities, there are also other surveys and audits that are carried out that have a bearing on community safety issue, for example, Herefordshire Youth Services Teenage Lifestyle Survey, there were questions within the survey about alcohol and drug use. The responses from these questions are included within this report, as well as additional intelligence from HCSDP Project Officers and close working links with Community Support Officers, in particular in relation to ASB.

There are currently issues regarding anti social behaviour in Golden valley areas of Madley, Kingstone, Peterchurch and Clehonger. The incidents include vandalism and graffiti of a community centre/village hall and a youth shelter. Eggs being thrown at people's homes and any challenges to the youths end up in verbal abuse.

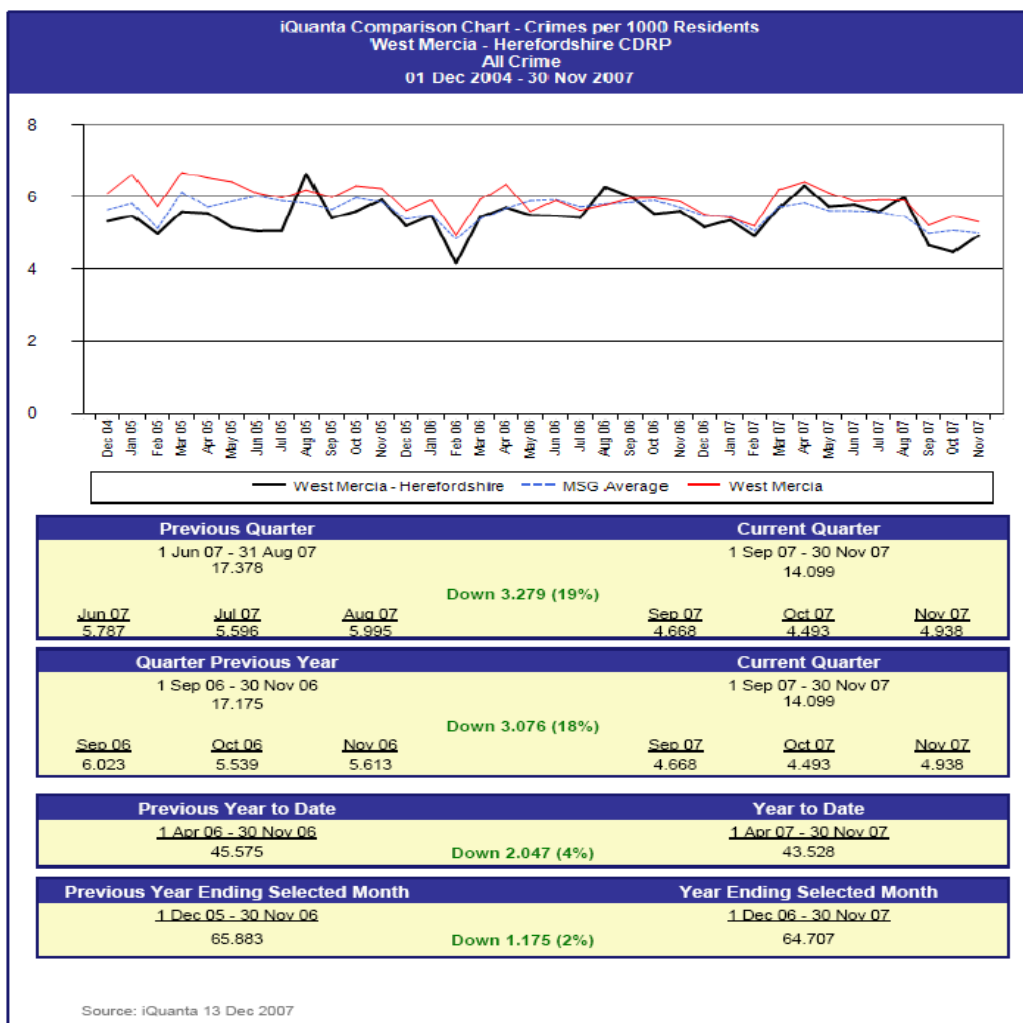
In other areas of Herefordshire antisocial behaviour incidents in Moreton-on-Lugg by one known offender, this is currently being dealt with and victim support sessions are planned in the area to offer support to the victims of the antisocial behaviour.

Comparisons with Herefordshire's Crime and Disorder Partnership (CDRP) most similar group – iQuanta.

Latest data for period September to November 2007 from Iquanta reveals Herefordshire compared to its most similar group (a list of 15 similar CDRP's)

01 September - 30 November 2007

| Comparison With Most Similar CDRPS Crimes per 1,000 population | | | |
|---|----------------------------|------------------------|------------------------------------|
| Crime Type | Above/Below Family Average | Position within Family | Position changed since last period |
| | Above | 1st = best | Worse (down) |
| | Below | 15th = worst | Better (up) |
| All Crime | Below | 6th | Better (up) |
| BCS Comparator | Below | 4th | Worse (down) |
| Violent Crime | Slightly above | 9th | Better (up) |
| Criminal Damage | Below | 5th | Worse (down) |
| Drug Offences | Below | 3rd | Better (up) |
| Vehicle Crime | Below | 2nd | No change |
| Domestic Burglary | Below | 3rd | Worse (down) |



The chart above shows Herefordshire in bold black compared to Most Similar Group (MSG) average in blue dotted line and West Mercia area in red.

West Mercia Constabulary Control Strategy

The West Mercia Constabulary Control Strategy for Herefordshire Division for period October 2007 to April 2008 highlights the following areas;

| Control Strategy Areas | |
|--|--|
| Class A Drugs | |
| Disproportionate ASB and Disorder | To reduce occurrence and the fear of such |
| Violent Crime | Increase City & Rural (C&R) detection's and continue reduction |
| Volume Crime (South) | Reduce and detect volume crime in the South section |
| Acquisitive Crime | Increase detection's of acquisitive crime |
| Monitored Threats | |
| Life at Risk | |

Summary of emerging list of Priorities

Themes emerging from the scanning exercise, West Mercia Constabulary Control Strategy and Strategic Assessment, and from community engagement are:-

- **Alcohol use – drunken behaviour, and underage drinking**
- **Anti Social Behaviour, including abandoned vehicles, fly tipping, litter, dog fouling**
- **Criminal Damage including graffiti and vandalism**
- **Drug use and dealing**
- **Lack of Police Presence / CSO's**
- **Road Safety**
- **Violent crime**

ANALYSIS

Indepth analysis of the priorities emerging from the scanning exercise are included in this section in order to provide sufficient analysis for the Strategy Group to identify priorities.

The sources of the in-depth analysis are:

- Herefordshire Council Research Team for perceptions of antisocial behaviour by Ward group
- West Mercia Constabulary Strategic Assessments April and October 2007 for crime data
- Herefordshire Council Highways and Transportation Department for data on those killed or seriously injured
- West Mercia Constabulary Crime Risk Manager and HCSDP Team for Young People as victims of crime analysis
- HCSDP Team for ASB and criminal damage hotspot areas
- HCSDP Commissioning Officer– Adult and Young Person’s Needs Analysis currently being undertaken ref: Drug use
- Herefordshire Council Streetscene - fly tipping, dog fouling and litter
- Herefordshire Council Environmental Health - Abandoned Vehicles
- Herefordshire Council Youth Services Teenage Lifestyle Survey for bullying and instances of common assault

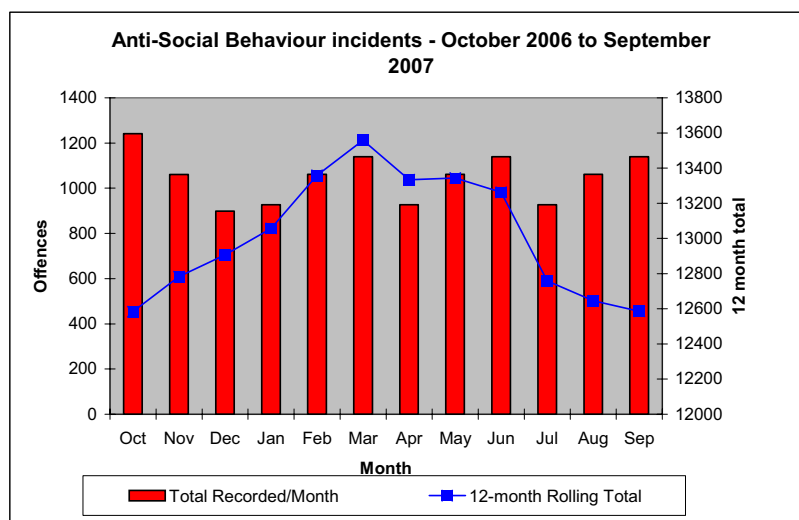
Antisocial Behaviour

Data source – West Mercia Constabulary

Please note – information in this section is based upon incident data, not offence data and is taken from a system called OIS. Therefore, Victim and Offender profiles cannot be included in the following analysis. Analysis of most affected locations is not 100% accurate due to incomplete and inconsistent recording of address data on the OIS system.

During the review period 1st April to 30th September 2007, there has been a 4% increase in this type of incident compared with the previous comparative period. In terms of incident type there continues to be particular focus around South of Hereford City and in more recent months the rural area of Moreton-on-Lugg.

Chart 2.16 Anti-Social Behaviour with twelve-month rolling total



Data source: West Mercia Constabulary

Most frequently reported types of ASB for period 1st April to 30th September 2007

| Primary Result Description | Incidents | Cumulative % Div Total |
|----------------------------|-----------|------------------------|
| NUIS-ROWDY BEHAVIOUR | 3734 | 56.6 |
| VEH RELATED NUISANCE | 933 | 70.8 |
| NUIS NEIGHBOURS | 580 | 79.6 |
| MALICIOUS COMMUNICATION | 466 | 86.7 |
| ABANDONED VEHICLE | 192 | 89.6 |
| ANIMAL PROBLEMS | 177 | 92.3 |
| NOISE | 169 | 94.8 |
| TOTAL | 6588 | |

Data source: West Mercia Constabulary

Rowdy-nuisance behaviour

There were a large number of reports in the review period of nuisance-rowdy behaviour: a further analysis of these incidents has been conducted separately by West Mercia Constabulary. These types of incidents have affected all months. The most nuisance-rowdy behaviour incidents were reported in July and August and the least in May. The most affected Police beat is Hereford Central (City) N = 692, followed by Leominster Town with N = 357.

For Hereford City the most affected days of the week have been Friday to Sunday with 514 (56%) of all incidents across these three days. April, July and August were the most affected months and June was the least affected.

The number of ASB incidents gradually increases during the day to a peak at 1800hrs, then higher still between 2300 and 0100hrs.

Temporal Analysis for all Police Beats

| | | | |
|----------------------------|-------------------------|-----------------------------|-------------------------|
| Most Affected Month | July (18.5%) | Least Affected Month | May (14.4%) |
| Most Affected Day | Saturday (17.6%) | Least Affected Day | Thursday (12.3%) |
| Most Affected Hour | 2300 – 2359hrs | Least Affected Hour | 0600 – 0659hrs |

Data source: West Mercia Constabulary

Geographical analysis for all Police Beats has been carried out by West Mercia Constabulary Analysts to show the most affected premises and streets, as below:-

Most affected premises

| PREMISES | NO. OF INCIDENTS | BEAT |
|---|------------------|------|
| PLAY NIGHTCLUB 51-55 BLUESCHOOL STREET HEREFORD | 32 | EA01 |
| COUNTY OF HEREFORDSHIRE DISTRI HEREFORD LEISURE POOL ST MARTINS AVENUE HEREFORD | 17 | EA10 |
| TINKERS CORNER CODDINGTON LEDBURY | 15 | ED10 |
| ASDA STORES LTD BELMONT ROAD HEREFORD | 15 | EA08 |
| ROYAL OAK HOTEL SOUTH STREET LEOMINSTER | 15 | EG01 |
| MANHATTANS 10A ST PETERS STREET HEREFORD | 14 | EA01 |
| TIME NIGHTCLUB 100 COMMERCIAL ROAD HEREFORD | 13 | EA02 |
| AYLESTONE SCHOOL BROADLANDS LANE HEREFORD | 12 | EA03 |
| HEREFORDSHIRE N H S PRIMARY CA COUNTY HOSPITAL STONEBOW ROAD HEREFORD | 12 | EA02 |
| CHESTER CLOSE HEREFORD | 11 | EA01 |
| GOLDEN POST HEREFORD | 11 | EA09 |
| VILLA STREET HEREFORD | 11 | EA09 |
| KINGSTONE HIGH SCHOOL KINGSTONE HEREFORD | 11 | EB32 |
| TESCO STORES LTD ABBOTSMEAD ROAD BELMONT HEREFORD | 11 | EA11 |

Existing CCTV cameras has highlighted alcohol-related antisocial behaviour in the following areas:

- **Leominster** – The Grange
Corn Square
- **Ross-on-Wye** – The Crofts
Gloucester Road
Market Place
Broad Street
- **Ledbury** – Market Hall
High Street
- **Hereford City** – Widemarsh Street
High Street and High Town
Commercial Road/Street
St Peter's Street
Union Street
Broad Street
St Martins Street
Gaol Street.

Vehicle-related nuisance and abandoned vehicles

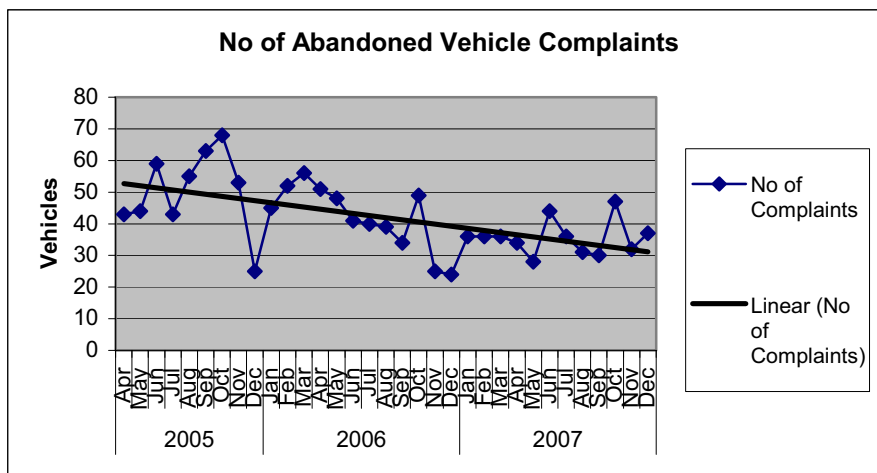
A smaller but significant number of reports concerning vehicle-related nuisance (which is a 30% increase during this period).

Note: The abandoned vehicle incidents are those which have been reported to West Mercia Constabulary, rather than from Environmental Health (*principal data collection agency*).

Abandoned vehicles

The principal agency for data collection is Herefordshire Council Environment Directorate. Data received from Herefordshire Council's Environmental Health Department show the number of abandoned vehicle complaints and notices to clear abandoned vehicles since 2005

Chart 2.17 Abandoned vehicles complaints



Data Source: Herefordshire Council Environmental Health

From chart above, the linear shows that the number of abandoned vehicles is reducing, this can probably be contributed to scrap metal increasing in value.

Litter

Source: Herefordshire Council, Streetscene

Herefordshire Council's Streetscene is responsible for dealing with litter complaints. Data is currently recorded following a complaint about litter, predominantly complaints made are in Hereford City and the Market Towns. It is not yet possible to obtain trends from this data due to software limitations.

Dog Fouling

Source: Herefordshire Council, Animal Health and Welfare

Information from the wardens regarding fouling hotspots indicate there are no real problem "hot-spot" areas. The areas that have been reported as problems with dog fouling are generally open play areas eg Hunderton - Haylease Crescent, the Racecourse, Sidney Box Drive area, Tupsley Open Space; Kington - Memorial Ground; Leominster - Leisure Centre and some streets around the Grange area; Bromyard - Council Estate; Ledbury - walkways to Junior School and the new Town Walk, Ross - Alton Road area.

These areas are regularly visited by Dog Wardens as part of their normal routine patrol patterns and this acts as deterrent. Special surveillance takes place when notifications are received of 'persistent' problems in a locality.

The Animal health and Welfare Department receive approximately 150 calls a month which are fouling related, some of these are general enquiries about legislation or provision of signs, others are more targeted at specific incidents or areas.

Fly Tipping

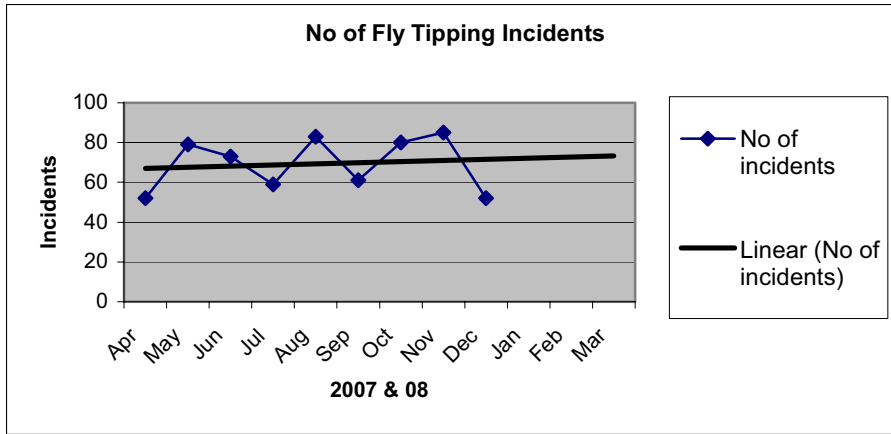
Source: Herefordshire Council, Environmental Health

In general, fly tipping incidents are increasing, this is due to historical under-recording and the introduction of permits to take rubbish to the Recycling Depot in Rotherwas, Hereford.

FLY TIPPING DATA 2007 /08

| Total | 2007 | | | | | | | | | 2008 | | | Overall to date |
|-----------------------------|------|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----------------|
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | |
| No of incidents | 52 | 79 | 73 | 59 | 83 | 61 | 80 | 85 | 52 | | | | 624 |
| No investigated | 52 | 79 | 73 | 59 | 83 | 61 | 80 | 85 | 52 | | | | 624 |
| No. of complaints | 52 | 87 | 88 | 64 | 91 | 65 | 89 | 109 | 57 | | | | 702 |
| No of formal actions | 5 | 10 | 5 | 14 | 103 | 54 | 2 | 3 | 4 | 5 | 4 | 2 | 49 |

Chart 2.18 Fly Tipping data 2007/08



Data Source: Herefordshire Council Environmental Health

Perceptions of Antisocial behaviour

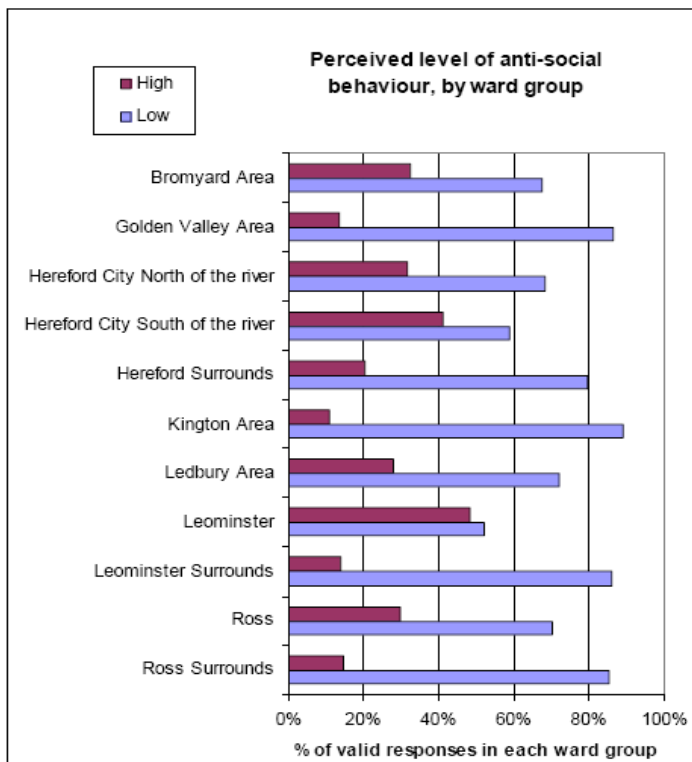
Data Source: Herefordshire Council Satisfaction Survey

Information and data taken from the 2007 Herefordshire Council Satisfaction survey reveals:

The aspects that were perceived to be a fairly or very big problem by the greatest proportion of respondents were: parents not being made to take responsibility for the behaviour of their children (65% of respondents), speeding traffic (57%), and people not treating other people with respect and consideration (56%).

The aspect least thought to be a problem was abandoned or burnt out cars (8%), which would reflect the low levels of complaints / notices received from Environmental Health

Chart 2.19 Perceived level of ASB by ward group



Data source: Herefordshire Council Satisfaction Survey

2007 survey results

Perceptions of anti-social behaviour were seen to vary markedly between some ward groups.

Respondents living in Leominster (48%) and Hereford City South of the river (41%) were most likely to perceive their local area to have a high level of anti-social behaviour, while those in the Kington area were the least likely (11%).

There is no change in the percentage of residents who felt that they felt informed about what the Council is doing to tackle anti-social behaviour as the chart below from the Herefordshire Council research team indicates.

| What the Council is doing to tackle antisocial behaviour in your local area – Trend over time | 2006 | 2007 |
|---|-------|--------------|
| Well informed | 20% | 20% |
| Not well informed | 80% | 80% |
| Base | 1,628 | 1,305 |

Data source: Herefordshire Council Satisfaction Survey

Note: There is no data earlier than 2006.

Criminal Damage

Data Source: West Mercia Constabulary

The recent West Mercia Constabulary Strategic Assessment reports a 12.2% increase in criminal damage during the period 1st April to 30th September 2007, compared to the previous comparative period. However this is starting to reduce and a slowing down of criminal damage reporting in the West Mercia Constabulary Division.

