

# AGENDA

## Community Services Scrutiny Committee

Date: **Friday 26 February 2010**

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Time: **10.00 am**

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Place: **The Council Chamber, Brockington, 35 Hafod Road,  
Hereford**

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Notes: Please note the **time, date** and **venue** of the meeting.

For any further information please contact:

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# Agenda for the Meeting of the Community Services Scrutiny Committee

## Membership

**Chairman** Councillor TM James  
**Vice-Chairman** Councillor KG Grumbley

Councillor DJ Benjamin  
Councillor GFM Dawe  
Councillor BA Durkin  
Councillor DW Greenow  
Councillor KS Guthrie  
Councillor MAF Hubbard  
Councillor B Hunt  
Councillor RH Smith  
Councillor RV Stockton

<b>Non Voting</b>	<b>Mrs Gillian Churchill</b>	HALC
	<b>Mrs. J. Evans</b>	National Farmers Union
	<b>Mr P Hands</b>	Visit Herefordshire
	<b>Mr Gary Woodman</b>	Hereford and Worcester Chamber of Commerce

## **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.

A personal interest is an interest that affects the Councillor more than most other people in the area. People in the area include those who live, work or have property in the area of the Council. Councillors will also have a personal interest if their partner, relative or a close friend, or an organisation that they or the member works for, is affected more than other people in the area. If they do have a personal interest, they must declare it but can stay and take part and vote in the meeting.

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. A Councillor who has declared a prejudicial interest at a meeting may nevertheless be able to address that meeting, but only in circumstances where an ordinary member of the public would be also allowed to speak. In such circumstances, the Councillor concerned will have the same opportunity to address the meeting and on the same terms. However, a Councillor exercising their ability to speak in these circumstances must leave the meeting immediately after they have spoken.

## AGENDA

	<b>Pages</b>
<b>1. APOLOGIES FOR ABSENCE</b>	
To receive apologies for absence.	
<b>2. NAMED SUBSTITUTES</b>	
To receive any details of Members nominated to attend the meeting in place of a Member of the Committee.	
<b>3. DECLARATIONS OF INTEREST</b>	
To receive any declarations of interest by Members in respect of items on the Agenda.	
<b>4. MINUTES</b>	1 - 6
To approve and sign the Minutes of the meeting held on 7 December 2009.	
<b>5. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</b>	
To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
<b>6. SCRUTINY OF CRIME AND DISORDER MATTERS</b>	7 - 18
To consider a number of issues in response to the duty on the Council to scrutinise crime and disorder matters.	
<b>7. THE ROLE OF THE COMMUNITY SAFETY AND DRUGS PARTNERSHIP (SAFER HEREFORDSHIRE)</b>	19 - 58
To provide the Committee with an introduction to the Safer Herefordshire strategic assessment process and performance for 2009 and present the priorities for 2010-11 as agreed by the Safer Herefordshire Strategy Group.	
<b>8. COMMITTEE WORK PROGRAMME</b>	59 - 62
To consider the Committee's Work Programme.	



## **PUBLIC INFORMATION**

### **HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES**

The Council has established Scrutiny Committees for Adult Social Care and Strategic Housing, Children's Services, Community Services, Environment, and Health. An Overview and Scrutiny Committee scrutinises corporate matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

Formal meetings of the Committees are held in public and information on your rights to attend meetings and access to information are set out overleaf

## **PUBLIC INFORMATION**

### **Public Involvement at Scrutiny Committee Meetings**

You can contact Councillors and Officers at any time about Scrutiny Committee matters and issues which you would like the Scrutiny Committees to investigate.

There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

#### **1. Identifying Areas for Scrutiny**

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

Please note that the Committees can only scrutinise items which fall within their specific remit (see below). If a matter is raised which falls within the remit of another Scrutiny Committee then it will be noted and passed on to the relevant Chairman for their consideration.

#### **2. Questions from Members of the Public for Consideration at Scrutiny Committee Meetings and Participation at Meetings**

You can submit a question for consideration at a Scrutiny Committee meeting so long as the question you are asking is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it **no later than two working days before the meeting** to the Committee Officer. This will help to ensure that an answer can be provided at the meeting. Contact details for the Committee Officer can be found on the front page of this agenda.

Generally, members of the public will also be able to contribute to the discussion at the meeting. This will be at the Chairman's discretion.

(Please note that the Scrutiny Committees are not able to discuss questions relating to personal or confidential issues.)