Criminal Damage has accounted for 24% of all crime in the review period, which shows that criminal damage is responsible for around a quarter of all crime, however this is slowing down (July to October 2007).

Breakdown of criminal damage offences between 1st April and 30th September 2007

| DESCRIPTION | OFFENCE NUMBER | % CUMULATIVE TOTAL |
|--|----------------|--------------------|
| CRIMINAL DAMAGE VEHICLE £5000 & UNDER | 477 | 35 |
| CRIMINAL DAMAGE OTHER PROPERTY £5000 & UNDER | 345 | 60 |
| CRIMINAL DAMAGE BUILDING NOT DWELL £5000 & UNDER | 250 | 79 |
| CRIMINAL DAMAGE DWELLING £5000 & UNDER | 238 | 96 |
| ARSON NOT M/VEH NOT ENDANGERING LIFE | 37 | 99.5 |
| ARSON MOTOR VEHICLE NOT ENDANGERING LIFE | 9 | 99.5 |
| CRIMINAL DAMAGE OTHER PROPERTY VALUE UNKNOWN | 3 | 99.7 |
| ARSON NOT M/VEH ENDANGERING LIFE | 1 | 99.8 |
| CRIMINAL DAMAGE OTHER PROPERTY OVER £5000 | 1 | 99.9 |
| CRIMINAL DAMAGE VEHICLE OVER £5000 | 1 | 100 |
| GRAND TOTAL | 1362 | |

Data source: West Mercia Constabulary

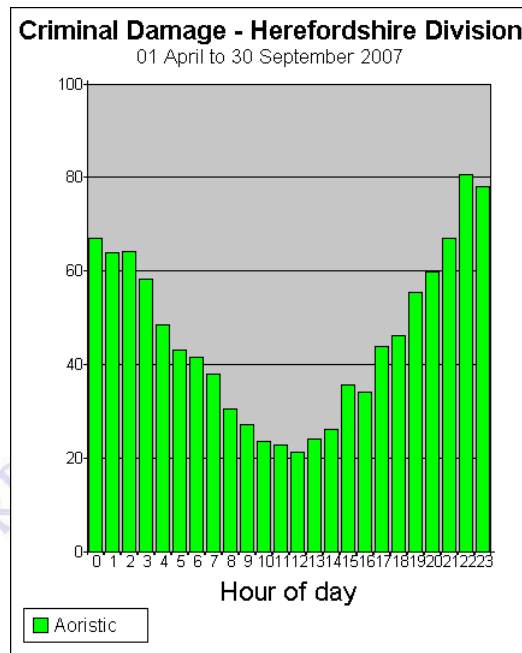
Temporal Analysis

The table below gives brief details of the most common times (April to September 2007) when offences of this nature have occurred

| | | | |
|----------------------------|-----------------------|----------------------------|------------------------|
| Most Affected Month | April (21%) | Least Affected Month | July (14%) |
| Most Affected Day | Saturday (21%) | Least Affected Day | Wednesday (10%) |
| Most Affected Hour | 2200- 2259 hrs | Least Affected Hour | 1200- 1259 hrs |

The chart below provides further detail of the time of day at which most offences were committed.

Chart 2.20 Hour of day for Criminal Damage offences – Herefordshire Division



Offender and Victim profiles for the time period April to September 2007

Offender Profile

- o 14 offenders have committed 2 offences each
- o 3 offenders have committed 3 offences each
- o 3 offenders have committed 4 offences each

Victim Profile

- o 7 locations have recorded 4 offences each
- o 3 locations have recorded 5 offences each

The table below shows the prominent property damaged. It should be noted the quantity does not equal the number of offences as more than one item can be damaged in one offence.

Breakdown of type of property damage:

| ITEM DAMAGED | AMOUNT |
|---|--------|
| CAR | 499 |
| WINDOW INCLUDING FRAME, GLASS | 327 |
| DOORS INCLUDING FRAME, GLASS | 135 |
| FENCE/FENCING MATERIALS | 86 |
| TRIMS INCLUDING BADGES, WIPERS, WING MIRRORS, AERIALS ETC | 81 |
| WHEELS/TYRES | 51 |
| WALLS/CEILINGS | 49 |
| GARDEN FURNITURE INCLUDING BARBEQUES, DUSTBINS, GATES | 32 |
| PLANTS/TREES/SHRUBS | 30 |
| BLOCKS/BRICKS/SLABS | 24 |
| TILES/ROOF SLATES/LEAD FLASHING | 24 |
| VAN/PICK-UP | 24 |

Data source: West Mercia Constabulary

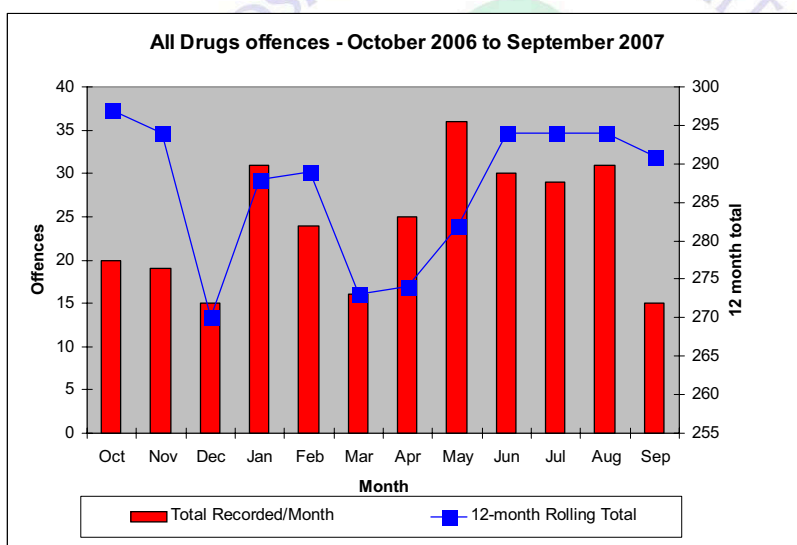
Drug use and Drug Dealing

Data Source: West Mercia Constabulary

When comparing records for all classes of drug offences, there were 293 in this review period, compared to 346 in the previous comparative period. This equates to a reduction of 15.3%. Of the 293 in this review period, 30 of those offences were Class A related, and in the previous comparative period 67 of the 346 were Class A Drug offences.

Detection rate for all drug offences in this review period was 24.2%. There have been no recorded or detected Class A Drug offences in the North during this review period. There have been a small number in the South, but the majority of detections and recorded offences have been in the City & Rural sector.

Chart 2.21 All Drugs offences with twelve-month rolling total



Data source: West Mercia Constabulary

Nature of the Offences

The six months from April 07 to September 07 has seen a continuation of the pattern in which a large number of persons are supplying small amounts of drugs to sustain their own habits.

Intelligence indicates that cocaine is being dealt in bulk within the county, often by the ounce to then be dealt on again.

Heroin continues to be mainly sourced from Gloucester. Recent intelligence indicates the drugs from Gloucester is so readily available that users will travel to Gloucester to purchase heroin for personal use rather than source it in Hereford.

Crack cocaine is also being sourced from Gloucester although intelligence indicates not as readily as heroin.

The table below shows the breakdown of all recorded drugs offences in Herefordshire Division into the Class and type of offence. The offences were recorded between April 07 and September 07.

| | SUPPLY | POSSESSION | CULTIVATION |
|-------------------------|--------|------------|-------------|
| CLASS A | | | |
| Heroin | 7 | 9 | |
| Cocaine | 1 | 9 | |
| Ecstasy/MDMA | 1 | 8 | |
| Crack Cocaine | 4 | 2 | |
| Methadone | | 2 | |
| Other | | 1 | |
| | | | |
| CLASS B | | | |
| Amphetamine | | 7 | |
| | | | |
| CLASS C | | | |
| Cannabis (in all forms) | 2 | 84 | 7 |

Data source: West Mercia Constabulary

Offender Profile (Class A – all offences)

Total of 44 defendants – 37 male and 7 female

- The defendants fell into the following age brackets

| | |
|---------------|----|
| 11 – 20 years | 5 |
| 21 – 30 years | 17 |
| 31 – 40 years | 13 |
| 41 – 80 years | 9 |

There were a total of 44 Class A drugs offences recorded in this period which resulted in 30 charges and 15 cautions.

Geographical analysis shows the Police Beats where class A drugs offence detections have occurred between Apr 07 and Sep 07

| Beat Area | Recorded Drugs Offences | Cumulative % |
|--------------------------------|-------------------------|--------------|
| EA01 – Hereford Central (City) | 6 | 14 |
| EA04 – Holmer | 6 | 27 |
| EA08 – St Martins | 6 | 41 |
| EA02 – Hereford Central | 4 | 50 |
| EA05 – St Nicholas | 4 | 59 |
| EG01 – Leominster Town | 4 | 68 |
| EB66 – Lugwardine | 2 | 73 |
| EC01 – Ross on Wye Town | 2 | 77 |
| ED01 – Ledbury Town | 2 | 82 |
| ED03 – Eastnor | 2 | 86 |
| EH01 – Kington | 2 | 91 |
| Divisional Total | 44 | 100 |

Violent Crime

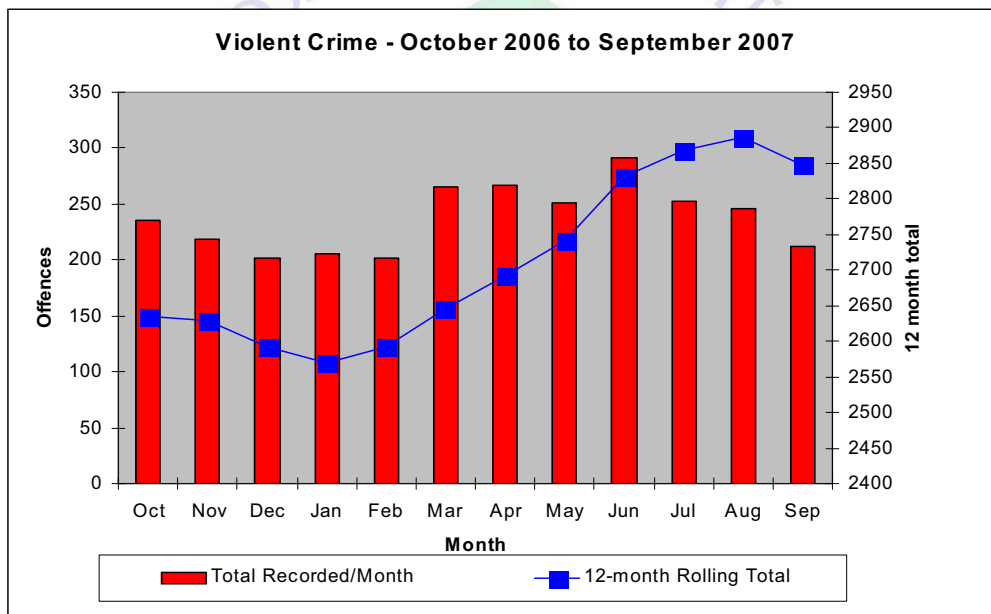
Data source: West Mercia Constabulary

There has been an increase of 8.2% in violent crime offences for the period 1st April to 30th September 2007 compared to the previous comparative period.

There has also been an increase in offences categorised under 'Violence Against the Person' (VAP). 2051 offences of VAP were reported in this review period, compared to 1731 in the previous comparative period. This equates to an increase of 18.5%.

Violent Crime accounted for 23%, nearly a quarter, of all crime in the division during this review period.

Chart 2.22 Violent Crime with twelve-month rolling total



Data source: West Mercia Constabulary

Victim profile

There have been 1117 victims of violent crime offences in the data collection period, with 88 having been victims on more than one occasion. One person has been the subject of 5 offences, and three persons of 4 offences.

Offender profile

There have been 605 defendants of violent crime offences detected in the last six months, with 111 people the defendant for more than one violent crime.

Temporal Analysis of all Violent crime

The table below gives a brief breakdown of the peak times when violent crime offences of all types have been committed.

| | | | |
|----------------------------|-----------------------|-----------------------------|------------------------|
| Most Affected Month | June (308) | Least Affected Month | September (202) |
| Most Affected Day | Saturday (321) | Least Affected Day | Tuesday (149) |
| Most Affected Hours | 2200 - 0200hrs | Least Affected Hour | 0500-0600hrs |

Data source: West Mercia Constabulary

As may be expected, Hereford City has recorded the most offences, with nearly a quarter of the divisional total, followed by Leominster with under half the number of Hereford City.

Violence Against the Person

There have been 1105 offences of this type between 1st April and 30th September 2007 across the whole division, of which 468 (42.3%) have been detected.

The most commonly recorded Violence Against the Person offences have been Assault occasioning ABH (656) and Common Assault by Beating (297).

Not surprisingly, the most affected beat for offences of this nature has been Hereford Central (City), with 229 offences or 20.7% of the divisional total. This is followed by Leominster (9.8%), and Ross-on-Wye (6.0%).

Temporal Analysis of these offences reveals the following as the most and least affected times of the last six months.

| | | | |
|----------------------------|-----------------------|----------------------|------------------------|
| Most Affected Month | June (241) | Least Affected Month | September (143) |
| Most Affected Day | Saturday (234) | Least Affected Day | Thursday (112) |
| Most Affected Hour | 2200 - 2300hrs | Least Affected Hour | 0500 - 0600hrs |

Data Source: west Mercia Constabulary

Reduce the number of people killed or seriously injured on Herefordshire roads

Data source: Herefordshire Council Highways and Transportation

Some detailed analysis is required and planned during early 2008 between the Senior Accident Investigation Engineer and HCSDP.

| | 2005 | 2006 | 2007* |
|---------|-------------|-------------|--------------|
| Fatal | 17 | 12 | |
| Serious | 130 | 107 | |

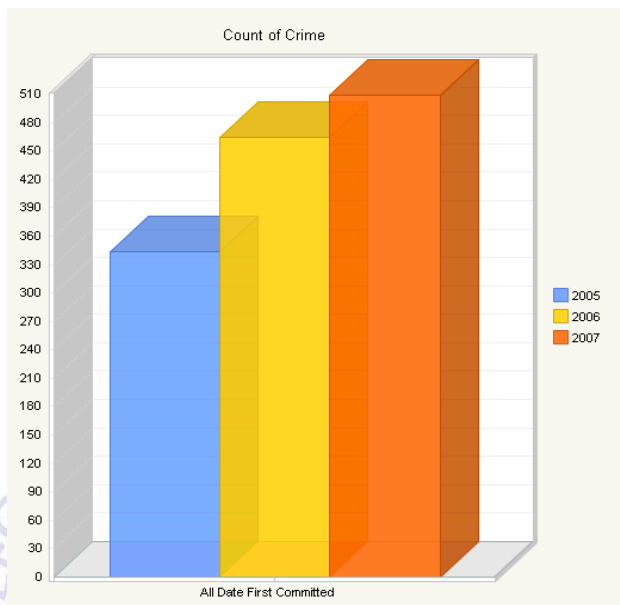
Note: * 2007 data not yet available, will be confirmed in February 2008.

Retail Crime / Shoplifting

A problem profile has recently been prepared by West Mercia Constabulary focusing on shoplifting for the period 1st April and 7th December 2007.

The recent West Mercia Constabulary Strategic Assessment has identified that Retail crime is an issue within Herefordshire division. This is included in the West Mercia Constabulary Control Strategy area of Acquisitive Crime. This is particularly the case in Hereford city centre area.

Chart 2.23 Shoplifting Crimes since 2005 – 2007



Data source: West Mercia Constabulary

Revictimisation

The below chart shows the top ten premises in 2007 that have suffered from repeat victimisation of shoplifting in the county.

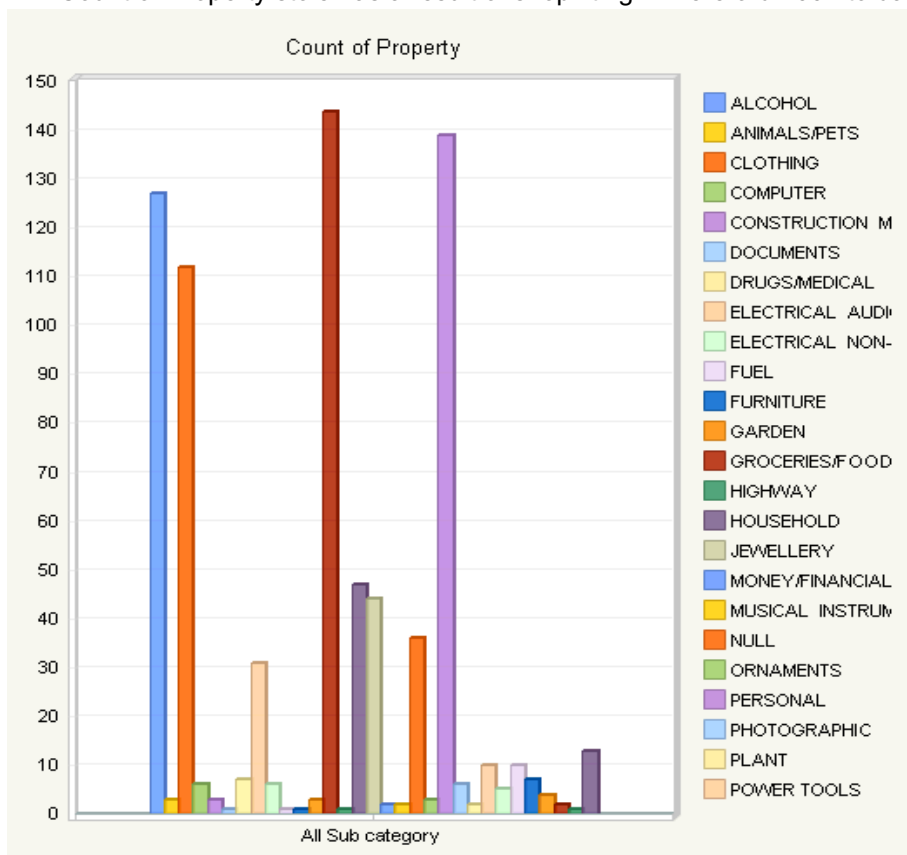
| | |
|--|-----------|
| BOOTS THE CHEMIST 12 HIGH ST HEREFORD HEREFORDSHIRE HR4 9AA | 69 |
| ASDA STORES BELMONT RD HEREFORD HEREFORDSHIRE HR2 7JE | 50 |
| PRIMARK 9 WIDEMARSH ST HEREFORD HEREFORDSHIRE HR4 9ED | 32 |
| J SAINSBURY PLC BARTON YARD HEREFORD HEREFORDSHIRE HR4 0AG | 29 |
| MORRISONS PLC COMMERCIAL RD HEREFORD HEREFORDSHIRE HR1 1DN | 28 |
| TESCO STORES LTD BEWELL ST HEREFORD HEREFORDSHIRE HR4 0BW | 25 |
| TESCO STORES LTD ABBOTSMEAD RD BELMONT HEREFORD HEREFORDSHIRE HR2 7XS | 18 |
| SOMERFIELD STORES LTD DISHLEY ST LEOMINSTER HEREFORDSHIRE HR6 8PX | 15 |
| MARKS & SPENCER PLC HIGH TOWN HEREFORD HEREFORDSHIRE HR1 2AB | 13 |
| T K MAXX MAYLORD ORCHARDS HEREFORD HEREFORDSHIRE HR1 2DA | 13 |
| TESCO STORES LTD ORCHARD LA LEDBURY HEREFORDSHIRE HR8 1DQ | 12 |

Data source: West Mercia Constabulary

Property

The most common property stolen in this year as a result of retail crime is as shown in the below chart.

Chart 2.24 Count of Property stolen as a result of shoplifting in Hereford 2007 to date.



Note: Groceries/Food items are the most commonly stolen item, with household goods following shortly behind and noticeably alcohol and clothing.

Temporal Analysis

| | | | |
|----------------------------|--------------------------|----------------------------|--------------------------|
| Most Affected Day | Tuesday | Least Affected Day | Sunday |
| Most Affected Hours | 1100hrs – 1500hrs | Least Affected Hour | 1500hrs – 0800hrs |

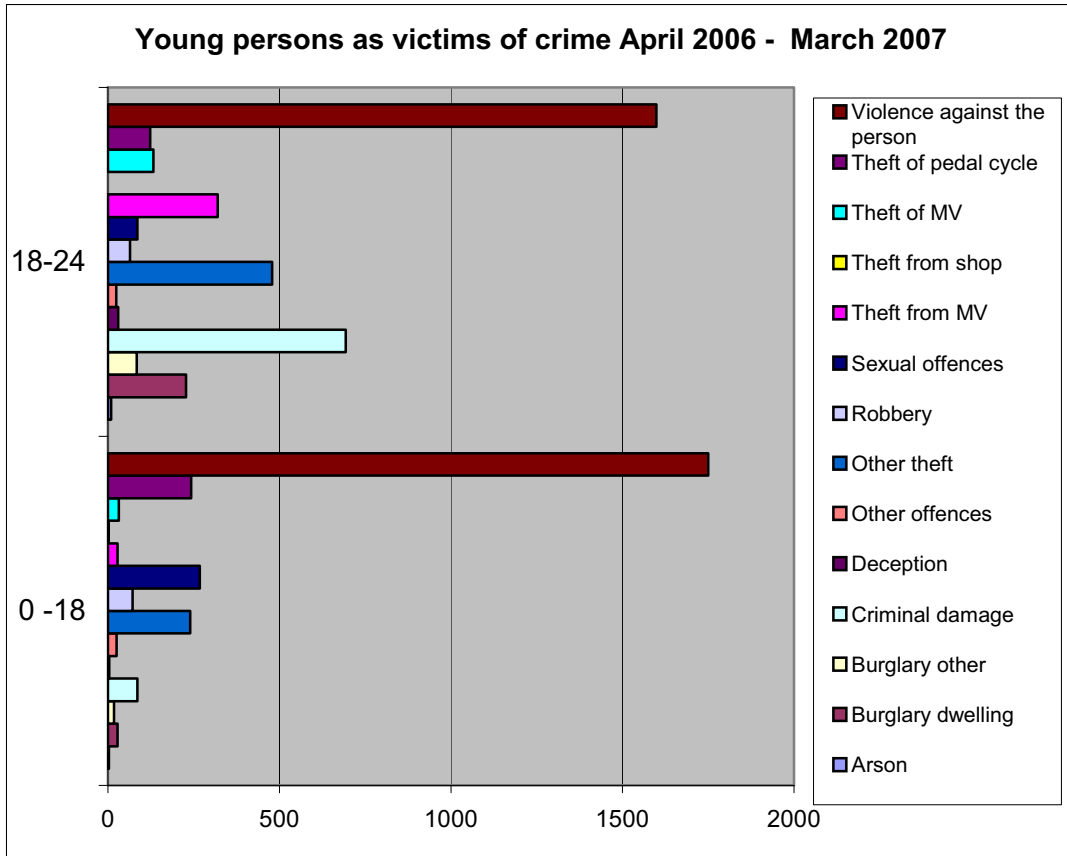
Intelligence clearly identifies that the majority of shoplifting is committed to fund drug habits. The majority of intelligence we hold around handlers of property resulting from shoplifting identifies that handlers are usually also involved in the supply of drugs

Young People as victims of crime

Further analysis is currently being undertaken between West Mercia Constabulary and HCSDP with regards to young people as victims of crime with comparisons against previous years. This analysis is ongoing.

The chart below shows the number of young people as victims of crime between 1st April 2006 and 31st March 2007. Violence against the person features as the largest category.

Chart 2.25 Young persons as victims of crime



With regards to violence against the person and young people, the Herefordshire Council Youth Survey conducted in 2007, with a total of 2,045 returned questionnaires (response rate of 20%) highlighted results about bullying. The table below shows the responses to the section on bullying.

Whether young people have been bullied in the last 12 months

| | | Younger Males | Younger Females | Older Males | Older Females | Total |
|------------|------------------------|---------------|-----------------|-------------|---------------|-------------|
| Yes | % | 26% | 35% | 13% | 22% | 24% |
| | Number of young people | 135 | 179 | 65 | 105 | 484 |
| No | % | 71% | 61% | 85% | 76% | 73% |
| | Number of young people | 368 | 313 | 415 | 372 | 1468 |
| Don't know | % | 3% | 4% | 2% | 2% | 3% |
| | Number of young people | 18 | 22 | 11 | 11 | 62 |

Base: 2,014*

Data source: Herefordshire Council Youth Satisfaction Survey

Points of note:

- Overall 24% of young people (484 young people in total) reported that they had been bullied in the last 12 months and 3% didn't know (62 young people).

- 73% said that they hadn't been bullied in the last 12 months.
- Younger age groups were more likely to say that they had been bullied, in particular younger females with 35% reporting that they had been the victim of bullying (179 younger females).
- Older males were less likely to say that they had been bullied than any other group, with only 13% reporting that they had been bullied.

Types of bullying experienced by young people who have been bullied in the last 12 months

| | Younger males | Younger females | Older males | Older females | Overall |
|--|---------------|-----------------|-------------|---------------|------------|
| People calling you names or making things up to get you into trouble | 86% | 75% | 84% | 66% | 76% |
| Taking friends away from you, ignoring you or spreading rumours | 40% | 60% | 45% | 48% | 49% |
| Threats & intimidation | 41% | 34% | 47% | 45% | 40% |
| Hitting, pinching, pushing, shoving | 61% | 28% | 45% | 25% | 38% |
| Being frightened so that you don't want to go to school, college, work or training | 25% | 29% | 29% | 35% | 29% |
| Abuse by Internet or email | 16% | 26% | 11% | 15% | 19% |
| Stealing or damaging your belongings on purpose | 23% | 12% | 27% | 15% | 17% |
| Silent or abusive phone calls | 9% | 15% | 26% | 22% | 16% |
| Offensive phone texts | 8% | 15% | 15% | 24% | 15% |
| Other | 6% | 10% | 18% | 10% | 10% |

Base: 493* respondents (Numbers of young Those who answer) and 48 comments
 Note: Percentages do not add up to 100% due to respondents being able to give more than one answer

Point of note:

- The most common type of bullying experienced was people calling them names or making things up to get them in trouble; with 76% of young people reporting they had been the victims of this type of bullying (380 young people). Other most common responses included: 'taking friends away from you, ignoring you or spreading rumours' (49%), 'threats & intimidation' (40%), 'hitting, pinching, pushing, shoving' (38%) and 'being frightened so that you don't want to go to school, college, work or training' (29%)
- Males, particularly younger males, were more likely to state that the bullying involved 'People calling you names or making things up to get you into trouble' and 'Hitting, pinching, pushing, shoving'
- Younger females were more likely to state that the bullying involved 'Taking friends away from you, ignoring you or spreading rumours'
- Most common 'other' responses included: 'name calling' (4 comments), 'talking behind my back' (4) and 'spat at' (3).

Who young people felt bullied by

| | Younger males | Younger females | Older males | Older females | Overall |
|---------------------------------------|---------------|-----------------|-------------|---------------|------------|
| Other people at school/college | 83% | 67% | 47% | 55% | 66% |
| Friends | 26% | 53% | 45% | 42% | 42% |
| Don't know who they were | 17% | 6% | 35% | 13% | 14% |
| Other | 5% | 8% | 17% | 10% | 9% |
| Member of staff | 5% | 4% | 7% | 7% | 6% |
| Other people at work/training | 1% | 1% | 8% | 5% | 2% |
| Family | 3% | 2% | 0% | 5% | 2% |
| Employer | 0% | 0% | 2% | 5% | 1% |
| Trainer | 0% | 0% | 0% | 0% | 0% |

Base: 487* respondents who ticked yes or don't know to Q39 and 42 comments
 Note: Percentages do not add up to 100% due to respondents being able to give more than one answer.

Of those who had experienced bullying:

- The majority of young people (66%) stated that they felt bullied by other people at school/college, with 'friends' being the second most popular response.
- 35% of older males reported that the 'Didn't know who they were' compared to just 14% of young people overall.
- Most common 'other' responses included: people that live by me/live in my area (8 comments), someone I know at school (not a friend) (6), Boyfriend/ex boyfriend (6).

Data source: Herefordshire Council Research Team

Further analysis of the West Mercia Constabulary joint crime and safety survey 2007

The annual West Mercia Constabulary joint crime and safety survey was carried out in June 2007, the results of which were made available in October. The following charts have been produced from a question about fear of crime, where respondents were asked to recall a time in the last 12 months where they have felt worried about a list of 10 crimes. From the 10 crimes listed, the top three crimes that people said they felt worried about were, in order of the highest level;

- Vandalism or damage to your property (including car) = 29%, which saw no significant change compared with 2006 results.
- House burglary = 27%, no significant change compared with 2006 results.
- Drunk people causing you a problem = 23%, no significant change compared with 2006 results.

Although House Burglary saw no significant change compared with 2006 results, and actual burglary figures remain low in the County, it still featured as the second most worried about crime in 2007.

The top three crimes that respondents were most worried about are featured in the tables and charts below showing the Ward areas where respondents live.

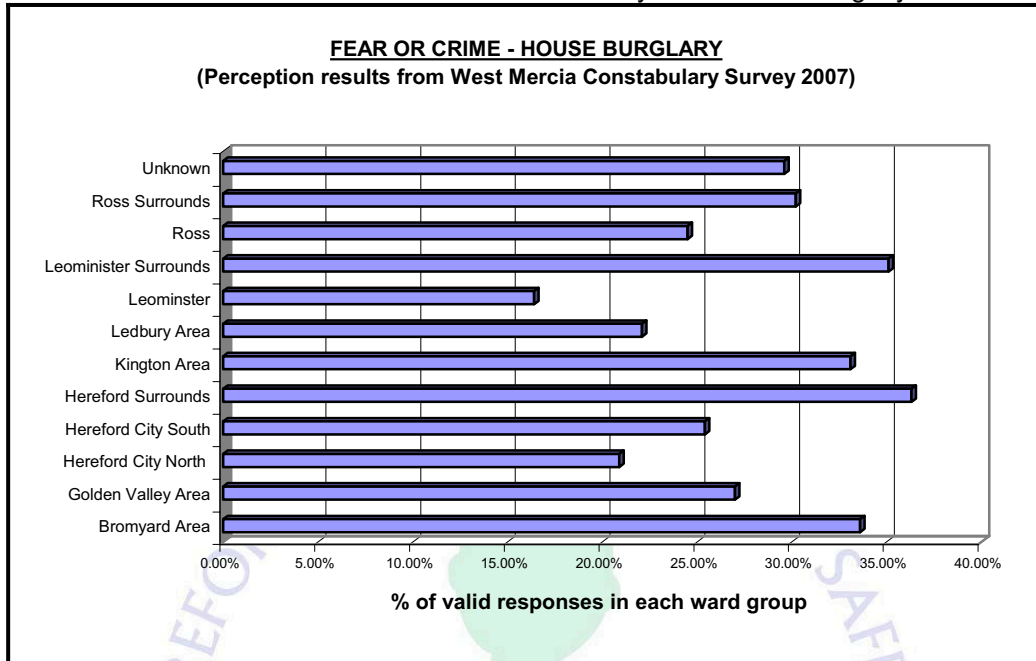
Fear of Crime ward analysis

The annual West Mercia Constabulary joint crime and safety survey 2007 provided an overview of the percentage of residents who have felt worried about certain crime in the past 12 months. The three largest areas that residents were worried about include house burglary, vandalism or damage to your property (including car) and drunk people causing you a problem, as identified earlier in this report.

House burglary

The following chart shows the percentage of residents by Ward, with worries of house burglary.

Chart 2.26 Fear of Crime Ward level analysis for House burglary



Leominster and Hereford surrounds have the largest response whereby residents have felt worried about house burglary in the past 12 months, followed by Bromyard and Kington areas.

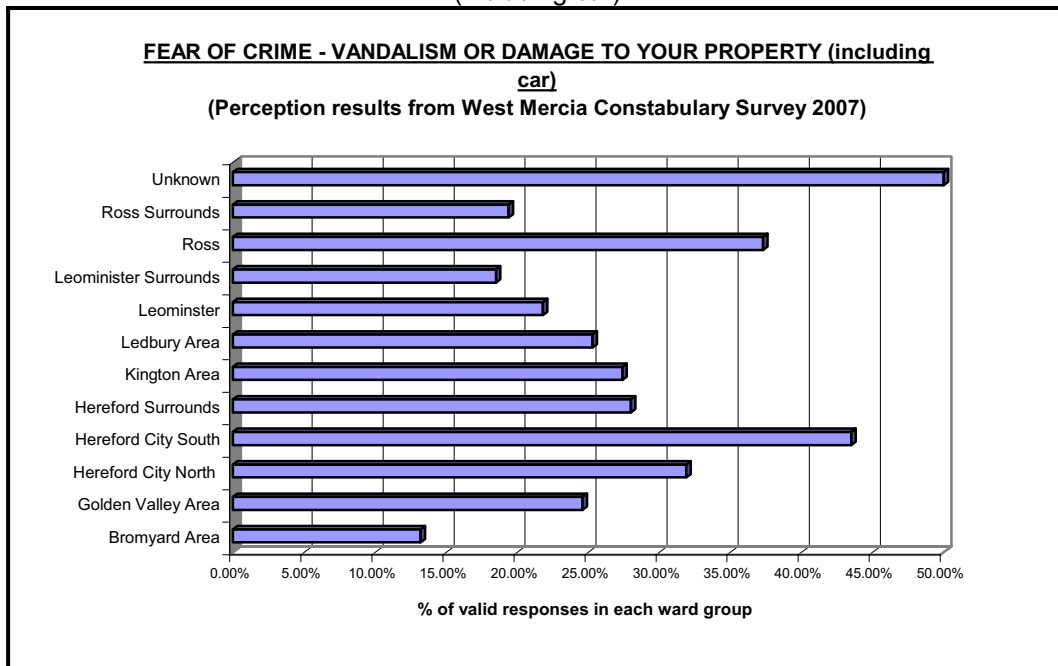
Point to note:

- The hinterland parishes appear to have a higher worry of house burglary than the Towns.

Vandalism or damage to your property (including car)

The following chart provides a breakdown at Ward level for the proportion of residents who have felt worried about vandalism or damage to their property, including their car, in the last 12 months.

Chart 2.27 Fear of Crime Ward level analysis for Vandalism or damage to your property (including car)

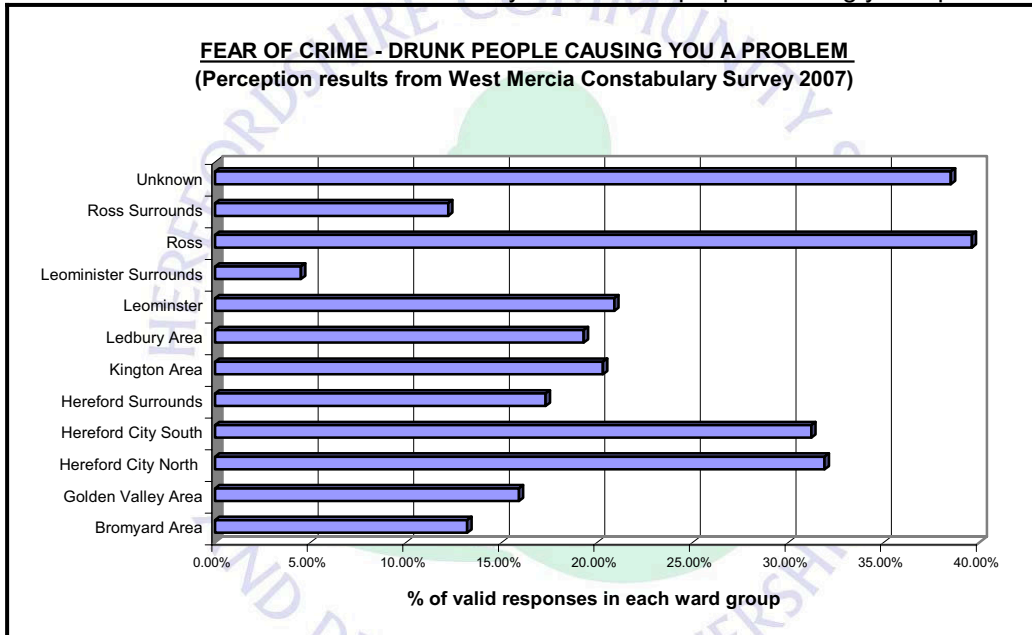


If we disregard the unknown (as unfortunately the Ward data was not provided), Ross and Hereford City South were the largest ward areas whereby residents have felt worried about vandalism or damage to their property in the last 12 months.

Drunk people causing you a problem

The following chart provides a breakdown at Ward level for the proportion of residents who have felt worried about drunk people causing them a problem.

Chart 2.28 Fear of Crime Ward level analysis for Drunk people causing you a problem



Again, if we disregard the unknown, Ross-on-Wye was the largest area by far (almost 40%) with residents worried about drunk people causing them a problem.

This problem was also highlighted in the Consultations about drinking in Ross and also by CCTV cameras in the areas of The Crofts, Gloucester Road, Market Place and Broad Street.

SECTION 3: PRIORITIES

PRIORITY SELECTION PROCESS

The process for selecting priorities have been identified, or dismissed, in the previous sections and stem from statistical and community significance. It is important to include community significance in the priority selection process, particularly problems arising from PACT meetings, the HCSDP Community Consultation and the West Mercia Constabulary joint crime and safety survey whereby residents identified which priorities should be addressed.

Main themes emerging from the scanning exercise, West Mercia Constabulary Control Strategy and Strategic Assessment, and from community engagement are:-

- **Anti Social Behaviour**
- **Criminal Damage including graffiti and vandalism**
- **Drug use and dealing**
- **Road Safety**
- **Violent crime**
- **Volume crime**
- **Acquisitive crime**

PACT meetings

- **Antisocial behaviour**
- **Road Safety**
- **Alcohol/Drugs and underage drinking**
- **Litter and Dog Fouling**
- **Lack of Police presence in some areas**
- **Criminal damage to vehicles**

HCSDP Community consultation

- **Alcohol and drug use**
- **Antisocial behaviour**
- **Road Safety**
- **Lack of Police presence in some areas**

West Mercia Constabulary joint crime and safety survey – summary of Community Priorities

Neighbourhood issues that emerged as priorities when residents were asked for the top three that needed to be addressed first were:

- **Speeding traffic (26%)**
- **Drug dealing (24%)**
- **Drug use (18%)**

Speeding traffic was a particularly high priority in wards such as Hollington, Hope End, Pembridge, Kington Town and Golden Valley North & South (all 40% or higher).

Drug dealing was a greater priority in Kington Town (54%), Upton (51%), Mortimer (50%) and Leominster North (45%), and the pattern was similar for drug use.

The HCSDP Strategy Group may wish to consider other elements of the strategic assessment from the scanning and analysis sections for further discussion

STRATEGIC PRIORTIES

From the emerging list of priorities, the Herefordshire Community Safety and Drugs Partnership Strategy Group met on 16th January 2008, to discuss the strategic assessment, the emerging priorities and debate which priorities should be addressed for the forthcoming strategy period.

A draft version of the Strategic Assessment was presented to the Strategy Group. The author highlighted key elements of the Strategic Assessment (copies had already been circulated prior to the meeting), the detailed analysis and emerging priorities from the scanning exercise and community consultation to be considered by the Strategy Group.

As a result of lengthy debate on the emerging priorities from the strategic assessment, issues raised were “what are priorities for the HCSDP” and “what should be dealt with as part of core business by some departments”, decisions were reached on the broad priorities for the Herefordshire Community Safety and Drugs Partnership commencing April 2008.

The priorities are:

- **Reducing Crime further through effective Offender Management and other interventions**
- **Reducing Drug and Alcohol Harm**
- **Promoting increased Road Safety**
- **Providing Community Reassurance (ASB, Disorder and Crime)**
- **Responding Dynamically through Multi-agency Tasking.**

Within these broader priorities will sit a suite of key priorities and targets for the Partnership to focus upon for the forthcoming strategy period. The Partnership Manager will prepare a draft Partnership Plan for further discussion and endorsement at a planned Strategy Group meeting in mid-February. From there the Partnership Plan will be finalised and made publicly available.

SECTION 4: CURRENT ACTIVITY AND PRIORITIES

RECENT ACTIVITIES RELATING TO EXISTING PRIORITIES

Alcohol related crime and disorder

Herefordshire Community Safety and Drugs Partnership has recently carried out an extensive campaign to raise awareness of alcohol related issues across the county.

This has used a variety of communications channels, including a series of radio adverts, advertising in the Hereford Journal, posters being distributed to county clubs and pubs, information being sent out to alcohol retailers and events in Hereford to engage and educate young people.

This campaign was funded through the partnership's alcohol implementation group. The group has also funded and / or co-ordinated a number of other projects including: 'head cams' for use in test purchase exercises; extended CCTV operation to cover times when alcohol related disorder occurs; education programmes aimed at parents, delivered through Zig Zag; educational drama sessions in primary and secondary schools.

Additionally, there are six community drug and alcohol forums throughout the county who are able to apply for funding for projects from us. Projects have included parent education evenings in market towns, and a recent campaign in Bromyard to discourage adults buying alcohol for underage drinkers. A recent "pilot" in Ledbury included the introduction of "spikeys" in Ledbury Town to prevent bottled drinks being spiked. The success of this has resulted in the Drugs Forums across Herefordshire being interested in the same initiative.

Anti social behaviour

HCSDP has produced information leaflets about anti social behaviour, including details of what is classed as anti social behaviour, the consequences and how to report it. There are different versions of the leaflet for adults and young people, and they are distributed at a range of locations around the county, at events attended by HCSDP and they are also sent out to people who receive anti social behaviour warning letters from West Mercia Constabulary.

The Partnership is working closely with Community Support Officers to identify anti social behaviour 'hot spots' and have run local consultations to engage with the local community around the issues affecting them.

It has supported schemes to tackle graffiti in the county, including the establishment of a graffiti database and the 'graffiti amnesty' initiative, which allowed Herefordshire businesses to have graffiti removed from their walls free of charge for a six-month period.

It has advertised extensively in local media that targets younger people, focusing on the myths and the facts around criminal damage and its consequences. It has also run an anti-vandalism poster competition for young people, to encourage them to think about the consequences of vandalising property.

One of the HCSDP Project Officers is currently undertaking a comprehensive and concentrated community engagement, consultation and capacity building exercise in Clehonger following a spate of criminal damage to the Youth Shelter.

Domestic abuse

The Partnership has promoted domestic abuse services in Herefordshire through advertising in a number of publications, via its website and through the distribution of information at events.

HCSDP organised events at Hereford United Football Club to support the 'White Ribbon Campaign' and promote local services. This included programme advertising, tannoy announcements, publicity materials and the sale of white ribbons around the ground on a match day. This attracted significant local, regional and national publicity, where two radio stations played interviews with representatives of the Partnership.

The Partnership has also supported a 'gala' event at Hereford town hall to raise awareness of domestic abuse issues.

A sub-group of the Domestic Abuse Forum, named the Domestic Abuse and Criminal Justice Task Group, has been set up with an aim to establish and sustain both a Multi Agency Risk Assessment Court (MARAC) and Specialist Domestic Violence Court (SDVC).

Drug supply and drug related offending

HCSDP produced a Christmas card type leaflet in conjunction with Crimestoppers to advise on crime reduction at home and out shopping over the Christmas period. This was distributed by HCSDP staff in Hereford supermarkets and on late night shopping evenings, and by West Mercia's Community Support Officers throughout the county over the festive period.