## **Remits of Herefordshire Council's Scrutiny Committees**

### **Adult Social Care and Strategic Housing**

*Statutory functions for adult social services including:*

*Learning Disabilities*

*Strategic Housing*

*Supporting People*

*Public Health*

### **Children's Services**

*Provision of services relating to the well-being of children including education, health and social care.*

### **Community Services Scrutiny Committee**

*Libraries*

*Cultural Services including heritage and tourism*

*Leisure Services*

*Parks and Countryside*

*Community Safety*

*Economic Development*

*Youth Services*

### **Health**

*Planning, provision and operation of health services affecting the area*

*Health Improvement*

*Services provided by the NHS*

### **Environment**

*Environmental Issues*

*Highways and Transportation*

### **Overview and Scrutiny Committee**

*Corporate Strategy and Finance*

*Resources*

*Corporate and Customer Services*

*Human Resources*

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- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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## **HEREFORDSHIRE COUNCIL**

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HEREFORDSHIRE COUNCIL

**MINUTES of the meeting of Community Services Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday 7 December 2009 at 10.00 am**

**Present:** Councillor TM James (Chairman)  
Councillor KG Grumbley (Vice Chairman)

**Co-opted Members** Councillors: DJ Benjamin, GFM Dawe, KS Guthrie, RH Smith, RV Stockton,  
Mrs G Churchill and Mr PH Hands

**In attendance:** Councillors AJM Blackshaw, WLS Bowen, PJ Edwards, MD Lloyd-Hayes and AT Oliver.

**34. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors DW Greenow and B Hunt.

**35. NAMED SUBSTITUTES**

There were no named substitutes.

**36. DECLARATIONS OF INTEREST**

As Chairman of VisitHerefordshire, Mr P Hands registered a personal interest in Item 8, The Executive's Response to the Scrutiny Review of Tourism and Tourist Information Centres.

**37. MINUTES**

Councillor GFM Dawe registered his objection to the Minutes as Members comments were not attributed.

**RESOLVED:** That the Minutes of the meeting held on 20 November 2009, be approved as a correct record and signed by the Chairman.

**38. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY**

A member of the public suggested that an update on the Edgar Street Grid Project should be a regular item on the agenda of the Committee, and questioned why it wasn't on the agenda for this meeting.

**39. REVENUE BUDGET MONITORING REPORT 2009/10**

The Committee received the Revenue Budget Monitoring Report for the period for the six month period to September 2009.

The Service Accountant reported that Cultural Services was expected to overspend by £85k in 2009/10. Savings had already been made that had been factored into this projection. These included staff vacancy savings of £25k on employee costs for Sports Development, relating to post vacancies. There were also staff vacancy savings of £15k in Cultural Services.

He went on to say that the libraries budget was expected to overspend by £125k, largely as a result of employee costs and running costs associated with the Broad Street Library. These costs would be partly offset within the Directorate by savings on Parks and Countryside and Public Rights of Way as a result of the recruitment freeze pending the service delivery review. Some recovery had been made on Tourism budgets which had reduced the expected outturn to a £30k overspend. In addition, a review of alternative delivery methods was being undertaken in order to enable the service to be delivered within budget.

- In reply to a question from a Member, the Director of Regeneration said that as a result of staff reorganisation, posts had been made redundant in the Tourism Service. He concurred with the Chairman of Visitherefordshire that the Destination Management Partnership had not overspent its budget, and was on target for the year.
- In reply to a question from a Member concerning the timescale for replacing the Broad Street Library building, the Director of Regeneration said that whilst the Council was considering different locations, there was no firm timescale at this point in time. A report would be brought to the Cabinet Member in the New Year. The Chairman said that it might be appropriate for the Committee to consider the trends in terms of Library usage at some point in 2010.

RESOLVED: That the report be noted.

**40. ENVIRONMENT & CULTURE AND REGENERATION DIRECTORATES:  
PERFORMANCE FOR THE SIX-MONTH PERIOD TO OCTOBER 2009**

The Committee received the Environment & Culture and Regeneration Directorates Performance for the six months period to September 2009. The Improvement Manager reported that there had been significant improvement against the indicators, all of which were included in both the Local Area Agreement and the Herefordshire Community Strategy. In the ensuing discussion the following points were made:

In reply to a question regarding NI 10 and 11, the visits to galleries and museums and engagement with the Arts, the Improvement Manager said that the figure was in response to a questionnaire that had been sent out, and was not as a result of a visitor count. It was not limited to visits to museums and galleries in the County. He undertook to provide a more detailed breakdown of this indicator at the next meeting.