The Partnership has promoted crime reduction messages in local newspapers as well as in publications targeted to older people. As well as crime reduction over the festive period, promotions have also focused on crime reduction at summer festivals and events, and garden security.

Drug treatment and harm reduction

HCSDP continues to support six Drug Forums across Herefordshire, which work with the community to prevent drug use and educate people about drugs and alcohol. An increasing number of these forums have sited needle bins or are looking to do so in the near future. Several forums have also run 'parent drug information evenings' to educate parents about the effects and risks of drugs.

It has also promoted other local drug and alcohol services including DASH, Zig Zag, and Family Drug Support.

Herefordshire Community Safety and Drugs Partnership has run a county-wide campaign to raise awareness of hepatitis C. This has involved working closely with DASH to distribute information to service users, raising awareness through information at local GP surgeries, pharmacies and other community buildings as well as press coverage, and holding an event to mark World Hepatitis Day. The

campaign has since been used as a national example of best practice by the Department of Health.

The Partnership is also supporting a needle exchange pilot to trial needle exchange facilities in Herefordshire pharmacies, and there have also been a number of consultation events to obtain the views of service users to inform the adult treatment plan.

A Harm Reduction workshop was held in November, attended by a variety of agencies, which was used to inform the Harm Reduction Strategy. Two further user involvement sessions were held in December 2007.

Offender management

The Partnership oversees the Drugs Intervention Programme (DIP), which has steadily been improving performance. See earlier section on DIP.

DIP is developing closer links with other partner organisations, and during summer 2007 carried out its first joint mediated session with Family Drug Support (FDS).

Prolific and other Priority Offenders (PPO) Scheme

The latest update from the December LAA template states:

21 PPO's in total.

13 currently in community subject to basic monitoring, supervision on licence or community orders.

8 PPO's are in custody serving sentence or on remand awaiting trial or recalled for breach of licence conditions.

5 PPO's are being supervised by the ACCLAIM project and are making good progress.

2 PPO's are being supported by the S.T.E.P. project at West Mercia Probation providing funding for driving lessons.

5 PPO's in the community have re-offended and are within the CJS awaiting due process.

3 PPO's have been referred to the Forward Focus project and one has commenced a work placement through this project.

Criminal Justice

As highlighted earlier in the report currently the Drugs Intervention Programme (DIP) team pick up the majority of their clients from the courts and prison releases with few clients referred by the arrest referral process. The HCSDP are about to commission research to investigate the arrest referral process. Drug Rehabilitation Requirement (DRR) clients have a clear treatment pathway.

Gaps in Treatment:

It would appear that the arrest referral process needs to refer more clients to the DIP team with only two referrals up to the end of December 2007 in the current treatment year.

The Sports Referral project is currently on hold pending further funding.

Recommendations:

- That the Criminal Justice and Arrest Referral process is scrutinised to identify and action improvements to the service.
- Funding is made available to operate the Sports Referral Project.

Road safety

Herefordshire Community Safety and Drugs Partnership Road Safety Implementation Group has actively supported road safety campaigns over a number of years and continues to do so.

To mark Road Safety Week 2007 Herefordshire Community Safety and Drugs Partnership staged a car crash demonstration in High Town, Hereford. It has also supported the summer drink driving campaign through the distribution of posters to all local pubs and has worked with West Mercia Safer Roads Partnership to implement the winter drink and drug driving campaign.

The Partnership's Road Safety Implementation Group has funded a Skoda Octavia, an unmarked vehicle that police officers will be driving to target examples of bad driving across the county, and supports education campaigns such as Dying to Drive.

Young people

Herefordshire Community Safety and Drugs Partnership is involved in a number of events to engage and educate young people. These include: Crucial Crew, which is attended by every year six student in the county over a four week period and aims to build young people's self esteem and allow them to make safer and more informed choices; The Noise, an annual three day event in the South Wye area of Hereford designed to encourage young people to care for their community; and Dying to Drive, where year ten pupils across Herefordshire learn the dangers of driving as part of the annual 'Dying to Drive' initiative.

The Partnership actively promotes services for young people including Zig Zag and CLD Youth counselling, both through printed advertisements and through promotion at events.

We have organised or had a presence at a number of events to engage with young people, including Herefordshire Sixth Form College Freshers Fair, and the 'You Talk - We Listen' Young People's Consultation Event organized by Herefordshire Council's Youth Services.

LOCAL EXPERIENCE

Local experience of “What works well”

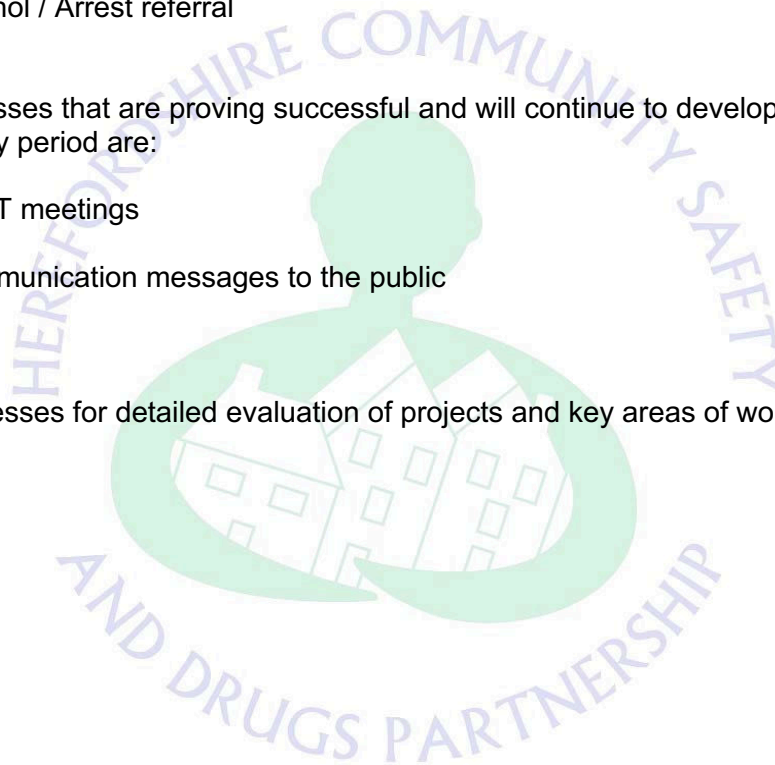
In Herefordshire the Offender Management Programmes are proving to be extremely effective, in terms of:

- Drugs Intervention Programme
- Prolific and Other Priority offenders
- Alcohol / Arrest referral

Other processes that are proving successful and will continue to develop into the new Strategy period are:

- PACT meetings
- Communication messages to the public

Sound processes for detailed evaluation of projects and key areas of work are to be established.



SECTION 5: CONCLUSION

NEXT STEPS

The next step is to finalise the strategic assessment process and prepare a Partnership Plan from the identified priorities. This needs to be completed and made available prior to 1st April 2008.

The priority process has identified the medium to long-term overarching priorities to be addressed by the HCSDP, and these are;

- **Reducing Crime further through effective Offender Management and other interventions**
- **Reducing Drug and Alcohol Harm**
- **Promoting increased Road Safety**
- **Providing Community Reassurance (ASB, Disorder and Crime)**
- **Responding Dynamically through Multi-agency Tasking** (*which will consider anti-social behaviour and criminal damage*)

Future Strategic Assessment process

Discussion was held at the Strategy Group meeting on 16th January with regards to joining up the HCSDP annual Strategic Assessment with the West Mercia Constabulary Strategic Assessments (which are prepared on a bi-annual basis, in April and October). It was agreed that West Mercia Constabulary will, and must, continue to develop its own strategic assessments, however there is clearly a need to link the work undertaken and the Partnership should look to combine efforts to provide data from wider partners along with the West Mercia Constabulary Strategic Assessment.

Based on the above, I would recommend the HCSDP Strategic Assessment is reviewed in the Winter of 2008/09.

Analytical Capacity

The 2007 HCSDP Strategic Assessment has been led by the Performance and Data Officer, pulling information together from the Performance Management Framework and wider Partners which all use different systems for recording data. Reliance has been put onto the West Mercia Constabulary Divisional Analysts to provide their latest strategic assessment data about crimes, which has in turn been used within this strategic assessment.

The HCSDP does not currently have access to any data systems held by its Partners.

This has been recognised and discussed more recently with permission being granted for West Mercia CDRP analysts (and performance and data officer in this case) to have some (restricted) access and use of software to allow closer working with the data analysts within West Mercia Constabulary and easier access to

information and data to assist in the strategic assessment process. This is welcomed as a positive move forward.

Training is due to commence in February 2008 and, once trained, the HCSDP Performance and Data Officer will commence work at the Police Station with the Divisional analysts to collate data for the Partnership.

Additional training in statistical analysis would benefit the Performance and Data Officer in providing robust information to the Partnership.

Software Solutions

There is an identified need for the Partnership to consider a data solution database/information system to allow mapping of crimes, and additional partner data to assist in tasking hotspot areas. This is an ongoing area for discussion, particularly through the multi-tasking group.

Information Sharing Protocol

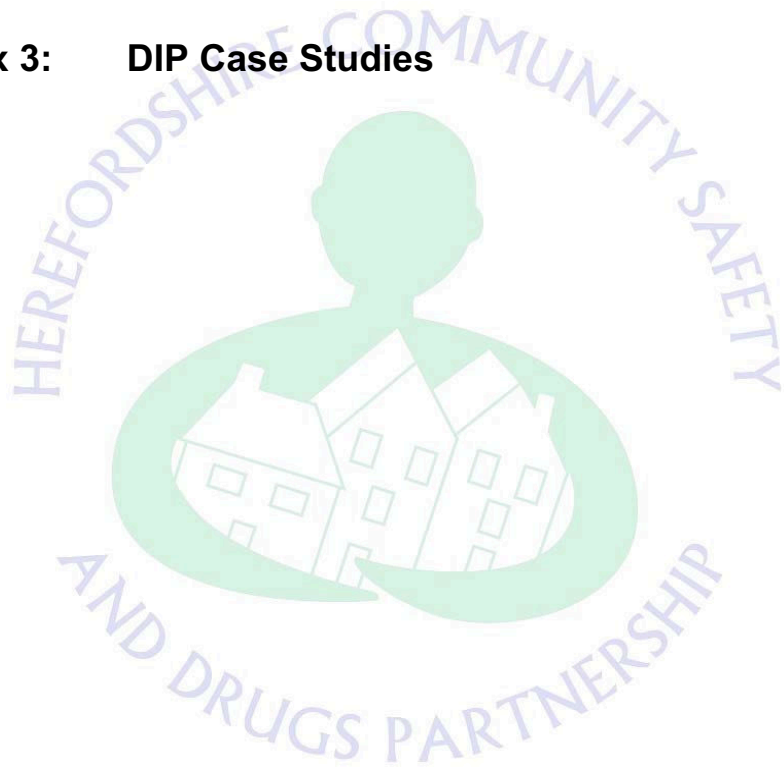
As part of the strategic assessment process the current HCSDP Information Sharing Protocol (2005) is in the early stages of being updated to ensure it complies with more recent changes in legislation and MOPI compliance following the Lord Bichard Inquiry following the Soham murders. This will be conducted with legal assistance from Herefordshire Council and West Mercia Constabulary Headquarters, and a new draft version to be presented to the HCSDP for endorsement.

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APPENDICES

- Appendix 1: Detailed analysis from HCSDP Community consultations**
- Appendix 2: HCSDP Information Sharing Protocol**
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Herefordshire Community Safety and Drugs Partnership Strategic Plan 2008-2011

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DRAFT

1 Vision Statement/Introduction

“To work together to make Herefordshire a safer place to live, work and visit”.

Herefordshire Community Safety and Drugs Partnership (HCSDP) will reduce crime and fear of crime in Herefordshire by adopting an intelligence-led problem solving approach. We will co-ordinate partnership activity to recognise particular areas of higher criminal or anti-social activity and identify the vulnerable individuals within our communities. We will protect them and the wider community by actively working with them to reduce any opportunity for crime, harm or anti-social behaviour to occur, or recur.

This Partnership Plan will be refreshed annually, covers the period 2008-11, with clearly defined priorities for the short-term (2008-09); medium term (2009-10) and long-term (2010-2011). This will enable greater local flexibility to respond to local priorities within the context of national targets.

The partnership members have joint responsibility for delivering outcomes. They will share data, information and resources where appropriate in order to formulate action plans that combat specific issues identified through the strategic assessment. These action plans will be implemented through the partnership’s multi-agency groups, and effective communication and community engagement, to ensure effective and sustainable outcomes striving towards continuous improvement.

The partnership is fully committed to ensuring that the objectives are delivered through this multi-agency approach, and is driven by the key partnership values, inherent within the action plans, such as focused and responsive local action planning, and a duty and commitment to robust governance and accountability, which govern the manner in which HCSDP conducts its business.

HCSDP has agreed to define its work using the Local Government Associations’ definition of community safety, this being:

“Community safety is defined as promoting the concept of community based action to inhibit and remedy the causes and consequences of criminal, intimidatory and other related anti-social behaviour. Its purpose is to secure sustainable reductions in crime and the fear of crime in local communities.”

Performance will be strictly monitored to ensure targets are consistently met and that the best possible service is provided for the people of Herefordshire. HCSDP seeks to identify and meet the needs of the increasingly diverse community that it serves, whilst tackling and reducing the main drivers of crime, particularly drugs, alcohol and youth crime.

It is important to highlight that Herefordshire remains a low crime area and HCSDP is committed to sustaining this position. Through the implementation of this plan, the partnership will build public confidence in local partners and their response to local problems. We will reduce the disproportionate negative perceptions of crime that exist and reassure people who live and work in Herefordshire so that they feel safe and secure in their local communities.

Herefordshire Community Safety and Drugs Partnership occupies an important place within the broad range of major strategies and plans that in one way or another touch on crime, disorder and drugs, or issues that seek to tackle social exclusion. The HCSDP recognises the need to ensure that the appropriate connections are made between the various strategy documents and will be working to ensure that these links are further developed. In

particular, the HCSDP plays an important role with supporting the delivery of Herefordshire's Local Area Agreement and Children's and Young Peoples Plan and has therefore developed a close working relationship with the Herefordshire Partnership and the Herefordshire Children's Trust.

2 Reason for Priorities - Evidence from the Strategic Assessment

The HCSDP strategic assessment (conducted October 2007 to January 2008) has informed this plan with information gathered from community consultation events; survey results; data collection from partners and desktop analysis. The strategic assessment allowed HCSDP Strategy Group to consider the priorities identified. This included issues that the public felt should be a priority, as well as priorities presented more objectively through statistical data.

Five broad Programme Priorities were defined:

- **Reducing Crime through Offender Management and other interventions**
- **Reducing Drug and Alcohol Harm**
- **Promoting and Delivering increased Road Safety**
- **Providing Community Reassurance in Anti-Social Behaviour, Disorder and Crime**
- **Multi-Agency and Community Dynamic Tasking and Co-ordination**

Two other themes were identified as having such impact across all other areas, that they should be considered within each of the other 5 groups individually. These are:

- **Young People (victims and offenders)**
- **Violent Crime**

The HCSDP targets for the new Strategy period 2008-11 will work towards meeting the national Public Service Agreements (PSAs) that relate to community safety:

| | |
|--|---|
| PSA 23: Make Communities Safer | <ul style="list-style-type: none"> • Reduce the most serious violence • Progress on serious acquisitive crime • Tackle local priorities such as crime, disorder and anti-social behaviour; increase public confidence • Reduce re-offending |
| PSA 25: Reduce the harm caused by alcohol and drugs | |
| PSA 26: Reduce the risk to the UK and its interests overseas from international terrorism | |

The table below lists the five priorities for the Partnership for 2008-11 and the broad targets that sit beneath them.

| Annual Strategic Assessment Priority Setting | | |
|---|---|---|
| <p>Aims: To identify, through detailed analysis from partner organisations, ongoing performance monitoring, and from community engagement the emerging short, medium and long-term priorities for Herefordshire from the Herefordshire Community Safety and Drugs Partnership Strategic Assessment.</p> | | |
| Priorities and targets | Reporting Frequency | Data Source |
| Reducing Crime through Offender Management and Other Interventions | | |
| <ul style="list-style-type: none"> NI 19: To reduce the rate of proven re-offending by young offenders (LAA target) NI 30: To reduce the re-offending rate of prolific and priority offenders (LAA target) To reduce the offending behaviour of individuals engaged with Drug Intervention programme (DIP) | <p>Quarterly</p> <p>Annual</p> <p>Quarterly - rolling</p> | <p>Youth Offending Service (YOS)</p> <p>West Mercia Constabulary (WMC)</p> <p>DIP</p> |
| Reducing Drug And Alcohol Harm | | |
| Drug use | | |
| <ul style="list-style-type: none"> NI 40: To increase the numbers of people in effective drug treatment (LAA target) NI 115: Substance misuse by young people (proposed local LAA target) | <p>Quarterly</p> <p>Quarterly</p> | <p>Drug treatment agencies, National Drug Treatment Monitoring Service (NDTMS)</p> <p>Drug treatment agencies and NDTMS</p> |

| | | |
|---|---------------------------------------|--|
| <p>Alcohol Misuse</p> <ul style="list-style-type: none"> • NI 39: To reduce Alcohol-harm related hospital admission rates (local LAA target) • To reduce hospital admission rates for young people aged under 18 | <p>Quarterly</p> <p>Quarterly</p> | <p>Herefordshire Primary Care Trust (PCT)</p> <p>Herefordshire Primary Care Trust (PCT)</p> |
| <p>Promoting and Delivering Increased Road Safety</p> | | |
| <ul style="list-style-type: none"> • NI 47: To reduce the number of people killed or seriously injured in road traffic accidents on Herefordshire roads (LAA target) • NI 48: To reduce the number of children killed or seriously injured in road traffic accidents on Herefordshire roads | <p>Quarterly</p> <p>Quarterly</p> | <p>West Mercia Constabulary (WMC) and Herefordshire Council (HC)</p> <p>As above</p> |
| <p>Providing Community Reassurance</p> | | |
| <ul style="list-style-type: none"> • NI 17: Perception of anti-social behaviour (LAA target) • NI 21: Dealing with local concerns about anti-social behaviour by the local Council and Police | <p>Annual</p> <p>Annual Quarterly</p> | <p>Herefordshire Council Place Survey</p> <p>Herefordshire Council Place Survey Partners and Communities Together (PACT's)</p> |

Herefordshire Multi-agency Tasking and Co-ordination

Anti-Social Behaviour

- **NI 17:** Perception of anti-social behaviour (LAA target)
- **NI 41:** Perceptions of drunk/rowdy behaviour as a problem
- **NI 42:** Perceptions of drug use or drug dealing as a problem
- To reduce the incidence of anti-social behaviour
- To reduce to the incidence of criminal damage
- To reduce alcohol related disorder (between 8pm and 6am)
- To reduce alcohol related violence against the person (between 8pm and 6am)

Annual
Annual
Annual
Monthly
Monthly
Monthly
Monthly

Herefordshire Council Place Survey
As above
As above
Measured through collation and analysis of data from responsible Authorities
West Mercia Constabulary (WMC)
West Mercia Constabulary (WMC)
West Mercia Constabulary (WMC)

| | | |
|---|---|---|
| Cross-cutting | | |
| <p>Violent crime:</p> <ul style="list-style-type: none"> To reduce the number of violent crimes recorded To reduce the number of repeat victims of domestic abuse recorded | <p>Monthly</p> <p>Monthly</p> | <p>West Mercia Constabulary (WMC)</p> <p>West Mercia Constabulary (WMC)</p> |
| <p>Young People involvement (victim or offender):</p> <ul style="list-style-type: none"> To understand the particular involvement of young people as victims, offenders and community members To reduce the incidence of young people as victims of crime To reduce the incidence of young people as victims of violent crime Proven re-offending by young offenders is included under the priority 'Reducing Crime through Offender Management and Other Interventions' | <p>Annual</p> <p>Monthly</p> <p>Monthly</p> | <p>Herefordshire Council Youth Survey, Teenage Lifestyle Survey and WMC children and young people crime and safety survey</p> <p>West Mercia Constabulary (WMC)</p> <p>West Mercia Constabulary (WMC)</p> |

3 How the priorities will be achieved

| | |
|--|--|
| Priority | Name of officer(s) leading |
| Reducing Crime through Offender Management and other interventions, to include domestic abuse | Paul Baker, Area Manager, West Mercia Probation Trust |

Details of project/initiative:

A proportion of offenders are responsible for a considerable amount of local crime and have several convictions. By working with these offenders to tackle not only their offending behaviour, but also by providing supportive interventions to tackle issues such as drug and alcohol misuse, lifestyle choices and housing and employment opportunities, HCSDP aim to reduce their offending behaviour. Programmes such as the Drug Intervention Programme (DIP), the Prolific and other Priority Offenders scheme (PPO) and Arrest Referral programmes are integral to this work. The work of these programmes will have a significant impact on crime reduction, with linkages to all partnership priorities.

Domestic abuse is any incident of threatening behaviour, violence or abuse between adults who are or have been in a relationship together, or between family members, regardless of gender or sexuality (Home Office). Although domestic abuse is greatly under reported, research estimates:

- it accounts for 16% of all violent crime
- it will affect 1 in 4 women and 1 in 6 men in their lifetime
- 77% of victims of domestic abuse are women
- it has more repeat victims than any other crime (on average there will have been 35 assaults before a victim calls the police)
- on average, two women are killed every week by a current or former male partner
- one incident of domestic abuse is reported to the police every minute

(Source: [Crime in England and Wales 2006/07 report](#))

Domestic abuse is rarely a one-off incident; it occurs across society, regardless of age, gender, race, sexuality, wealth and geography. Victims suffer on many different levels such as health, housing, education and need to be put at the heart of all our future priorities.

N.B. Domestic abuse has been placed within this programme priority as it can often be linked with re-offending and therefore be offender focused, but also concentrates on victim care.

Aims:

- To reduce crime by targeting those who offend, most or otherwise cause the most harm to their communities, to include both adults and young people
- To address domestic abuse in Herefordshire through education, prevention and enforcement

| Actions | Organisations involved | Delivery date |
|---|---|----------------------------------|
| Continue the delivery of local DIP, PPO and arrest referral programmes | DIP, West Mercia Probation Trust (PT), WMC, HC, YOS and PCT | Short-term, medium and long-term |
| Continue the delivery of local support interventions for offenders such as housing support, Care Farm access, access to health services | HC, PCT, Registered Social Landlords (RSL's), PT, YOS and SHIFT | Short-term, medium and long-term |
| Rationalise the current six-core offender management groups, to form a new group to be called "The Offender Priorities Group". | DIP, PT, WMC, HC, YOS and PCT | Short-term |
| Establish a co-ordinated criminal justice approach through the continued development of the Independent Domestic Violence Advisor post (IDVA), Multi-agency Risk Assessment Conferences (MARAC) and the Specialist Domestic Violence Court (SDVC) | PT, HC, WMC, Courts and Women's Aid (WA) | Short-term |
| Raise awareness amongst agencies and the public through targeted campaigns, with the aim of reducing repeat victimisation through the promotion of services | PT, HC, WMC, Courts, WA, PCT and Victim Support (VS) | Short, medium and long-term |

| | | | |
|--|--|----------------------------------|--|
| Priority | Name of officer(s) leading | | |
| Reducing Drug harm | Frances Howie, Associate Director of Health Improvement, Herefordshire Primary Care Trust | | |
| Details of project/initiative: | | | |
| <p>Drug use has been identified as a key priority emerging from West Mercia Constabulary's Control Strategy and HCSDP's Strategic Assessment, and from community engagement. Themes emerging include:</p> <ul style="list-style-type: none"> • Youths taking drugs (boys and girls) • Drug dealing / dealer • Needles found (as litter) • Perception of drug supply from shops • Drugs a major problem in schools • Needle exchange is busy • Heroin users / cannabis • Young people injecting • Needle bins near playgrounds <p>The strategic objectives for this priority will be recorded and monitored through a number of mechanisms including quarterly returns to the National Treatment Agency (NTA), service providers reports to the National Drug Treatment Monitoring System (NDTMS) and data entered into the Halo treatment database.</p> | | | |
| Aims: | <ul style="list-style-type: none"> • To increase the numbers of people in effective drug treatment by 2% in 2008/09 • To deliver the adult treatment plan and young persons substance misuse plan for 2008/09 in accordance with the planning grids • To monitor the proportion of young people in drug treatment | | |
| Actions | Organisations Involved | Delivery date | |
| To commission a non-discriminatory, effective and appropriate adult and young persons drug treatment service in accordance with the National Drug Strategy (2008-18) and the Drug Misuse and Dependence UK Clinical Management Guidelines (2007) to achieve performance targets set by the NTA, Department for Children, Schools and Families | Joint Commissioning Group (JCG), Treatment Providers and Herefordshire Children's Trust (CT) | Short term, medium and long term | |

| | | | |
|---|---|----------------------------------|--|
| and the local partnership | | | |
| To provide, review and enhance drug treatment provision for those in the criminal justice system | JCG, Treatment Providers, DIP and PT | Short term, medium and long term | |
| To protect drug using young people and dependent children of drug using parents, guardians and/or family members | JCG, Treatment Providers, CT, and Herefordshire Family Drug Support (FDS) | Short term, medium and long term | |
| To provide floating housing support and other services to enable those in treatment (and those leaving treatment) to positively contribute to the community | JCG, Treatment Providers, Herefordshire Lifelong Learning (LL), Supporting People Partnership (SP) and HC | Short term, medium and long term | |

| | |
|---|--|
| Priority | Name of officer(s) leading |
| Reducing alcohol harm | Frances Howie, Associate Director of Health Improvement, Herefordshire Primary Care Trust |
| <p>Details of project/initiative:</p> <p>Alcohol related harm is an increasing problem within the UK today, with 80% of UK residents thinking more should be done to tackle the level of alcohol abuse in society (Safe. Sensible. Social: The next steps in the alcohol strategy (2007)). Alcohol can play an important and positive role in our culture and communities, yet when misused, the harms not only affect the individual, but their families and community, as well as having a cost to society as a whole.</p> <p>Locally, alcohol and its related harm has been identified as a concern through the strategic assessment. In addition, data from the West Midlands Public Health Observatory has been added to achieve a balanced approach to the topic. It is suggested through this that local areas concentrate on local alcohol priorities within three overarching themes: Crime and Disorder, Health and Young People.</p> <p>From the scanning exercise, and consideration of the national priorities for local areas, a number of key themes have emerged:</p> <ul style="list-style-type: none"> • Perceptions of drunken behaviour • Alcohol related crime and disorder • Alcohol related litter | |

| | |
|--|---|
| <ul style="list-style-type: none"> Alcohol related anti-social behaviour Underage drinking Sales to underage drinkers Young people drinking in public spaces Under 18 alcohol specific hospital admissions Number of alcohol related hospital admissions | |
| <p>Aims:</p> <ul style="list-style-type: none"> To use a multi agency targeted approach to tackling alcohol related harm, in the areas of crime and disorder, health and young people, in Herefordshire. | |
| | |
| | |
| <p>Develop, implement and review a new structure for a dedicated alcohol harm reduction group.</p> | <p>PCT, HC and HCSDP</p> <p>Short term</p> |
| <p>Write a 3-year alcohol strategy and action plan</p> <p>Implement a 3-year alcohol strategy and action plan</p> | <p>PCT, HC and HCSDP</p> <p>Short term, but reviewed annually.</p> |
| <p>To monitor outcomes and measure performance, incorporating inter-agency data sharing and analysis where possible and appropriate to do so.</p> | <p>PCT, HC, HCSDP, WMC, other organisations/partners/stakeholders that can have impact on alcohol misuse and have shared interest in alcohol health related issues</p> <p>Short term ongoing.</p> |
| <p>Crime and Disorder</p> | |
| <p>To contribute to appropriate strategies and projects to ensure the night-time economies of town and city centres in Herefordshire are safe and accessible to all</p> | <p>PCT, HC, HCSDP, WMC, other organisations/partners/stakeholders that can have impact on alcohol misuse and have shared interest in alcohol health related issues</p> <p>Short term ongoing.</p> |

| | | |
|--|--------------------|---------------------|
| Continue to support Arrest Referral Scheme | PCT, WMC and HCSDP | Short term ongoing. |
| Use evidence based, targeted approach whilst supporting tasking and co-ordination of police enforcement to tackle alcohol and anti-social behaviour related disorder | HC and WMC | Short term ongoing. |
| Health | | |
| Marketing and promotion of target messages regarding sensible drinking and alcohol-misuse | PCT and HCSDP | Short term ongoing. |
| Develop training opportunities so that front line staff across partner agencies can deliver brief interventions and screen appropriately | PCT, HC and WMC | Short term ongoing. |
| Young People | | |
| Identify those at risk of harm from their own or others' alcohol misuse and ensure clear care pathways are agreed and implemented by all partners | PCT, HC and HCSDP | Short term ongoing. |

| | |
|--|--|
| Priority | Name of officer(s) leading |
| Promoting and Delivering Increased Road Safety | Peter Miles, District Commander, Hereford & Worcester Fire and Rescue Service |
| Details of project/initiative: | |
| <p>As Herefordshire is a rural county, there is a higher than average vehicle ownership. Road safety, speeding vehicles and reckless driving have always been a concern for Herefordshire residents and therefore has always been a priority for the HCSDP.</p> <p>To ensure a targeted approach, HCSDP participates in the West Mercia Safer Roads Partnership (SRP) which delivers Enforcement and Education, Training and Publicity (ETP) on a sub-regional basis and also the Herefordshire Road Safety Group (HRSRG). The HRSRG is made up of partner and voluntary organisations that together co-ordinate and deliver prevention, enforcement and education programmes relevant to local needs.</p> | |

Prevention and education will be the long-term focus for the HRSG.

- Aims:**
- Reduce the number of killed and seriously injured across Herefordshire's roads through education, prevention and enforcement

| Actions | Organisations involved | Delivery date |
|--|---|-----------------------------|
| Develop an integrated programme of interventions for all groups of concern | HC, WMC, Hereford & Worcester Fire and Rescue Service (F&R), West Midlands Ambulance Service (AS), Herefordshire Advanced Motorists (HAM) and Safer Roads Partnership (SRP) | Short, medium and long term |
| Develop and deliver annual plan of co-ordinated and targeted educational activities and campaigns of the HRSG | HC, WMC, F&R, AS, HAM and SRP | Short term |
| Target hotspot areas and improve engineering works, for example the installation of speed cameras and improvement of road surfaces | HC, WMC, F&R, AS, HAM and SRP | Short, medium and long term |

| | |
|--|--|
| Priority | Name of officer(s) leading |
| Providing community reassurance | Jane Rose, Partnership Manager, Herefordshire Council |
| Details of project/initiative: | |
| Tackling disproportionate fear of crime through reassurance, including crime prevention | |
| Aims: | |
| <ul style="list-style-type: none"> • To reassure Herefordshire citizens that crime is low in the county • To reduce the number of respondents to local surveys who have a disproportionate fear of crime including perception of anti-social | |

| behaviour and other neighbourhood issues | | Organisations involved | | Delivery date |
|--|---|------------------------|--|----------------------------------|
| Actions | | Organisations involved | | Delivery date |
| <ul style="list-style-type: none"> To deliver appropriate crime prevention and harm minimisation messages to target audiences | | | | |
| Implement the partnerships communication strategy to reassure our communities through an integrated approach that avoids duplication of effort and maximises effect | HC, WMC and PCT | | | Short term on-going |
| Produce and distribute relevant literature which provides community reassurance around low crime within the county and provides key crime reduction and harm minimisation messages | HC, WMC, PCT, PT, AS, F&R, RSL's, Drug Forums (DF), Neighbourhood Watch (NHW) and Policing Matters Groups.(PMG) | | | Short term, medium and long term |
| Make use of all partner agencies resources and infrastructures to maximise effort | HC, WMC, PCT, PT, AS, F&R, RSL's, DF, NHW and PMG | | | Short term, medium and long term |
| Identify and impact upon the groups most concerned about the perception of crime and build confidence with those communities | HC, WMC, PCT, PT, AS, F&R, RSL's, DF, NHW and PMG | | | Short term, medium and long term |
| Reinvigorate existing community schemes that will encourage direct participation from our communities | HC, WMC, PCT, PT, AS, F&R, RSL's, DF, NHW and PMG | | | Short term, medium and long term |

| Priority | Name of officer(s) leading |
|--|---|
| Herefordshire Community Tasking and Co-ordination | Kevin Purcell, Superintendent, West Mercia Constabulary Michael Hainge, Director of Environment, Herefordshire Council |

Details of project/initiative:

To develop community tasking and co-ordination. This will become the mechanism for partners to engage with each other with the common purpose of solving crime and anti-social behaviour.

| | | |
|---|--|-----------------------------|
| <p>This group recognises and deals with criminal and anti-social behaviour that falls out of the other programme priorities. The four strands of tactical activity and co-ordination are best defined as Prevention, Information, Enforcement, Reassurance, (PIER).</p> | | |
| <p>Aims:</p> <ul style="list-style-type: none"> Through the dynamic tasking and co-ordination of resources, the group aims to facilitate partners' ability to work together and enable all organisations in achieving the reduction of crime and anti-social behaviour. The group has the ability to impact on short-term problems and create long-term initiatives that assist in designing out crime and anti-social behaviour. To facilitate the project aims, there are five overarching actions, which are broad enough to cover the process of co-ordination; tasking activity; measurement; analysis and learning. | | |
| Actions | Organisations involved | Delivery date |
| Carry out a fortnightly analytical review of crime and anti-social behaviour to enable the recognition of hotspots and individuals | WMC, HC, PT, F&R, RSL's and Ministry Of Defence Police (MOD) | Short term on-going |
| Agree the best tactical means of tasking resources to tackle the hotspots or individuals | WMC, HC, PT, F&R, RSL's and MOD | Short, medium and long term |
| Co-ordinate collective resources in order to achieve positive outcomes | WMC, HC, PT, F&R, RSL's and MOD | Short, medium and long term |
| Monitor outcomes and measure performance incorporating inter-agency data sharing and analysis where possible and appropriate | WMC, HC, PT, F&R, RSL's and MOD | Short term on-going |
| Recognise best practise in order to learn the best way of impacting on similar problems | WMC, HC, PT, F&R, RSL's and MOD | Short term on-going |

4 Risk registers and risk log

| Assessment of Risk | | | | | | Mitigating Actions | | | | |
|--------------------|--|------------|--------|------------|---------------------------------|---|------------|--------|---------------------|--|
| Action Ref | Risk Description | Likelihood | Impact | Risk Score | Risk Owner | Action description | Likelihood | Impact | Residual Risk Score | |
| 1 | Lack of performance improvement | 3 | 2 | 6 | Strategy Group | Regular performance reviews. Ensure tasking linked to performance and team activities. | 2 | 2 | 4 | |
| 2 | Unable to deliver the plan due to lack of adequate financial provision or long term staff absences | 2 | 2 | 4 | All partners | Proactively seek external funding. Regularly review budget and prioritise actions accordingly. Utilise sickness management policies effectively. Regularly monitor work programmes. Up-skill existing staff to ensure absence cover capability. | 2 | 1 | 2 | |
| 3 | Perception of crime different from actual crime figures | 3 | 2 | 6 | Reassurance Group | Training, education and marketing campaigns | 2 | 1 | 2 | |
| 4 | Effective offender management interventions impacting on wider family and community | 3 | 2 | 6 | Offender Priorities Group | Ensure holistic family approach taken to offender interventions | 2 | 1 | 2 | |
| 5 | Displacement crime affecting impacting on areas of the county | 2 | 2 | 4 | All Operational Sub Groups | Regularly monitor crime patterns/trends. Prioritise activities to combat impact | 1 | 1 | 1 | |
| 6 | Local conditions impacting on levels of collisions | 3 | 3 | 9 | Herefordshire Road Safety Group | Identification of problem issues and develop appropriate solutions | 2 | 2 | 4 | |
| 7 | Blue light services diverted by major incidents | 2 | 2 | 4 | All partners | Utilise emergency planning procedures. Blue light services inform partnership of potential negative impact so that reallocation of resources can be considered. | 2 | 1 | 2 | |

| | | | | | | | | | |
|---|--|---|---|---|------------------------------------|--|---|---|---|
| 8 | Lack of community and/partnership engagement | 3 | 3 | 9 | HCSDP & WMP Community Safety Teams | As part of the work programme include public ownership and involvement schemes. Ensure regular liaison and updating with partners. | 2 | 2 | 4 |
|---|--|---|---|---|------------------------------------|--|---|---|---|



5 Community Engagement

It is essential that HCSDP identifies local concerns in order to deliver outcomes that address the issues that matter most to local people. Engaging with communities to recognise problems and develop possible solutions will encourage greater community ownership, and therefore increased sustainability, of outcomes. A good understanding of the needs and concerns of local communities will also enable lessons to be learnt from previous projects and interventions.

Community engagement is necessary to build realistic perceptions of crime, to help people feel safe and secure in their communities, and be responsive to local needs. It is essential to ensure HCSDP identifies the issues that are true priorities for Herefordshire citizens, therefore delivering outcomes that have a real and meaningful impact. By empowering communities to identify issues and find solutions to them, HCSDP will build effective and sustainable outcomes that are owned by the people whose lives they affect.

Every HCSDP partner organisation has a duty to engage with local communities, and to share this information within the partnership in order to deliver real benefits.

'Community' does not only relate to geographic areas across the county. HCSDP must also consider other communities, including those of faith, ethnicity, and age, where there are specific and significant needs or concerns.

HCSDP already employs a number of mechanisms to engage with people in Herefordshire. These include using information from partner organisations and running a range of community projects and events. Over the course of the next three years, HCSDP will look to develop these mechanisms in a number of ways. These mechanisms will enable the partnership to work with local people to develop and implement solutions together.

HCSDP will take proactive steps to engage with the public. It will identify further opportunities for community engagement through mechanisms that already exist in partner organisations. Examples include West Mercia Constabulary's PACT surveys, Hereford & Worcester Fire and Rescue Service's satisfaction surveys, and Herefordshire Council's Citizen's Panel. It will identify groups and networks that could be used to access communities, in particular those that are traditionally hard to reach or reluctant to engage, including older people, children and young people, disabled people and people who live in geographical isolation.

The partnership will aim to make better use of information gathered from the community through day-to-day engagement, for example through local policing teams or those taking part in the signposting scheme.

HCSDP will also look to engage with local communities to tackle locally identified issues through mechanisms including local consultation events in target areas, user and carer involvement sessions, and through the continuation of the local drug forums. Drug Forums will be empowered to become more proactive in their local communities and run consultation exercises to inform their activities. A consultation protocol will be developed to ensure HCSDP's consultation activities are effective, efficient and consistent.

The partnership will clearly communicate to the public how they can be involved in its work. Examples include wider advertising of community engagement events, identifying opportunities to promote local drug forums and inviting new members, and a continuing involvement in PACT meetings.

HCSDP's strategy group will also hold at least one community meeting each year.

As well as delivering specific community engagement activities, the partnership will take an ongoing approach to community engagement. This will include making feedback forms available in a range of community locations and at events attended by the partnership to record comments or concerns. HCSDP will make it easier for members of the public to contact the partnership on a day-to-day basis through wider dissemination of its contact details. To take account for differing needs and preferences, a number of options will be provided including the telephone number, email address, postal address and website address. Promotion activities will take place across a range of media, both electronic and traditional and through written and face-to-face communications, to reach a wide range of communities. The same routes will be used to provide feedback to communities on the outcomes of their comments.

The partnership will develop a system by which to collect and store the information collected through these mechanisms, so that patterns or trends can be identified over time and fed into the partnership's work.

HCSDP will develop opportunities for involvement from users, or potential users, of the services offered in Herefordshire such as DASH and Family Drug Support. The partnership will look to increase the input of these groups into project and treatment planning, delivery and evaluation. This will be achieved by making use of existing channels such as support groups, training sessions or events targeted to these groups.

6 Monitoring/Revising the plan

The plan will be monitored monthly by the Partnership team and any exceptions reported to the chair an vice chair of the Partnership, and will be monitored on a quarterly basis by the HCSDP Strategy Group. The next Strategic Assessment will be conducted during the winter of 2008 by joining up with West Mercia Constabulary Strategic Assessment process. This will be led by the Herefordshire Community Safety and Drugs Partnership Performance and Data Officer along with partner agencies and West Mercia Constabulary Divisional analysts. The priorities will be identified and reviewed from the assessment and used to inform the HCSDP work from 1st April 2009.

INTEGRATED RISK MANAGEMENT

PORTFOLIO RESPONSIBILITY: RESOURCES

CABINET

1 MAY 2008

Wards Affected

County-wide.

Purpose

To approve the use of a joint risk management strategy, policy and toolkit to be used by both the Council and the PCT; and the use of an Assurance Framework for reporting jointly all high risks previously reported separately as the Council's corporate risk register, the PCT's strategic risks and the high risks associated with the Herefordshire Public Services project.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT:

- (a) the combined risk management strategy, policy and toolkit be adopted for use throughout the Council; and**
- (b) the Assurance Framework be used for reporting corporate high risks.**

Reasons

3. The identification and management of corporate risks is a key component of the Use of Resources assessment within the Comprehensive Performance Assessment and will form a major part of the new Comprehensive Area Assessment. A robust integrated process across the Council and the PCT will, therefore, assist the achievement of shared objectives to the benefit of the community in Herefordshire.

Considerations

4. A single risk management strategy and policy will set out a common approach to the management of risk with a clear description of accountability, training expectations and process. The proposed Herefordshire Public Services Risk Management Strategy is attached at Appendix 1. There are no significant changes to the way in which directorate, service and team risk registers are to be managed within the Council.
5. Adopting the mandatory Assurance Framework used by all NHS Trust Boards will enable corporate risks for both the Council and PCT to be reported together in a

Further information on the subject of this report is available from
Andrew Rewell, Corporate Risk Manager on (01432) 260295

consistent way. The Framework provides a greater degree of scrutiny and accountability for actions and is therefore more robust in its ability to assist in the management of risk than the Council's current risk management arrangements for corporate risks. The proposed Framework is set out in Appendices 2 and 3.

6. Once adopted a new risk register, using the Assurance Framework, will be reported to Cabinet as part of the Integrated Performance Report. The register will include Council and PCT risks that are assessed as being high risks.

Legal Implications

7. None identified.

Financial Implications

8. None identified.

Risk Management

9. The identification, understanding and management of risk is essential for the achievement of objectives, therefore the process and the sharing of risks needs to be integrated.

Alternative Options

10. There are no Alternative Options.

Consultees

11. None.

Appendices

Appendix 1 – Herefordshire Public Services Risk Management Strategy, Policy and Toolkit.

Appendix 2 – The Assurance Framework Guidance.

Appendix 3 – The Assurance Framework – an example.

Background Papers

None identified.



Date approved
Review date

May 2008
May 2009

**HEREFORDSHIRE PUBLIC SERVICES
RISK MANAGEMENT STRATEGY**

1.0 Strategic Aim

Herefordshire Council (HC) and Herefordshire Primary Care NHS Trust (HPCT) are committed to having systems in place, which are shared, to understand, monitor and minimise the risks within our organisations and the services they provide and which will contribute to continued improvement.