RESOLVED: That the report be noted.

**41. EXECUTIVE'S RESPONSE TO THE SCRUTINY REVIEW OF TOURISM AND  
TOURIST INFORMATION CENTRES**

(Mr P Hands registered a personal interest)

The Committee considered Cabinet's response to the recommendations made to it in the Scrutiny Review of Tourism with Specific Reference to Tourist Information Centres. The Director of Regeneration apologised to a Member that the response to this Review had taken a while, and said that the economic downturn had meant that the Directorate's position had been reconsidered in the light of public sector funding reductions. A further review of tourism would be undertaken shortly in order to provide a report to the Cabinet Member (Economic Development and Community Services) to ensure that the service was fit for purpose. He added that the initial response that had been made to Cabinet on 30 June 2009 and had been revised by the Regeneration Directorate after Cabinet had deferred consideration of the report, and the subsequent Action Plan had been approved at the Cabinet meeting on 26 November 2009.

A Member expressed concern at the quality of the Action Plan attached to the report, and asked why two recommendations had not been accepted, whilst three other responses apparently missed the point of the original recommendations. He went on to draw the Committee's attention to the specific recommendations in the report to which the responses in the Action Plan were not, in his opinion, appropriate:

- Recommendation 1 in the Action Plan linked back to Recommendations 11.4 and 11.5 in the report submitted to the Committee on 18 April 2008. These had been addressed by the production of an Asset Management Plan, which had not been provided to the Committee.
- Recommendation 9 did not provide concrete proposals to the original recommendation.
- He went on to say that he felt that the Action Plan was an inappropriate response to the work undertaken by the Committee.
- In reply to a question from a Member, the Cabinet Member (Economic Development and Community Services) said that the planned Tourism Review would look at how the marketing budget for tourism should be spent. There had been a change in how the TICs were used across the County, and it was important that this matter should be addressed. The budget for the consultation exercise was tight, and the outcomes would be used to good effect.
- The Chairman of VisitHerefordshire said that he was glad that tourism was valued in the County. He pointed out that VisitHerefordshire had helped to bring £410m into Herefordshire in the previous year, on a small budget. The service was good value for money, as much of the work was undertaken by volunteers. If their work were to be costed in, the rate of return would be much less appealing.

## **RESOLVED**

**THAT (a) Cabinet's response to the findings of the Scrutiny Review of Tourism with Specific Reference to Tourist Information Centres should be rejected and the Cabinet Member (Economic Development and Community Services), should be invited to reconsider the Scrutiny Review report in a competent and professional manner;**

**and;**

- (b) that a report should be brought back to the next meeting of the Committee that included the outcomes from the present review of tourism as well as addressing the concerns that had been expressed by the Committee regarding the Scrutiny Review Action Plan.

## **42. EXECUTIVE'S RESPONSE TO THE SCRUTINY REVIEW OF THE HEREFORDSHIRE ECONOMIC DEVELOPMENT STRATEGY 2005-2025**

The Committee noted the response from Cabinet to the Scrutiny Review of the Herefordshire Economic Development Strategy 2005-25.

The Chairman of the Review Group thanked all Members who had been involved in the Review process, and said that he was glad that the recommendations had been accepted by Cabinet.

The Economic Development Manager reported that it was intended to produce a new Economic Development strategy by October 2010. This would allow time to reflect on the emerging priorities of the Local Development Forum (LDF) and findings of the local economic assessment. There would be a further report on the Review in six months time.

Since the review had taken place, a number of the activities had been undertaken that relate to the recommendations in the strategy review. There was, for example, enhanced communication between economic development and planning services – especially in relation to key projects such as Model Farm. An Intentions Paper on the County's approach to addressing the challenges of Broadband delivery had been produced in order to be presented to Cabinet. Initial discussions with the Hereford Heritage Regeneration Group on the transfer of assets had taken place and a draft proposals paper had been produced. In the ensuing discussion, the following points were raised:

In reply to a concern from a Member regarding the use of the term sustainability, the Economic Development Manager said that the Council sought to achieve a balance between these two priorities. The Cabinet Member (Economic Development and Community Services) concurred, and added that sustainability should be seen in both environmental and economic terms.

In reply to a question, the Economic Development Manager said that the Business Booster Grant had been fully allocated for the current financial year. If funding was available in 2010/11, it was intended that additional awards would be made.

A Member asked that, in light of the inclusion of the Wood Fuel Strategy under Recommendation 8, whether the Council should consider putting solar energy panels on its buildings in order to demonstrate support for this technology. The Economic Development Manager replied that the Council was already involved in actively supporting environmental technologies. It participated, with Shropshire and Worcestershire, in an environmental technology network designed to create a critical mass in the region. The Cabinet Member (Economic Development and Community Services) added that the Council was awaiting the outcome of a grant application which had been submitted to Advantage West Midlands (AWM) for renewable technologies.

In reply to a question concerning the utilisation of Water Mills to generate electricity in the County, the Economic Development Manager said that AWM had put money into this idea, and 12 mills in the County had expressed an interest, but had found capital costs prohibitive.

It was noted that the Buchanan Trust were installing heat exchange units in the houses on its Estate.

The Economic Development Manager responded to a question on broadband availability in the County by saying that the Council was attempting to provide individual solutions for individual areas within the County. It was clearly recognised that economic growth was dependant on broadband access.

## **RESOLVED**

**THAT (a) Cabinet's response to the findings of the Scrutiny Review of the Herefordshire Economic Development Strategy 2005-25 should be noted;**

**and;**

(b) a further report on progress against the action plan should be made after

six months with consideration then being given to the need for any further report be made.

**43. SCOPING REPORT FOR THE SCRUTINY REVIEW OF SUPPORT FOR VOLUNTEERING IN HEREFORDSHIRE**

The Committee received a proposal to scrutinise the Support for Volunteering in Herefordshire.

The Director of Regeneration reported that this would be a valuable Review to undertake, as it would provide the Committee with an understanding of the volunteering resource that existed in the County, and how this could be most effectively utilised. It was envisaged that this would be held as a one day scrutiny review, with the whole Committee present. In the ensuing discussion, the following points were made:

- A Member said that greater value should be placed on the work of the Third Sector, which offered a very cost effective resource for the County.
- A Member said that she undertook a lot of voluntary work, and felt that there were issues of risk assessment and potential litigation that needed to be overcome in order to help organisations in the Third Sector.
- A Member suggested that it would be valuable to have an officer resource within the Council to act as a liaison to help develop volunteer groups within the County.

RESOLVED: That the Scoping Statement be approved.

**44. COMMITTEE WORK PROGRAMME**

The Committee noted the Work Programme.

**RESOLVED: That the work programme be approved and reported to the Strategic Monitoring Committee.**

The meeting ended at 11.35 am

**CHAIRMAN**





<b>MEETING:</b>	<b>COMMUNITY SERVICES SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>26 FEBRUARY 2010</b>
<b>TITLE OF REPORT:</b>	<b>SCRUTINY OF CRIME AND DISORDER MATTERS</b>
<b>PORTFOLIO AREA:</b>	<b>ENVIRONMENT AND STRATEGIC HOUSING</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide

### **Purpose**

To consider a number of issues in response to the duty on the Council to scrutinise crime and disorder matters.

### **Recommendation(s)**

**THAT:**

- (a) It be agreed that there be no formal co-option and that the Committee should invite other people to participate in its work as circumstances require;
- (b) the protocol for the scrutiny of crime and disorder matters as appended is considered and approved in principle, subject to the agreement of Safer Herefordshire; and the Assistant Chief Executive (Legal and Democratic) be authorised to finalise the protocol after agreement with Safer Herefordshire and in consultation with the Chairman and Vice-Chairman of the Committee;
- (c) a Review Group be appointed to lead on the scrutiny of crime and disorder scrutiny, submitting reports and recommendations to the Committee;
- (d) the Committee appoints a Chairman of the Review Group; and
- (e) the Group submit a proposed work programme to the Committee's next meeting for approval.

### **Key Points Summary**

- The Committee needs to determine an approach to co-option.
- The Committee is recommended to agree a protocol as a method of developing the relationship between the scrutiny function and crime and disorder scrutiny partners laying down the mutual expectations of the Committee and Partners.

- The Committee is recommended to approve the appointment of a Review Group to carry out the detailed work on Crime and Disorder Scrutiny to an agreed work programme, reporting back to the Committee with its reports and recommendations.