Effective risk management will ensure:

- a safe environment for all our staff, clients and members of the public
- best service provision for clients and clinical care for patients
- the reputation of the partner organisations is maintained
- costs are saved by reducing dissatisfaction and claims
- the promotion of innovation to achieve objectives
- the realisation of opportunities
- a positive report on risk management in the Statement of Internal Control and compliance with external accreditation bodies – Audit Commission, Healthcare Commission, NHS Litigation Authority

2.0 The Cabinet and Board Commitment to Risk Management

The Cabinet and Board recognise that risk management is an integral part of good management practice and to be most effective must become part of the culture of both organisations. The Cabinet and Board are therefore, committed to ensuring that risk management forms an integral part of their philosophy, practices and business plans rather than being viewed or practised as a separate programme, and that responsibility for implementation is accepted at all levels within both organisations.

The Cabinet and Board believe it is important to recognise that risk taking can bring both rewards and penalties. Modernisation and innovation cannot be achieved without risks being taken. But by understanding fully the consequences of taking those risks staff can have greater confidence in what they do. We aim to fully identify, evaluate and respond to those risks that may prevent us from achieving our objectives and to enable us to take advantage of opportunities in a “risk informed” manner.

3.0 Objectives of this Strategy

HC and HPCT aim to take all reasonable steps in the management of risk with the overall objective of protecting service users, staff and assets.

Risk Management goals for HC and HPCT are to:

- Minimise chances of adverse incidents, injuries or losses to patients, service users, staff and the general public
- Improve the quality of care
- Encourage and train staff to identify risk areas and become involved in reducing risk
- Reduce risks by developing evidence based clinical and professional practice
- Reduce risks by maintaining a skilled and properly trained workforce.
- Encourage open communication and support staff in order to promote the policy of being a transparent and “no blame” organisation which can learn from incidents.

- Promote good risk management practice amongst independent contractors, suppliers and partners.
- Avoid damage to reputation, including through complaints, litigation or failures in organisations from which services have been commissioned
- Achieve key corporate objectives including National Performance targets
- Ensure compliance with the Annual Health Check and Comprehensive Area Assessment.
- Ensure the best interests of the public are served by the continuation of the organisations to commission and deliver required services
- Minimise avoidable financial losses, or the cost of risk transfer, e.g. Increased insurance premiums or the failure to win discounts.
- Work in conjunction with other organisations' risk management strategies and policies when undertaking joint pieces of work or managing projects on behalf of others.

In order to meet these general and specific objectives, HC and HPCT will adopt a pro-active risk management programme which has our total support and we look to each member of staff for your complete commitment to and co-operation in its implementation.

Signed

Chief Executive

Signed

Signed

Leader of the Council

Chairman of the PCT



Date approved
Review date

May 2008
May 2009

**HEREFORDSHIRE PUBLIC SERVICES
RISK MANAGEMENT POLICY**

4.0 Purpose of the Policy

This policy clearly identifies the accountability arrangements and processes to be used for managing risk within Herefordshire Council (HC) and Herefordshire Primary Care NHS Trust (HPCT) which together shall be described as Herefordshire Public Services (HPS) within this document.

This policy covers all areas of risk within the HPS: organisational; clinical; service provision; financial, strategic and the wider, non organisational risks to the achievement of Herefordshire's objectives under the Comprehensive Area Assessment .

5.0 Who does the policy apply to?

This document applies to all employees of the HPS, and to managers at all levels to ensure that risk management is a fundamental part of the total approach to quality, corporate and clinical governance. In addition the HPS will actively promote and support good practice in risk management particularly within primary care and education.

6.0 Accountability

3.1 The Chief Executive

The Chief Executive has overall responsibility for Risk Management within the HPS.

3.2 Directors

The Director of Quality and Standards has overall accountability for Clinical Risk and together with the Clinical Governance GP Lead is responsible for Clinical Governance systems and processes in HPCT.

HC and HPCT Directors of Finance are accountable for Financial Risks and the preparation of the annual financial statements which will include the Statement of Internal Control.

4.0 Leadership and People

It is important that those involved in risk management understand the role they play in its successful delivery.

4.1 Responsibility of HC Cabinet and HPCT Board

HC Cabinet and HPCT Board are responsible for reviewing the effectiveness of internal controls and for monitoring the work of the Committees with delegated responsibility for risk management.

The Cabinet and Board are required to produce annual statements of assurance that they are doing their "reasonable best" to manage the organisation's affairs efficiently and effectively and managing its risks through the implementation of internal controls. They must "sign off" their organisations Statement of Internal Control and HPCT's self assessment against the Healthcare Commissions Core Standards for Better Health.

Board and Cabinet members are responsible for:

- approving the risk management strategy and policy
- ensuring that risk information is available to them to support their decision making processes
- participating in the identification and evaluation of risks appropriate to the decisions they are asked to make.

4.2 Committee Structures

The committees with delegated responsibility for risk management within the HPS are described in Annex 1.

4.3 Individuals Supporting the Risk Committees

A number of individuals have key roles in supporting the HPS to achieve this policy:

HC Corporate Risk Manager and HPCT Head of Corporate Risk - co-ordinate and facilitate the risk management process and raise staff awareness of risk management through educational programmes. They are responsible for the maintenance and development of the overall risk registers and Board Assurance Framework and support risk owners and project boards in the identification and management of their risks.

HC Corporate Risk Manager ensures that appropriate insurance arrangements are in place to manage significant financial risks and to comply with the relevant legal framework for the handling of third party claims.

HPCT Head of Corporate Risk manages claims under the Employers Liability, Property Expenses, Liability to Third Parties and Clinical Negligence schemes according to the NHS Litigation Authority requirements.

HPCT Clinical Governance Manager - highlights and presents quality, audit and patient incident information and trends.

HPCT Associate Director of Finance (Financial Governance) and HC Head of Financial Services – co-ordinates work with internal audit in order to achieve a satisfactory Statement of Internal Control.

5.0 Responsibilities

5.1 Directors and Managers

HPS are working towards ensuring that all levels of management understand and implement the Risk Management Strategy, Policy and Tool Kit. Directors/managers:

5.1.1 Are responsible for managing risks assigned to them on the Assurance Framework and Risk Register

5.1.2 Must ensure all new employees, through local induction, are made aware of the Risk Management Strategy, Policy and Tool Kit. They must also ensure existing employees are made aware of any revisions to the policy.

5.1.3 Are responsible for ensuring that appropriate and effective risk management processes are in place within their designated area(s) and scope of responsibility; and that all staff are made aware of the risks within their work environment and of their personal responsibilities.

- 5.1.4 Are responsible for ensuring that all necessary risk assessments are carried out within their directorate/department in liaison with appropriate identified relevant advisors where necessary e.g Health and Safety, Infection Control, Security, Environmental, which may include the preparation of specific departmental policies and guidance.
- 5.1.5 Are responsible for implementing and monitoring any identified and appropriate risk management control measure within their designated area(s) and scope of responsibility. In situations where significant risks have been identified and where local control measures are considered to be potentially inadequate, or where the cost of implementation exceeds locally agreed limits and/or requires capital expenditure, Executive Directors/managers are responsible for bringing these risks to the attention of the relevant Committee/Board if local resolution has not been satisfactorily achieved.
- 5.1.6 If control measures which were originally believed to be adequate fail and lead to realisation of the risks, Executive Directors/managers must follow relevant policies (Incident reporting, Major Incident Plan) and inform the Chief Executive/ Executive Directors.
- 5.1.7 Have the authority to accept risks within their scope of responsibility. This must follow completion of a full risk assessment and adhere to the definition of Acceptable Risk in 6.2.
- 5.1.8 Must ensure that all staff must be given the necessary information and training to enable them to work safely. These responsibilities extend to any one affected by HPS operations including sub-contractors, members of the public, visitor's etc.
- 5.1.9 Executive Directors/managers or their designated representatives will implement the policy by:
- a. Ensuring that they have adequate knowledge and/or access to all legislation relevant to their area and as advised by appropriate experts ensure that compliance to such legislation is maintained.
 - b. Ensuring that adequate resources are made available to provide safe systems of work. This will include making provision for risk assessments, appropriate controls measures, raising outstanding concerns, ensuring safe working procedures/practices and continued monitoring and revision of same.
 - c. Ensuring that there is a core of appropriate mandatory training for all employees to attend e.g. Health and Safety, Fire, Moving and Handling, Dealing with Violence and Aggression, Conflict Resolution, Child Protection, etc, and that appropriate mandatory updates are maintained.
 - d. Identifying and releasing suitable staff to be trained as risk assessors, first aiders, moving and handling/health and safety co-ordinators etc.
 - e. Monitoring clinical and professional performance, health and safety standards including risk assessments, infection control measures, use of personal protective equipment, lone worker arrangements, stress at work

assessments etc and ensuring that these are reviewed and updated regularly.

- f. Ensuring the identification of all employees who require Health Surveillance according to risk assessments, ensuring that where Health Surveillance is required no individual carries out those specific duties until they have attended the Occupational Health Department and have been passed as fit to continue their duties.
- g. Ensuring that the arrangements for the first aiders and first aid equipment required within the Directorate/Department are complied with. That the location of first aid facilities are known to employees, ensuring that proper care is taken of casualties and that employees know where to obtain appropriate assistance in the event of serious injury.
- h. Making adequate provision to ensure that fire and other emergencies are appropriately dealt with.
- i. Ensuring that risk issues are considered when setting individual staff objectives which reflect their role in the organisation.

5.2 Responsibilities of all Employees

- a. Be familiar with this Policy
- b. Attend risk management training relevant to their post and maintain clinical or professional skills where appropriate
- c. Report incidents/accidents and near misses using HPS procedures
- d. Lead or participate in risk assessment processes, and develop and implement plans to address risks identified in their area (according to the nature of their post)
- e. Comply with all HPS policies and procedures aimed at eliminating or reducing risk e.g. health and safety, emergency procedures, handling equipment safely
- f. Provide safe clinical or professional practice within their area of competence
- g. Be involved in appraisal.

5.3 HC Members and HPCT Non Executive Directors

Members/Non Executive Directors have a key role to play in monitoring executive management of risk and contributing to the development of HPS strategy for managing risk.

They must satisfy themselves that the systems of risk management the HPS have in place are robust and defensible.

5.4 HC Member Champion and PCT Non Executive Director

The Cabinet Member (Resources) and the Non Executive Director who chairs the Integrated Governance Committee shall actively support the risk management process and encourage all Councillors and Board members to play their full part.

5.5 Whistleblowing

If staff are concerned that there are very serious risks in the organisation, which they have raised through the normal management channels without response, it may be appropriate for them to use the HPS Whistleblowing policy.

6.0 Risk Management Process

6.1 General Principles

HPS are committed to developing a pro-active and systematic approach to risk management. Annex 2 sets out in detail the toolkit in use to identify and analyse the risks to the achievement of objectives – strategic, corporate, programme, project, operational or partnership objectives.

The process will:

- be multi-faceted, drawing on the experience of multi-disciplinary teams, with knowledge of the range of the HPS functions and risks
- be iterative, i.e. improving and refining over time
- ensure the stages are clearly recorded

The stages of the risk management process are to:

- a. identify, assess and score any actual and potential risks
- b. identify the controls required and what action may be necessary - this could range from stopping the activity, to reducing the risk, to transferring some of the risk to another party, to accepting the risk (see definition in 9.2)
- c. monitor the effect of the treatment on the risk and review the risk rating
- d. complete an Action Plan for High and Medium rated risks
- e. monitor the Risk Register and Action Plan at appropriate intervals
- f. communicate with those who need to know and disseminate good practice throughout HPS.

6.2 Specific HPS Risk Management Process

Those Committees delegated with responsibility for managing risk will co-ordinate the process as described above within their remit. Each Committee will ensure that the approved and appropriate tools are being used to identify risks in its area. Other supporting groups or advisors may be applying these tools, but the Committees will ensure that they are receiving the appropriate information from those supporting groups/advisors. The Committees will monitor that appropriate actions are being taken.

Risk Assessment

Directorate and Operational managers are responsible for ensuring that risk assessments are completed as an ongoing process and reviewed as required following the guidance in the Risk Management Tool Kit. It is important that risk management is integrated into the existing business processes and risks identified as part of the following:

Strategic /corporate /service planning - At the time of the development of corporate plans and objectives and “in year” corporate/ policy development.

Financial planning - Risk registers will inform the financial planning process in relation to:

- allocation of resources required to improve the management of unacceptable risks
- allocation of resources to the change programme, projects, ongoing operations and partnerships
- taking into account the impact of budget decisions, both for budget plans and in year budget changes, on the risk profile of the organisation.

Performance management - At the operational level risk registers will be developed alongside the annual business plans for directorates and the service plans for service areas. The registers will be reviewed when monitoring performance against objectives to identify any risk related causes of underperformance and act as an early warning.

Organisational Change Programme - Managing a change programme will bring a range of risks relating to strategic alignment, partnerships, programme planning, competing demands of day to operations and projects and the availability of appropriate skills and capabilities. These will be considered when the business case for major projects within the programme are being reviewed.

Major projects including major procurements and major partnerships - Risk will be assessed and registers created to support project initiation documents (or business cases) for major projects, procurements and partnerships. These risk registers should inform the business case decisions. The risk registers will demand ongoing review throughout the life of the project/procurement/partnership life cycle.

Where risk registers are shared, we will work in conjunction with the risk management strategy and policy of our partners. When undertaking projects on behalf of others, we will manage risks consistent with their strategies and policies.

ICT Programmes and Projects

Where ICT Programmes and Projects are managed under MSP or PRINCE2 Programme and Project Management Methodologies, Risks and Issues will be managed according to these methodologies, consistent with this policy and the Risk Management Strategy. Where risks and issues are required to be escalated to the Board/Cabinet, they will conform to the standards laid out in this policy.

Health and Safety - Those groups designated to monitor Health and Safety are responsible for ensuring the annual health and safety audits are completed.

Incident Reporting - All reported incidents (and near misses), will also be assessed by the person completing the form and reviewed by an appropriate manager as described in the HPS Incident Reporting Policy.

Following assessments within any of the above, any high ranking risks and those which could impact on whether or not the HPS can meet a key objective must be included on the Assurance Framework and reported to the Cabinet/Board.

6.3 Risk Register

The Risk Register is a record of all the risks identified through the Risk Management process, their score and risk treatment. It is a dynamic document which will cover all risks. It will inform the decision making of the risk committees and managers by providing them with a central reference of all risks and will be regularly updated. It will be held centrally by the HPCT Head of Corporate Risk and HC Corporate Risk Manager but will be accessible and available to all managers.

6.4 Assurance Framework

This is a high level document which records the risks which could impact on the HPS achieving their strategic or principal objectives, and are therefore known as principal risks. It provides a framework for reporting key information to the Board and Cabinet. It provides assurance about where risks are being managed effectively and objectives are delivered and will also identify which of the HPS objectives are at risk because of gaps in controls or assurance about them. The Board and Cabinet will formally review the Assurance Framework twice a year as a minimum.

Principal risks cannot be considered in isolation, they will be derived from the prioritisation of risks fed up through the whole organisation and in this way the Risk Register will contribute to the Assurance Framework

Risk Quantification and Acceptability

The HPS have adopted a common approach to quantifying risk as described in the Risk Management Toolkit. Each risk will be assessed and scored on the likelihood of occurrence and the consequences in the current circumstances.

The score of a particular risk will determine at what level decisions on acceptability of the risk should be made and where it should be reported to within the HPS. The Board and Cabinet have defined as “Significant” any risk that has the potential to damage the organisation’s objectives

General guidelines are:

| | | |
|---------------|---------------|--|
| Extreme Risk | Score 15 - 25 | Report to an Director for more detailed analysis of the risk, to be included on the Assurance Framework and reported to the Board and Cabinet with proposed treatment/action plans |
| High Risk | Score 8 - 12 | Report to an Director and then to an appropriate Risk Committee with proposed treatment/action plans |
| Moderate Risk | Score 4 – 6 | Report to Senior Manager with proposed treatment/action plans, for particular monitoring. |
| Low Risk | Score 1 – 4 | Report to local manager for local action to reduce risk |

Acceptable Risk will be as scored above, and is defined as follows:

- the likely consequences are insignificant
- a higher risk consequence is outweighed by the chance of a much larger benefit (e.g. In rehabilitation people may accidentally burn themselves while learning how to prepare food and drink but the benefit of independence outweighs that risk)
- occurrence is rare
- the potential financial costs of minimizing the risk outweighs the cost consequences of the risk itself
- reducing the risk may lead to further unacceptable risks in other ways

Therefore a risk with a high numerical value may be acceptable to the organisation, but that decision would be taken at an appropriate level.

Analysis of Risks

All Directors, Managers, Non Executive Directors and Councillors are trained in risk analysis using the HPS Risk Scoring Matrix.

The HC Corporate Risk Manager and HPCT Head of Corporate Risk are responsible for ensuring that information on incidents, claims, complaints, risks and hazards are analysed for trends and that such information is made available to the appropriate Director/manager so as to be included in the relevant Risk Register and also reported to the committees with delegated responsibility for risk management within the HPS.

7.0 Communication

All staff will be made aware of the Risk Management Strategy, Policy and Tool Kit through induction, team brief and mandatory training. A copy will also be placed on the intranet site of the HPS . The policy will be distributed to HPS sites to ensure that staff with specific management responsibilities receive a copy.

Other stakeholders will be made aware of the Risk Management Strategy, Policy and Tool Kit and will be involved and consulted as appropriate. For example, this could be during consultation on development of other policies or strategies, or through coverage of Risk Management in the HPS Annual Report and public Board and Cabinet papers.

Stakeholders will include:

- Users and Carers
- The General Public
- Local GPs, Dentists, Pharmacists, Optometrists
- Schools
- Strategic Health Authority
- Regional Government
- Hereford Hospitals Trust and West Midlands Ambulance Trust
- PALS
- The Third Sector
- Fire Brigade and Police
- The Utility Companies
- Chamber of Commerce, Hereford
- Chamber of Commerce, Powys
- Audit Commission
- Herefordshire Partnership

8.0 Training

The Board and Cabinet acknowledges that the provision of appropriate training is central to the successful implementation of the risk management process.

Training needs will be identified and a suitable programme implemented for all staff including those with specific responsibilities under this policy, including members of the Board, Cabinet, Governance Committees and managers in HPS.

9.0 Key Performance Indicators

In order to measure the successful implementation of the Risk Management Strategy and Policy the following Key Performance Indicators have been agreed for 2008/2009:

- The establishment of an Assurance Framework for Herefordshire Council.
- The development and delivery of an integrated risk management training programme to be used in the HPS
- The HPS can demonstrate shared learning and improvement across services as a result of incidents reported – see section 6.2.
- Demonstration that the Assurance Framework risks inform the Board and Cabinet Agenda.
- Increase in the number of multi-organisation risks which are assessed and added to the Assurance Framework.

Risk Management Committee Structures

1.0 Herefordshire PCT

1.1 The Integrated Governance Committee

The Integrated Governance Committee is responsible for ensuring that systems for Clinical and Corporate Governance are in place and operating effectively, that they are developed and continually monitored and the risks attached to non performance are identified. Effectiveness may relate to quality, safety, clinical standards or activity. Its way of working is to help ensure these areas of governance are developed in an integrated way which strengthens their application in the PCT, rather than sitting in separate “silos”.

The Committee has a specific remit to oversee the Board Assurance Framework, monitoring compliance with actions, assessments and reports and to ensure that the Risk Register is updated. The Committee co-ordinates and oversees assurance work.

It specifically receives information, guidance and opinion on clinical risk from the Clinical Risk Sub Committee whose remit and terms of reference are to manage Clinical Risk within the PCT, identifying main areas of risk and recommending actions. In particular its remit includes:

- To receive and monitor reported patient incidents, including Serious Untoward Incidents and near misses.
- To identify trends, lessons learnt and spreading of good practice
- To receive and monitor Patient Feedback Reports
- To comply with the DOH Standards of Better Health
- To comply with NHS Litigation Authority Risk Management Standard for Primary Care Trusts
- To identify trends arising from the Poorly Performing Staff Policy
- To contribute towards the appropriate training of staff
- To establish contacts with relevant outside organisations

In addition the Integrated Governance Committee receives information, guidance and opinion from the following working groups:

- Infection Control Committee
- Health and Safety Steering Group
- Hereford Consortium Research and Development Committee
- Medical Devices Steering Group
- Quality, Audit and Care Pathways Sub Committee

- Health Records Management Forum
- Education and Training Committee
- Cleanliness, Environment and Nutrition Group
- Infection Control Committee
- Information Management

The Integrated Governance Committee is chaired by a Board Non-Executive Director.

1.2 The Audit and Assurance Committee

The Audit and Assurance Committee is responsible for reviewing the establishment and maintenance of an effective system of integrated governance, risk management and internal control, across the whole of the organisation's activities (both clinical and non-clinical), that supports the achievement of the organisation's objectives.

In particular, the Committee will review the adequacy of all risk and control related disclosure statements (in particular the Statement on Internal Control and declarations of compliance with the Standards for Better Health prior to endorsement by the Board. It will review the adequacy of the Board Assurance Framework, ensuring the risk management agenda of the Board is based on the highest corporate risks and their associated action plans, including those related to Standards for Better Health. It will review the management of any risks at the interface with the PCT's dealings with partners and other organizations.

The Audit and Assurance Committee is chaired by a Board Non-Executive Director.

1.3 The Finance and Performance Committee

The Finance Committee is responsible for reviewing all aspects of financial and performance management arrangements.

2.0 Herefordshire Council

2.1 Audit and Corporate Governance Committee

This committee will monitor the effective development and operation of risk management and corporate governance in the Authority.

Responsibilities include:

- consider the effectiveness of the risk management arrangements, the control environment;
- seek assurances that action is being taken on risk related issues identified by auditors and inspectors;
- be satisfied that the Authority's assurance statements, including the Statement on Internal Control, properly reflect the risk environment and any actions required to improve it;
- review and update of the risk management policy statement every year
- annual review of the risk management framework; and
- quarterly review of progress against any risk management action plans.