## **Alternative Options**

- 1 The Committee may co-opt additional members to serve on the committee subject to various provisions. The Council's Constitution provides that Co-optees should be appointed annually by Council. The recommended approach that there be no formal co-option and that the Committee should invite other people to participate in its work as circumstances require is designed to preserve flexibility in line with the arrangements for the Council's other scrutiny committees.
- 2 The Committee is not required to agree a protocol with the Crime and Disorder Reduction Partnership. However, the Home Office guidance suggests that this should be considered. The content of the protocol is not prescribed.
- 3 The Committee need not appoint a Review Group as proposed. It could carry out the work itself or propose a different way of commissioning work.

## **Reasons for Recommendations**

- 4 The Committee is required to determine arrangements for co-option to the Committee.
- 5 The Home Office guidance suggests that the Committee should consider agreeing a protocol with the Crime and Disorder Reduction Partnership.

## **Introduction and Background**

- 6 The Police and Justice Act 2006 (S19) requires every local authority to ensure that it has a scrutiny committee designated as a "Crime and Disorder" Committee with power to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions. The responsible authorities are local authorities, fire and rescue authorities, police authorities, the police, and primary care trusts which together comprise a Crime and Disorder Reduction Partnership and are to include the Probation Service wef April 2010.
- 7 Members were provided with a brief overview of the crime and disorder scrutiny powers and the role of the Crime and Disorder Reduction Partnership (CDRP), known in Herefordshire as "Safer Herefordshire" at a seminar on 22 January 2010.
- 8 The Home Office has issued guidance on the scrutiny of crime and disorder matters. This has been circulated separately to members of the Committee.

## **Key Considerations**

### **Designating a Crime and Disorder Committee**

- 9 The requirement for the Council to have a "Crime and Disorder" Committee does not require a separate Crime and Disorder Scrutiny Committee. It does require that a scrutiny committee is designated as such. When considering matters related to crime and disorder functions of the responsible authorities the Committee must be properly constituted for that purpose and comprise the appropriate membership.

- 10 Council on 13 November 2009 designated the Community Services Scrutiny Committee as the Crime and Disorder Committee.

### Co-option

- 11 Additional members may be co-opted to serve on the committee provided that they are an employee, officer or member of a responsible authority or of a co-operating person or body (probation, parish councils, NHS Trusts, NHS Foundation Trusts, proprietors of independent schools and governing bodies of an institution within the further education sector) and are not a member of the executive of the local authority. The co-option can be limited to the exercise of the committee's powers in relation to a particular matter or type of matter. The co-option can be withdrawn at any time. The Council's Constitution provides that Co-optees should be appointed annually by Council.
- 12 The Regulations also provide that a co-optee shall not be entitled to vote unless the Committee so determines. The Council's Constitution provides that co-optees shall not have the right to vote unless provided for by statute or other specific provision or unless the Council so approves.
- 13 The guidance also comments on co-option and police authorities. It states: "*Local authorities should, in all instances, presume that the police authority should play an active part at committee when community safety matters are being discussed – and particularly when the police are to be present.*" It sets out three options for local authorities to consider in seeking to involve police authorities.
- 14 Option 1 says: "*one member of the crime and disorder committee should be a member of the police authority. We envisage this being the approach that will be adopted by most (but not necessarily all) counties and unitaries*". The implication is that where possible the relevant local authority representative on the Police Authority should be co-opted.
- 15 Option 2 "*is for all other circumstances - covering most districts and those counties and unitaries where having a police authority member on the committee will not be possible*". It is suggested this could involve a standing invitation to a member of the police authority, or in certain circumstances by local agreement a police authority officer.
- 16 Option 3 is "*for committees to consider co-opting a police authority member onto the committee when policing matters are being considered and it would be for the police authority to decide the most appropriate member to appoint.*"
- 17 Both the Council's current representatives on the Police Authority are already serving as Members of this Committee.
- 18 The role of a Member of the Police Authority in this context and indeed other co-optees from the groupings prescribed in the Regulations, as described above, does have some complications and contradictions. On the one hand the guidance states that the police authority "*should play an active part at committee when community safety matters are being discussed – and particularly when the police are to be present.*"
- 49 However, the Police Authority is also one of the responsible authorities that is subject to the power of crime and disorder scrutiny. Furthermore one of the Council's representatives on the Authority is also the Police Authority representative on the Safer Herefordshire Strategy Group. This clearly has the potential to give rise to some complications and possible conflict of interest particularly when the Scrutiny Committee is seeking to fulfil its role of holding the responsible authorities to account. (When the Constitutional Review Working Group considered the arrangements for crime and

disorder scrutiny it proposed that a decision in principle be taken that the Council's representatives on the police authority should be co-opted to serve on the Community Services Scrutiny Committee when Crime and Disorder matters are discussed but should not be given voting powers.) The situation will be monitored to see if any particular issues arise that need to be addressed.

- 20 Rather than any formal co-option it is recommended that the Crime and Disorder Committee should invite other people to participate in its work as circumstances require, for example in Review Group work, in which the Council's Police Authority representatives could be invited to participate as the Review Group considers appropriate. This is designed to preserve flexibility in line with the arrangements for the Council's other scrutiny committees.
- 21 The White Paper: Protecting the Public: Supporting the Police To Succeed etc proposes "a review of the statutory guidance for Crime and Disorder Overview and Scrutiny Committees ..... to allow them to co-opt members of the public and community groups, which together will improve the links between the public and community safety partners. "The process and terms of selection and appointment, will be for the Committee itself to decide." A further report will be brought to the Committee when any further Regulations are made.

## **Protocol**

- 22 The guidance states that "partners and the scrutiny function might want to consider developing a short, flexible and meaningful protocol which lays down the mutual expectations of scrutiny members and partners of the community safety process.
- 23 A draft protocol is appended for consideration. The Committee is invited to approve this in principle and authorise it to be finalised in agreement with Safer Herefordshire.
- 24 The proposals in the protocol reflect the provisions in legislation and in the guidance. It includes provisions in relation to the duty on the Partnership to respond to requests for information and what should happen when the Committee makes recommendations and the Council and the Partnership are required to respond.
- 25 Legislation specifies that a response to recommendations should be made within 28 days (or if this is not possible as soon as reasonably possible thereafter). The expectation is that this will be a substantive response, as opposed to a mere acknowledgment of the report. If some of the Committee's recommendations are complex and more time is needed to provide a full response this should be indicated and an explanation given. The protocol proposes that if the 28 day timescale can not be met a revised submission date should be agreed.
- 26 There are no time limits specified for responding to requests for information. The protocol proposes that this should be provided within 10 working days.
- 27 Similarly, there are no time limits as to what constitutes reasonable notice to be given in requesting a partner to attend a meeting of the Committee. Notice of ten working days is proposed.

## **Work programme**

- 28 The guidance emphasises that the role of scrutiny should be focused on the Partnership as a whole and will be more effective if it focuses on the policy issues rather than a single organisation. It states that if issues arise which relate specifically to a particular partner

organisation it may be appropriate to refer such issues to the governing bodies of that organisation for action. The role of the Committee should be as *“a critical friend of the community safety partnership, providing it with constructive challenge at a strategic level rather than operational fault finding at an operational level.”*

29 The guidance notes that at a basic level the role of the Committee is

- To consider actions undertaken by the responsible authorities on the CDRP
- Make reports or recommendations to the local authority (and partners)
- To consider Councillor Calls for Action

30 It adds that, *“The Committee should include in its work programme a list of issues which it needs to cover during the year. This should be agreed in consultation with the relevant partners on the community safety partnership and reflect local community need.”*

31 The Regulations require that the Committee meets “as the committee considers appropriate but no less than once in every twelvemonth period.

32 The guidance, does, however, make clear that:

*“In addition the scrutiny function should consider community safety issues more consistently throughout the year, just as it would with any other subject matter.”*

*“As part of the accountability role of the committee, it might be useful to request the attendance of senior members of the partnership at key meetings through the year. This might include the chair of the partnership, the cabinet member with community safety responsibilities or senior members of partner organisations such as the local police commander.”*

33 The scrutiny of crime and disorder matters is only a part of the Committee’s work and part of the overall work programmes of the Scrutiny Committees.

34 The Constitution makes clear that the Overview and Scrutiny Committee must oversee, co-ordinate and approve the work programmes of the Scrutiny Committees and approve its own annual work programme. It must also periodically review its and the scrutiny committees work programmes to ensure that overview and scrutiny is effective that there is an efficient use of scrutiny resources and that potential duplication of effort by Scrutiny committees is minimised.