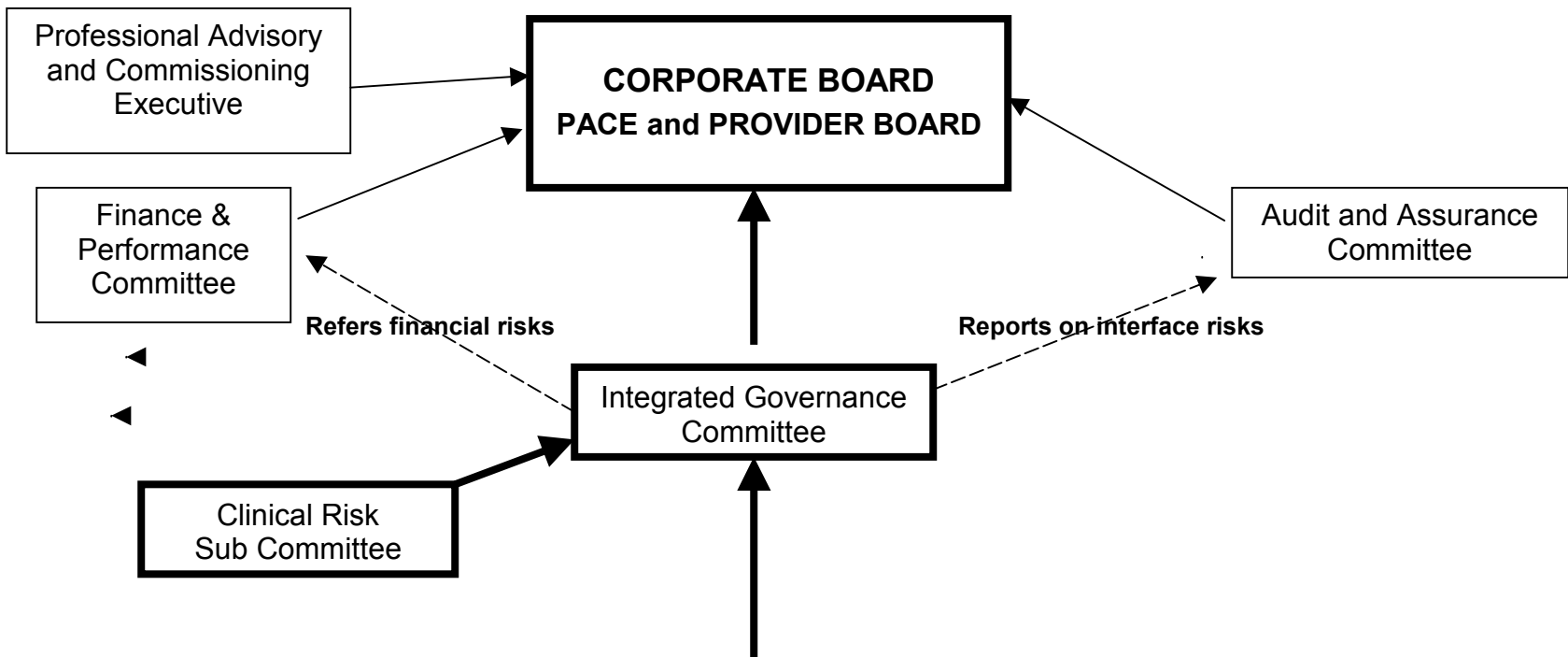
2.2 Joint Management Team

Responsibilities include:

- preparing and updating the risk management strategy;
- identification of strategic and cross cutting risks;
- promoting a culture of risk awareness throughout the authority;
- supporting their directorates in identification, evaluation and monitoring of risks and opportunities;
- reviewing risk as an on-going process;
- making all appropriate officers aware of their responsibilities for managing all relevant risks and provide information on risk management initiatives; and
- ensuring that the outputs of other risk based activities (e.g. Health & Safety, Insurance, Service Continuity Planning, Treasury Management etc.) are used to support the council's overall approach to risk management and feature in the relevant service plans.

HEREFORDSHIRE PRIMARY CARE TRUST

RISK MANAGEMENT STRUCTURE



Advisory Committees

- Health and Safety Steering Group
- Education and Training Committee
- Medical Devices Steering Group
- Health Records Forum
- Cleanliness, Environment and Nutrition Group
- Quality, Audit and Care Pathways
- Hereford Consortium Research and Development Committee
- Infection Control Committee

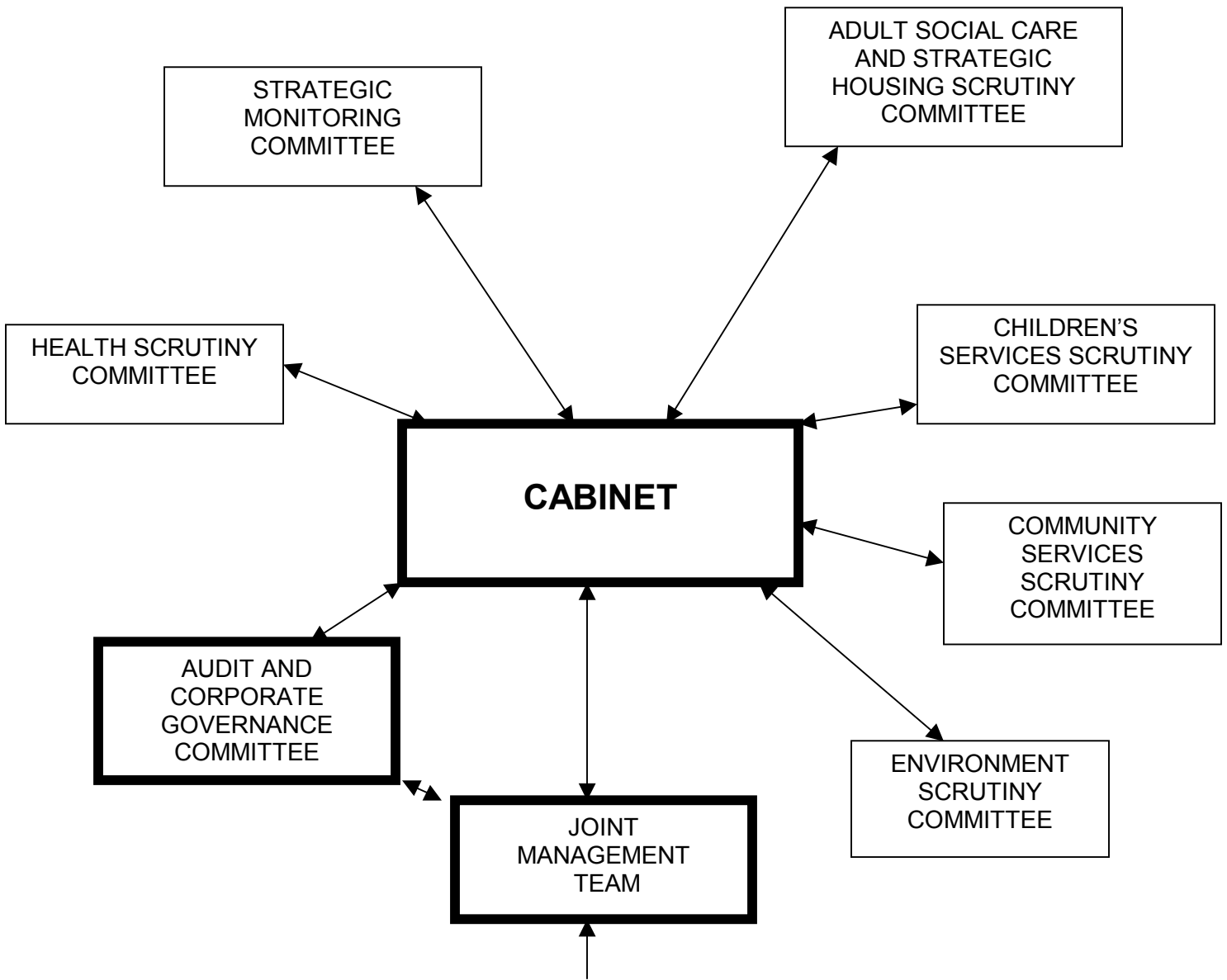
Specialist Advisors

- Fire Officer
- Health & Safety Officer

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Note on accountability arrangements

This diagram provides an overview of the PCT's arrangements for Risk Management and not the formal accountability of Board sub-committees



Health and Safety Committee
 Integrated Performance Report
 Performance Improvement Managers
 Corporate Risk Manager
 Audit Services Manager
 Emergency Planning Manager
 Information Security Officer
 Head of Financial Services
 Head of Asset Management and Property Services

**KEY INDIVIDUALS RESPONSIBLE FOR
ADVISING AND CO-ORDINATING
RISK MANAGEMENT IN HEREFORDSHIRE COUNCIL**

| Name | Title | Area of Responsibility | Contact Details |
|-------------------|--|--|------------------------|
| Andrew Rewell | Corporate Risk Manager | Co-ordinates all risk management activity. Responsible for Risk Register | 01432 260295 |
| Jo Goodman | HR Manager | Coordinates OH support and advice | 01432 260232 |
| David Powell | Head of Financial Services | Liaise with internal audit to achieve Statement of Internal Control | 01432 263173 |
| Emma Mathews | Health and Safety Advisor | Provides Health & Safety advice, support and training | 01432 260448 |
| Malcolm MacAskill | Head of Asset Management & Property Services | Provides inspection of property and advice on fire risk assessments | 01432 260227 |
| Tony Ford | Chief Internal Auditor | Ensure robust Corporate Governance and liaise with external auditors | 01432 260425 |
| Philip Wilson | Emergency Planning Manager | Coordinate the county wide response in an emergency | 01432 260567 |
| John Pritchard | Information Security Officer | ICT Risk Assessment | 01432 260160 |

**KEY INDIVIDUALS RESPONSIBLE FOR
ADVISING AND CO-ORDINATING
RISK MANAGEMENT IN HEREFORDSHIRE PCT**

| Name | Title | Area of Responsibility | Contact Details |
|--------------------|--|--|-----------------------------|
| Wendy Huxley Marko | Head of Corporate Risk | Co-ordinates all risk management activity. Responsible for Risk Register | 01432 363906 |
| Nicky Willett | Clinical Governance Manager | Responsible for patient risks and incident reporting | 01432 344344 extn 3759 |
| Jill Sinclair | Associate Director of Finance (Financial Governance) | Liaise with internal audit to achieve Statement of Internal Control | 01432 344344 extn 3735 |
| | Health and Safety Advisor | Provides Health & Safety advice, support and training | |
| Mike Weaver | Via Works Department | Provides fire training & inspection of properties | 01432 344344 extn 3910 |
| Julie Davis | Occupational Health | Provides occupational health services to PCT staff | 01432 355444 extn 4013/5404 |
| Emma Sneed | Infection Control Nurse | Provides infection control advice and co-ordinates audits | 01432 277117 |
| Linda Marsden | Moving and Handling Advisor | Provides advice on moving and handling issues and risk assessments. | 01432 344344 |
| Lynne Renton | Senior Nurse Child Protection | Advice & support on child protection issues | 01432 343955 |
| Simon Collings | Information Governance Officer | ICT Risk Assessment | 01432 344344 extn 7604 |

LINKS TO OTHER POLICIES AND PROCEDURES

The Risk Management Strategy, Policy and Tool Kit is supported by a number of other policies and procedures, all of which act as risk controls. The following is a list of key documents with which staff should be familiar. They can be found on the relevant intranet site or from your manager:

- Health and Safety at Work - and associated policies
- Incident Reporting Policy and Procedure
- Complaints Procedure
- Lone Worker policy
- Moving and Handling policy
- Recruitment, selection and appointment of staff
- Violence at Work
- Whistleblowing policy
- Standing Financial Instructions
- Standing Orders
- Scheme of Reservation and Delegation
- Child Protection policy
- Sharing information in Child Protection
- Major Incident
- Infection Control
- Medical Equipment policy
- Protection of Vulnerable Adults
- Checking of State Registration
- Fitness to Practice
- Fraud and Illegal Acts
- Computer Security Policy
- Security Policy
- Business / Service Continuity Plans



Date approved **May 2008**
Review date **May 2009**

**HEREFORDSHIRE PUBLIC SERVICES
RISK MANAGEMENT TOOL KIT**

INTRODUCTION

DEFINITION

Risk management can be defined “as a means of reducing adverse events occurring in organisations by systematically assessing, reviewing and then seeking ways to minimise their impact or possibly prevent their occurrence.” Risk management brings huge benefit to Herefordshire Public Services (HPS) as it enables us to be positive in the decisions we make. When we consider potential risks we must remember there is an “upside” as well as a “downside” in whatever we do and it is important not to focus only on the adverse affects but to balance it with the opportunities that may arise.

Risk management is one of the main components of Corporate and Clinical Governance; it requires us to:

- Have clear policies aimed at managing risks
- Undertake risk assessments to identify and manage risk
- Have programmes in place to reduce risk

The full benefits of risk management will only be obtained if there is a comprehensive and co-ordinated approach which is supported at every level of management throughout HPS.

The Audit Commission and Healthcare Commission require all local government and NHS trusts to assess their risks and develop action plans to address the risk.

This Tool Kit is intended to be used by all staff and departments in HPS. Independent contractors are welcome to use any part of this assessment tool in addition to those provided by their insurance company.

AIM:

The aim of the risk assessment should be to review all significant risk areas. The definition of significant risk will vary, but will include those risks that could lead to death, disability or severe distress, could occur more frequently or affect large numbers of people, or impact on the finances or reputation of HPS.

Risk assessments should be undertaken annually or whenever new services are introduced or existing services are changed or expanded. Through the completion of a risk assessment Directorates, service areas, specialities and surgeries will be able to devise an Action Plan, identifying their extreme, high and moderate risks to be addressed.

RELATIONSHIP WITH BUSINESS / SERVICE PLANNING:

The results of the assessment and the Action Plan should be reflected in the next Business / Service Plan for your area.

GUIDANCE

Each directorate, service, department or operational area needs to complete a risk assessment in order to identify risks in their workplace. These do not include health and safety risks for which there is a separate process. This risk assessment tool is to help guide you in identifying, recording and managing potential barriers to the achievement of your objectives in your area of work.

The assessment should be co-ordinated by the Director, Head of Service or Head of Profession with input from other staff.

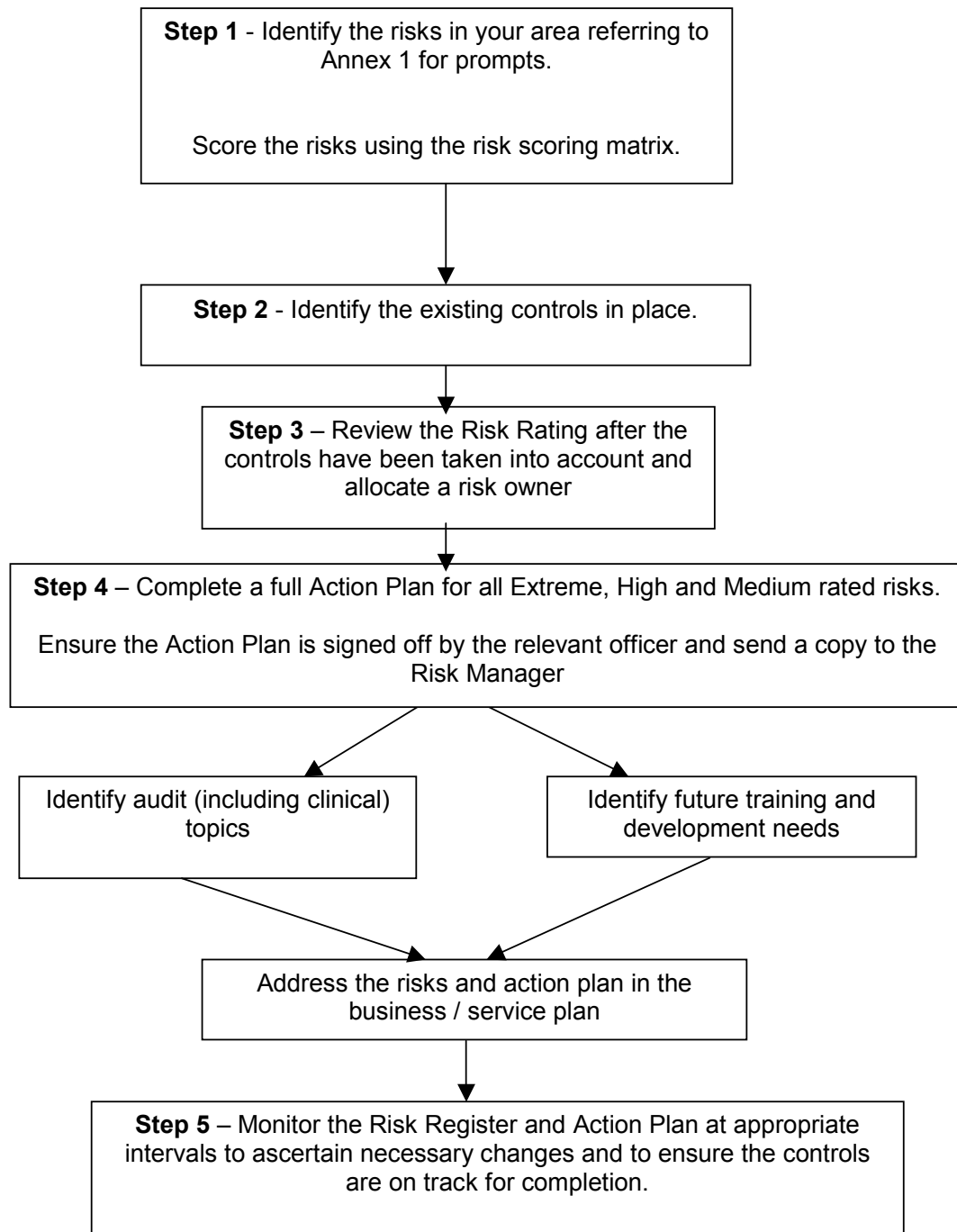
If you have any queries, please do not hesitate to contact:

Andrew Rewell, Corporate Risk Manager, Herefordshire Council on Tel: 01432 260295 or 07792880710, email: arewell@herefordshire.gov.uk

Wendy Huxley Marko, Head of Corporate Risk, Herefordshire Primary Care NHS Trust on Tel: 01432 363906, email: Wendy.Huxleymarko@herefordpct.nhs.uk

The Five Steps of Managing Risk

The five steps for the managing of risk are described in detail on pages 6 to 12, however the following flow chart provides a quick guide summary of the process.



The five steps of the risk management cycle are:

Step 1: Risk Details

- **Identify the Risks** - Using the following 'Wheel of Risk' and the prompts in Annex 1 (which contains additional examples of service risk assessment issues) make a list of risks that could impact on the success of the service delivery, project outcome etc.



- All risks will be recorded on the risk register and the following information included:
 - a) **Risk reference number**
 - b) **Objective** - Enter the directorate / service objective the potential risk is linked to
 - c) **Risk description** - Brief description of the perceived risk and who is affected by it. Typical risk phrasing could be: Loss to, Failure of, Failure to, Lack of, leads to, resulting in...;
 - d) **Risk Rating** - Using the guidance below score the Likelihood of the risk occurring and score the Consequence of that risk. Multiply these together to gain the total risk rating. The coloured matrix will indicate if the rating is **extreme**, **high**, **moderate** or **low**. These scores should be entered onto the risk register as the initial risk rating.

RISK SCORING MATRIX

Consequence scores:

| Consequence Types | 1 Insignificant | 2 Minor | 3 Moderate | 4 Major | 5 Catastrophic |
|--|--|--|--|--|---|
| People (including patients, staff, carers and visitors) | No injury | Short term harm Will resolve in a month. First aid treatment required | Semi -permanent harm. Should resolve in a year Medical treatment required | Permanent or long term harm. Jeopardise well being – abuse, neglect assault | Single or Multiple fatalities |
| Delivery of services/ Strategic | No impact on ability to operate local services | Could threaten the efficiency or effectiveness of some services, but dealt with internally | Severe disruption to a service. Non achievement of local delivery plan | Loss of a service. Loss of stars / reduction in score in national performance review | Threatens the viability of the organisation |
| Financial Loss (eg. Asset loss, repeat treatment, litigation, fines) | Loss in the range of £0 to £5,000 | Loss in the range of £5,001 to £50,000 | Loss in the range of £50,001 to £500,000 | Loss in the range of £500,001 to £1,000,000 | Loss of more than £1,000,000 |
| Organisational Objectives | Management information does not meet business requirements | Service objectives not met or project failures in one service | Service objectives not met or project failures in multiple services | Failure to meet one key organisational objective | Failure to meet multiple key organisational objectives |
| Reputation | No impact on the reputation of the PST | Increase in patient / customer complaints or staff dissatisfaction | Negative press in local paper. Greater scrutiny by SHA, CAA or Audit Commission | Negative national press & television coverage. Intervention by SHA / Central Government | International television coverage. External investigation (CHI, HSE) Prosecution. Replacement of Board |
| Workforce and Morale | No impact on staff morale | Staff dissatisfaction | Increased Staff sickness & absenteeism | High rate of staff leaving | Inability to recruit or retain Industrial action |
| Legal | No breaches of law or local procedures / standards | Breaches of local procedures /standards | Breaches of regulation, national procedures / standards | Breaches of law punishable by fines | Breaches of law punishable by imprisonment |

Likelihood scores:

| Level | Descriptor | Description |
|--------------|-------------------|---|
| 5 | Almost Certain | It has already happened and is a persistent issue. |
| 4 | Likely | It has already happened, but is not a persistent issue. |
| 3 | Possible | It could occur, but it has not yet. |
| 2 | Unlikely | Do not expect it to happen. |
| 1 | Rare | Can't believe that it will happen. |

The risk rating or severity then equals Consequence X Likelihood.

| Likelihood | Consequence | | | | |
|---------------|--------------------|------------|---------------|------------|-------------------|
| | 1 Insignificant | 2 Minor | 3 Moderate | 4 Major | 5 Catastrophic |
| 5 Certain | 5 | 10 | 15 | 20 | 25 |
| 4 Likely | 4 | 8 | 12 | 16 | 20 |
| 3 Possible | 3 | 6 | 9 | 12 | 15 |
| 2 Unlikely | 2 | 4 | 6 | 8 | 10 |
| 1 Rare | 1 | 2 | 3 | 4 | 5 |

Risk Rating:

- Low Risk** 1 to 3
- Moderate Risk** 4 to 6
- High Risk** 8 to 12
- Extreme Risk** 15 to 25

Step 2: Identify Existing Controls

On the Risk Register, describe the controls that are already in place. Typical examples of existing controls will include written policies and procedures, staff training, referral or admission criteria, the physical environment. In describing the controls it is worth considering how effective they are, when they were last reviewed / tested or when staff were last trained.