35 Issues proposed for Scrutiny of Crime and Disorder matters by this Committee are subject to consideration as part of this process. The guidance provides a number of examples of effective crime and disorder scrutiny and suggests a number of key areas for scrutiny.

36 Roles identified in the guidance include

- *policy development,*
- *contributing to the development of strategies*
- *holding to account at formal hearings*
- *performance management*
- *Involvement in the Comprehensive Area Assessment (CAA), looking at the results of assessments and using this data to decide which areas of crime and*

*disorder/community safety activity should be the subject of scrutiny and carrying out investigations which feed into the assessment process.*

- 37 Particular strengths for scrutiny are identified as: engagement and involvement of local people and analysis of issues of local concern.
- 38 The guidance also states that, *“the scrutiny of community safety issues is just one part of a wider agenda in local policy making for partnership working” and not a “stand alone” exercise.* It suggests scrutiny can contribute to this agenda through its contribution to the CAA, through monitoring the delivery of partnerships against Local Area Agreement Targets and “understanding the wider implications of community issues, informed by section 17 of the Crime and Disorder Act 1998.

*“The Council has a legal duty under section 17 of the 1998 Act to carry out all its various functions with due regard to the need to prevent crime and disorder in its area (likely to be extended to include reducing reoffending from April 2010.”*

*“Councils should develop ways to integrate the scrutiny of community safety issues within a cohesive and coherent strategy for the scrutiny of other partners and the services they deliver.”*

- 39 The item on the role of the Community Safety and Drugs Partnership to follow consideration of this agenda item, should help identify matters that should be considered as a priority for scrutiny in Herefordshire.
- 40 Currently scrutiny committees use a range of methods to carry out their work including formal meetings of the Committee as a whole and commissioning work through informal Review Groups. It has been proposed that a Review Group should be formed to specialise in the scrutiny of Crime and Disorder matters operating informally and submitting reports and recommendations to the Committee for approval. If this proposal is approved it is further proposed that the Group submits a proposed work programme to the Committee’s next meeting. This would in turn need to be subject to the overall approval of the Overview and Scrutiny Committee which would also be required to monitor the effectiveness of this proposed approach. Members are reminded that the Review Group’s membership can include Councillors who are not members of this Committee.
- 41 It is not proposed that there should be a standing item on crime and disorder matters at each meeting. As mentioned above the scrutiny of crime and disorder matters is only part of the Committee’s remit. The formal Committee meeting is not the correct forum for the dissemination of routine information. Briefing notes will be circulated to ensure that Members are kept informed of important developments and items placed on the agenda, as part of the agenda planning process, where the subject matter merits it to ensure focused scrutiny of the issue. If the proposal to appoint a Review Group is agreed reports and recommendations from the Review Group would be made to the Committee at the appropriate time as part of this process.

### **Councillor Call for Action**

- 42 The 2006 Act as amended also contains provisions allowing a Councillor to refer a local crime and disorder matter to the Crime and Disorder Committee (a Councillor Call for Action (CCfA)). The same CCfA procedure can be followed in relation to crime and disorder matters as for the Council’s other scrutiny committees, except that a crime and disorder matter must be considered by the designated Crime and Disorder Committee. The Council’s CCfA Code is set out at Part 5 section 10 of the Council’s Constitution.

## **Community Impact**

- 43 Effective Crime and Disorder Scrutiny should have a beneficial community impact and contribute to effective partnership arrangements.

## **Financial Implications**

- 44 The work plan for the scrutiny of crime and disorder matters must be managed with regard to the resources available, taking account of the fact that the Home Office has allocated just over £1,800 for 2009/10 with £2,000 allocated for the next financial year (2010/11) as part of the area based grant.

## **Legal Implications**

- 45 The Council needs to comply with the statutory duty to scrutinise crime and disorder matters.

## **Risk Management**

- 46 There is a reputational risk to the Council's if the Committee does not fulfil its statutory remit and make appropriate arrangements for the scrutiny of crime and disorder matters. It will be necessary to ensure that the work programme developed for crime and disorder scrutiny is appropriate and that there are the resources to support it.

## **Consultees**

- 47 The Partnership Manager of Safer Herefordshire has been consulted on the draft protocol. The approval of the Partnership will be sought, subject to this Committee's approval.

## **Appendices**

Draft protocol for the scrutiny of the Herefordshire Crime and Disorder Partnership.