Step 3: Review Risk Rating

On completion of the above review the Likelihood and Consequence scores (as in Step 1 above) in light of the existing Controls, this will provide you with a **Current/Residual** risk rating. This will allow the identification of those risks that further resources may need to be allocated to so as to reduce the risk.

Risk Owner – Identify the risk owner. Quite simply, this is about giving accountability to managing the risk and ensuring actions required to mitigate the risk are completed.

Those identified as a risk owner should decide how they will achieve the level of control for each risk described in the Action Plan for which they are responsible. The requirements will vary according to circumstances, and they are the people best placed to decide what is required. Key considerations might include:

- Resources required.
- Awareness, understanding and commitment from staff.
- Incentives and sanctions.
- Appropriate delegation.
- Monitoring and reporting mechanisms.
- Parameters of acceptability and trigger points for further action.
- Documentation and review mechanisms.

Risk owners should also take steps to ensure that the contributions required from external partners are also being implemented as agreed.

All risks in the register should have identified risk owners who assume responsibility for ensuring the current controls are being applied.

Step 4: The Action Plan (Annex 2)

The Action Plan should be completed for all residual risks rated **extreme**, **high** or **moderate** and should include the following information:

- Risk Reference number** – to be taken from the Risk Register;
- Action Description** – A detailed description of the action required to manage the risk.
Describe the risk or no action to be taken and why. Should the risk be avoided, eliminated, reduced, transferred or accepted? A useful framework for considering these questions is the “4 T’s”

The 4T’s of Risk Control

| | NOTES |
|---|---|
| Terminate Stop the activity altogether | <ul style="list-style-type: none"> • Rarely an option in public sector activity though this may be possible for some non-core activities. |
| Tolerate Accept the risk and live with it | <ul style="list-style-type: none"> • Applies to risks within the tolerance threshold or those where the costs of treatment far outweigh the benefits. • Should be backed up by appropriate contingency plans, business continuity plans and recovery plans. |
| Transfer To a third party or through insurance | <ul style="list-style-type: none"> • Can transfer all or part of the risk. • Beware – although responsibility can be transferred, accountability rarely can, so it requires close monitoring. |
| Treat Take action to control the likelihood and/or impact | <ul style="list-style-type: none"> • This is where the bulk of the risk management action falls. |

These are not mutually exclusive categories – it is quite normal to use a combination of two or more.

Consider what additional controls can be introduced to either remove the risk or reduce it. Typical examples include the introduction of new policies with associated training for staff, reviewing skillmix, undertaking audits to identify problem areas.

Action planning should follow a structured process to ensure:

- The action is proportionate to the risk.
- There is clarity as to which part of the risk is being managed, i.e. the cause(s), the trigger(s) or the effect(s).
- There is clarity around what dimension of the risk is being considered, i.e. the likelihood, the impact, or both.
- Whether or not there are any residual risks or new risks caused by the action.

Control actions should always be SMART – Specific, Measurable, Achievable, Realistic and Time-bound.

- c) **Action Owner** – Identify the actual person who has been nominated to carry out the action, please ensure that this person has been informed.
- d) **Resources Required** – Are resources required to implement the actions and if so what type i.e. personnel or financial and how can they be secured.
- e) **Target/ Review Date** – enter target date for completion of action(s) or when the actions will be reviewed. It is suggested that the following timescales be used:

| | |
|----------------------|---|
| Extreme Risk | Score 15 to 25 – Within 3 months |
| High Risk | Score 8 to 12 - Within 6 months |
| Moderate Risk | Score 4 to 6 - Within 12 months |
- f) **Date Completed** – enter date that the required action (s) was completed to the satisfaction of the risk owner; and
- g) **Progress/Comments** – to be completed each time the risks are reviewed. There should be a clear two-stage decision path to follow in taking action to control risks:
 1. Challenge the action already being taken to see if it is appropriate. It is important to be clear about the extent to which existing controls were considered at the risk analysis stage – does our profile show inherent risk prior to any control or residual risk after the application of existing controls?
 2. Having assessed the adequacy of the action already being taken, determine what extra or alternative action is appropriate.

All Action Plans must be signed off by the relevant Director or Manager, Head of Service or Head of Profession.

A copy of the Action Plan should be sent to either Andrew Rewell, Corporate Risk Manager (HC) or Wendy Huxley Marko, Head of Corporate Risk (PCT).

Step 5: Monitoring

In order to ensure that this process is effective all risk registers and action plans must be reviewed at appropriate intervals, and confirm:

- all current risks been reviewed and any additional action/s identified have been entered on the Action Plan;
- that the Action Plan has been reviewed and actions are on track for completion within agreed deadlines;
- whether any risks need to be removed, due to time limitation i.e. end of a specific project;
- whether any new risks have been identified that need to be added to the register;
- that the risk register is up to date for new and existing risks;
- whether any operational risks been identified by heads of service/key managers that could, if not managed become a risk for the directorate; and
- that updated Risk Registers and Action Plans have been entered onto the Risk Register Cluster file (for HC Directorate risk registers) or passed to the relevant Risk Manager after updating and review.

Examples of Service Risk Assessment Issues

- Policies and Procedures
 - Clinical
 - General
 - Departmental
- High risk areas
 - Surgery
 - Minor Injury Unit
 - Anaesthesia
 - Acute Psychiatry
 - Pharmacy
 - Prescribing
 - Infection control
 - Medicines management
 - Blood Transfusion
 - Resuscitation
- Staffing
 - Numbers
 - Grades
 - Competence
 - Access and availability of training
 - Induction
 - Supervision
 - Volunteers
- Contracts for core services
- Information for clients
- Consent issues
 - Policy
 - Process
 - Underage
 - Staff training
- Counselling
- Lone Working
- Records
 - Clinical records
 - Data Protection
 - Storage and retrieval
 - Confidentiality
- Prescribing and administration of drugs
- Maintaining standards in out of hours services
- Criteria for access to and refusal of service
- After care / discharge
- Incident Reporting
- Complaints
- Clinical Audit
- Adverse events
- Research and development
- Organisational arrangements
 - Communication
 - Access to support and advice
 - Geographical issues
- Maintenance & Use of equipment
- Dealing with emergencies
- Health and Safety
 - Manual Handling
 - COSHH
 - Violence and aggression
 - Policy
 - Risk assessment
 - Training
 - Access to support / back up

| | | |
|---|---|---|
|  HEREFORDSHIRE COUNCIL | <h2 style="margin: 0;">Risk Register</h2> |  Herefordshire Primary Care Trust |
|---|---|---|

Corporate/Directorate/Service/Project: _____

Chief Executive/Director/HOS/Project Owner: _____

| Risk Details | | | | | | Existing Controls | Assessment of Residual Risk | | | | |
|-----------------------|-------------------------------|------------------|--------------------------|----------------------------------|------------|-------------------|-----------------------------|------------------------|---------------------|------------|--------------------|
| Risk Reference Number | Council/PCT Service Objective | Risk Description | Likelihood (probability) | Potential Consequence (Severity) | Risk Score | Controls in place | Likelihood (probability) | Consequence (Severity) | Residual Risk Score | Risk Owner | Cost of mitigation |
| 173 | | | | | | | | | | | |
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| | | | | | | | | | | | |

Signed: _____ **Date:** _____



Action Plan



Corporate/Directorate/Function/Project: _____

Chief Executive/Director/HOS/Project Owner _____

| Risk Reference Number | Mitigation Strategy – Action Description | Action Owner | Target / Review Date | Date Completed | Progress/Comments (since last review) |
|-----------------------|--|--------------|----------------------|----------------|---------------------------------------|
| | | | | | |
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I confirm that all the proposed control measures detailed in the above table have been implemented

Signed: _____ Date: _____

THE ASSURANCE FRAMEWORK

Background

All NHS Trust Boards have a set format that they must use for registering and reviewing strategic risks – the Assurance Framework – which is monitored by the Healthcare Commission for the Standards for Better Health, Internal Audit and the Audit Commission for the Auditors Local Evaluation and by the NHS Litigation Authority.

It has been agreed by the Steering Group that both the Cabinet and PCT Board receive detail on the highest rated risks (15 and above) using the format that NHS Trusts must use. This will ensure best practice, consistency across both organisations and also more detailed information on risk on which to base their decisions.

Format of the Assurance Framework

Principal Objectives

The first step in preparing an assurance framework is for the “Board” to identify its organisation’s objectives, “clinical”, operational, financial and generic. It is necessary for “Boards” to focus on those that are crucial to the achievement of its overall goals, defined as the **principal objectives**. These incorporate those at the strategic and directorate (or equivalent) level.

Principal Risks

Principal risks are defined as those that threaten the achievement of the organisation’s principal objectives. It is essential that boards understand that they need to manage potential principal risks, rather than reacting to the consequences of risk exposure. It would be wrong to try and consider principal risks in isolation because in practice they are derived from the prioritisation of risks fed up through the whole organisation.

Principal Risk Score

Using the 5 x 5 risk scoring matrix in the Risk Management Toolkit the risk is scored for likelihood and consequence to give a principal risk rating.

Key Controls

Organisations should ensure that they have **key controls** in place which are designed to manage their principal risks.

Controls should be documented and their design subject to scrutiny by independent reviewers, eg. internal and external auditors. The key controls should be mapped to the principal risks. When assessments are made about controls, consideration must be given not only to the design but also the likelihood of them being effective in light of the governance and

risk management framework within which they will operate - even the best controls can fail if staff are not adequately trained.

Assurances on Controls

Where can the organisation gain evidence that the controls are effective? The most objective assurances are derived from independent sources and these are supplemented from non independent sources such as clinical audit, internal management representations, performance management and self assessment reports.

Where the assurer's report is confirmed as relevant, the organisation must endeavour to confirm that sufficient work has been undertaken in the review to be able to place reliance on the conclusions drawn.

The organisation will need to assess whether a review provides:

Positive Assurances

There are sufficient, relevant, positive assurances to confirm the effectiveness of key controls and **the objectives are met**. This should be reported to the Board and recorded as a positive assurance.

Gaps in Control

These should be recorded when there is a clear conclusion, based on sufficient and relevant work, that one or more of the key controls on which the organisation is relying are not effective.

Gaps in Assurance

There is a lack of assurance, either positive or negative, about the effectiveness of one or more of the key controls. This may be as a result of lack of relevant reviews, or concerns about the scope or depth of reviews that have taken place.

Residual Risk Score

Using the 5 x 5 risk scoring matrix the risk is re-evaluated taking into consideration all the information on controls and assurances.

| | | | | | |
|-----|--|--|------------|----|-----|
| x 3 | |  Organisation | PCT 180 | HC | PCT |
|-----|--|--|------------|----|-----|



LEARNING DISABILITY ACCOMMODATION AND SUPPORT PARTNERSHIP CONTRACT

PORTFOLIO RESPONSIBILITY: SOCIAL CARE ADULTS AND HEALTH

CABINET

1 MAY 2008

Wards Affected

County-wide

Purpose

To seek approval to enter into a contract for the Learning Disability Accommodation and Support Contract with Midland Heart.

Key Decision

This is a Key Decision because it is likely to be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards.

It was included in the Forward Plan.

Recommendation

THAT: Cabinet authorise officers to finalise contractual terms and conditions and enter into a contract between Herefordshire Council and Midland Heart to provide Accommodation and Support for people with a learning disability on the basis described in this report.

Reasons

1. The success of the modernisation and improvement programme, which was developed following a comprehensive needs analysis and by the Commission for Social Care Improvement (CSCI) inspection, depends on a new model of service; in essence moving away from a service led response to a model based on independence and choice. The partnership with Midland Heart is a key aspect of this approach. Specifically:
 - Increasing the choice of accommodation and support options available to people with a learning disability.
 - Increasing the number of people in 'settled' accommodation, which is a key performance indicator for adult learning disability services from 2008.
 - Ensuring best use of available resources in terms of revenue costs, building and staff.

Further information on the subject of this report is available from
Stephanie Canham, Head of Adult Learning Disabilities on (01432) 260320

Considerations

2. Herefordshire Council, Learning Disability services, in partnership with Contracts and Commissioning, Legal Services, Corporate Procurement, Supporting People and Financial Services have undertaken a complex and comprehensive tender process to identify a partner to manage and develop Accommodation and Support options for people with a learning disability living in Herefordshire.
3. There have been separate negotiations regarding the future management of the Council and PCT properties, Ivy Close (HC) and Southbank Close (PCT). These will be managed via a long-term lease with a Registered Social Landlord (potentially Midland Heart). The Cabinet Member for Resources and the PCT Board respectively will take decisions regarding the leases.
4. The contract for Care and Support is based on the principles that by offering individuals more choice and control over where they live and whom they live with, Herefordshire Council will be able to achieve better value for money and therefore support more individuals within the financial framework available.
5. This will be achieved by offering a wider choice of accommodation options and moving away from the residential care model, which although may be appropriate for some, is expensive and offers limited opportunity to maximise independence.
6. From previous consultation and engagement work undertaken with people who have learning disabilities and their family carers it is known that some people currently living in registered care could, and would wish to, live more independently.
7. In December 2007 Cabinet authorised officers to complete the partnership negotiations on the detail of the contract. A further report was to be brought to Cabinet as a Key Decision for agreement of the contract and financial terms and conditions.
8. Cabinet also requested that a seminar be held to inform councillors on the details of the modernisation of services to people with a learning disability and specifically the partnership agreement.
9. The seminar was held in February 2008 and was attended by over 20 councillors. Midland Heart and officers completed a detailed presentation and answered queries that councillors raised.
10. The core Heads of Terms of the care and support arrangements have been agreed and the legal terms and conditions are nearing conclusion.
11. The contract for care and support will be for a five-year period, with the possibility to extend for a further two years and will be based on the Office of Government Commerce (OGC) model of terms and conditions of contracts for services for local Authorities.
12. This length of contract is required to enable Midland Heart sufficient time to make the necessary changes to the services whilst at the same time providing continuity and certainty for the individuals who live within the current services.
13. The contract will bring together a number of services currently managed by Herefordshire council and two independent sector providers. This includes, Ivy Close in Hereford, Southbank Close in Hereford, five group homes in Leominster and a supported living scheme for 10 individuals. The contract will also manage two block

purchased small homes on a sub-contract for Herefordshire Council. Both of these properties are owned by Herefordshire PCT.

14. The year 1 budget for the partnership (08/09) will be £3.2 million gross rising to £3.6 million over years 2 to 5. This 13% rise is linked to inflation only. Consideration has been given to not awarding inflation to the contract however this would significantly hamper progress in the objectives of the contract. The implications of this investment will be taken into account in the overall social care budget process during the life of the contract.
15. The principle of the contract is that there will be an increased number of individuals supported after the five-year period within the same budgetary framework.
16. The initial 80 people supported at the beginning of the contract will rise year on year to 123 by the final year - an increase of 54%.
17. This increase in service delivery will be achieved by a number of different approaches and changes: -
18. Move from residential care models to supported living reducing costs to Herefordshire Council.
 - Individuals would meet the costs of housing, utilities, food etc accessing income including housing benefit and other benefits, unavailable to those living in registered care.
 - Increased income into the services to meet the costs of care and support. Sources include Independent Living Fund; Supporting People and increased client contributions
 - Increased emphasis on maximising independence and therefore reducing cost of care and support to each individual.
 - Staff time and additional resources can then be redeployed to provide floating support and domiciliary care to more people at the same cost.
19. More creative provision of Short Breaks.
 - A move away from building based breaks, which are expensive and under-utilised, to a more individualised approach.
 - An increased use of other options such as Adult Placement, mainstream services and individual support.
 - Person Centred Planning will be used to identify the best solutions for individuals
 - Individualised budgets will be promoted to ensure the best use of resources.
20. Innovative use of existing property including:
 - Remodelling, redevelopment, refurbishment of services as appropriate
 - Acquiring more appropriate accommodation, through 'swapping' existing properties currently owned by Registered Social Landlords.

- Accessing funding via Midland Heart (as Registered Social Landlord) or another RSL to partially redevelop Southbank and refurbish Ivy Close
 - Partnership with strategic housing to maximise funding for modernisation
21. The five group homes are owned by Herefordshire PCT (2), Kemble Housing (2) and Marches Housing (1). Midland Heart is in negotiations to take the leases of these homes.
 22. The management of Ivy Close and Southbank Close will transfer to the housing arm of Midland Heart or another RSL on a long-term lease. This will enable the RSL to develop the sites and meet the refurbishment costs, something that has not been possible to achieve with the council or PCT.
 23. Leases will also ensure that individuals living in the properties will be able to have tenancies and access Housing benefit to fund the property costs. Officers will ensure that the lease of Ivy Close includes the right for the council to take the property back in the event of the termination of the service.
 24. The RSL will be granted a 75 year lease to enable the RSL, at their expense, to carry out significant upgrading and adaptations to the building to conform with regulations. The RSL will be required to ensure that the building is available for use by the Care and Support service provider during the whole 75 year period of the lease.
 25. Current staff employed within the services will transfer to Midland Heart under TUPE arrangements. These arrangements secure their employment and terms and conditions. This includes approx 90 staff employed by Herefordshire Council at Ivy Close and Southbank Close. There has been an ongoing consultation with staff and their representatives throughout the negotiations. This included participation in the selection of the preferred partner organisation, face-to-face meetings with groups and individuals. The formal process of consultation will begin following the awarding of the contract.
 26. The contract will be based on a partnership between Midland Heart and Herefordshire Council. A number of measures will be adopted to ensure success in quality and performance management, these include:
 - Learning Disability are allocating one day per week of service manager time to ensure agreed targets are met and all performance standards are attained.
 - There are financial disincentives within the contract linked to key targets. E.g. if Midland Heart do not achieve the targets they will not get all of the money.
 - There will be an executive steering group made up of senior representatives from Herefordshire Council and Midland Heart who will be responsible for ensuring delivery of the contract. Terms of reference for this group have already been agreed and will form part of the schedules of the contract.

Legal Implications

27. The council has power to enter into the contract under sections 21 and 29 of the National Assistance act 1948 and section 2 of the Local Government Act 2000.

Financial implications

28. The underlying principle of the contract is that an improved service should be provided to more people for the same budget. At 2006/7 prices, £3.2m of specific budgetary provision has been identified that in the main has supported service provision for 80 places for people with learning disabilities. Over the 5 years of the contract, the numbers should increase to 123, whilst the cost should increase by inflation only to approx £3.6m. In line with the Medium Term Financial Strategy, the inflationary increase is to be found elsewhere within the social care budget. The Council should therefore achieve better value for money.
29. As with any complex and innovative contract, there are financial risks. However a detailed contract is being negotiated, a budget has been defined, the contract will be monitored stringently and any potential overspend reported in line with revised financial regulations.

Risk Management

30. The following risks to the partnership have been identified. A risk log has been established and will be monitored by the executive group.
31. The Modernisation of services
- There may be resistance to moving from the traditional service model, by individuals, staff and family carers.
 - May not be able to achieve reductions in support thereby reducing cost effectiveness of contract.

Mitigation – Ongoing partnership and tight management of the contract with clear timescales and performance measures. Learning disability Services will be an active partner. Ongoing involvement and consultation with all stakeholders.

32. Finance

- Grants (e.g. Carers Grant and [Supporting People]) may be allocated differently in the future through the LAA (local area agreement) single pot. Risk already exists within current delivery of services. And are managed through the recently revised pooled budget arrangements (referred to as Section 31).
- Reliant on significant money from the PCT. Central Government have indicated that PCT money used to commission social care services for adults with learning disabilities will be paid direct to council's from 2009/10
- Pensions- In the absence of a bond, the Council will be required to indemnify the pension fund against any failure by Midland Heart to make the required employer contributions. The Council will indemnify the contractor against increases in pension contributions in excess of the current employer contribution rate (but this is a cost it would bear in any event).
- Individual Budgets –There is a risk that individuals may opt to use their funding to

engage an alternative supplier, thereby reducing the funding available to the contractor. Midland Heart is prepared to carry this risk subject to agreed parameters.

- Capital expenditure – Achievement of the required outcomes is dependent on capital investment on improving and adapting buildings. It depends on capital funding from strategic housing, which has been agreed and also an injection of capital from an RSL in exchange for a lease that has yet to be negotiated. Should this not materialise, consideration would have to be given to prudential borrowing if the agreed outcomes were to be achieved.

33. Property

- Planning permission may not be forthcoming
- Property developments and arrangements may be resisted or delayed

Mitigation – Partnership with strategic housing and Registered Social Landlord's already in place and commitment to changes in commissioning plan and Housing Plan.

Alternative Options

There are no Alternative Options.

Consultees

As part of the tender process we consulted people with a learning disability, staff and family carers of people with learning disabilities.

Appendices

Once the contract has been finalised a copy will be made available in the Members' Room.

Background Papers

Cabinet report September 2006

FUTURE SOCIAL CARE NEEDS AND SERVICES FOR OLDER PEOPLE AND ADULTS WITH LEARNING DISABILITIES IN HEREFORDSHIRE

Cabinet report December 2007

'A BETTER LIFE: PERSONALISED SERVICES FOR PEOPLE WITH LEARNING DISABILITY IN HEREFORDSHIRE'