## **Background Papers**

None





## **PROTOCOL FOR THE SCRUTINY OF THE HEREFORDSHIRE CRIME AND DISORDER REDUCTION PARTNERSHIP**

### **INTRODUCTION**

The Police and Justice Act 2006 requires that from April 2009 every local authority ensures that it has a scrutiny committee designated as a “Crime and Disorder” Committee with power to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities who comprise a Crime and Disorder Reduction Partnership of their crime and disorder functions.

This protocol concerns the relationship between the Crime and Disorder Committee and the Crime and Disorder Reduction Partnership and how they will work together and has been developed jointly.

### **RELEVANT ORGANISATIONS**

#### **The Crime and Disorder Reduction Partnership (The Partnership)**

The responsible authorities comprising the Partnership are local authorities, fire and rescue authorities, police authorities, the police, probation (from 1 April 2010) and primary care trust which together comprise a Crime and Disorder Reduction Partnership. In Herefordshire this Partnership is called “Safer Herefordshire”.

These responsible authorities have a duty to work in co-operation with the “co-operating bodies”: parish councils, NHS Trusts, NHS Foundation Trusts, proprietors of independent schools and governing bodies of an institution within the further education sector.

#### **The Crime and Disorder Committee (The Committee)**

The Community Services Scrutiny Committee is one of the Council’s Scrutiny committees and consists of Councillors elected to Herefordshire Council. It has been designated by the Council as the Scrutiny Committee that will review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities who comprise a Crime and Disorder Reduction Partnership of their crime and disorder functions.

The Committee has the power to co-opt people to serve on it, subject to the Council’s Scrutiny Procedure Rules.

It will co-opt its representatives on the West Mercia Police Authority to assist the Committee when it considers matters relating to the Partnership.

### **PRINCIPLES OF CRIME AND DISORDER SCRUTINY**

The Scrutiny Committee recognises that the role of scrutiny is to scrutinise the partnership as a whole.

The Committee will provide constructive challenge at a strategic level rather than adversarial fault finding at an operational level.

If an issue arises that relates specifically to a particular partner organisation it may be more appropriate to refer such issues to the governing bodies of that organisation for action.

Partners and those scrutinising their actions alike should be careful both to ensure that the demands that they make on each other are not unreasonable and that duplication is avoided.

## **FREQUENCY OF MEETINGS**

The Crime and Disorder Scrutiny Committee will meet at least once a year and hold such other meetings as it requires.

The Committee will hold formal meetings, informal review group meetings and other methods of evidence gathering and public involvement as appropriate.

## **BUSINESS AT MEETINGS**

The Committee will

- consider actions undertaken by the responsible authorities on the Crime and Disorder Reduction Partnership.
- make reports or recommendations to the local authority and partners with regard to community safety functions.

## **ATTENDANCE AT MEETINGS**

The Committee may request the attendance of representatives of the Partnership at its meetings.

The Committee in exercising this power must be mindful of the capacity constraints of the partners being invited and the value they are likely to add to a discussion.

The Partnership is obliged to send a representative to attend unless reasonable notice has not been given.

Where any member or officer of the Partnership is requested to attend an Overview and Scrutiny Committee under this provision, the Chairman of that Committee will inform the member or officer in writing giving at least ten working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Committee. Where the account to be given to the Committee will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that report.

Where, in exceptional circumstances, the member or officer is unable to attend on the required date, then the Scrutiny Committee shall in consultation with the member or officer arrange an alternative date for attendance.

Where the Committee meets and people attend to assist the Committee those attending will be treated with respect and courtesy.

## **Reports and Responses to Reports**

When the Committee prepares a report on an issue the Committee will provide the Partnership Manager with a draft review report and recommendations for circulation to partners for comment prior to publication. The Committee will expect comments within 15 working days. The Committee will consider comments received and may at its discretion amend its draft report.

Scrutiny will not be party political and will aim to achieve a consensus in its reports based on evidence.

Copies of the final report and recommendations will be sent to the Partnership Officer for circulation to and consideration by relevant partners.

The Partnership Manager will co-ordinate a response which should be submitted to the Democratic Services Officer within 28 days (or if this is not possible as soon as reasonably possible thereafter, with a revised submission date to be agreed with the Democratic Services Officer following consultation with the Chairman of the Committee).

Following receipt of the response, the Committee will agree with the relevant partner(s) how progress in implementing the agreed recommendations will be monitored.

## **AVAILABILITY OF COMMITTEE PAPERS**

Meetings of the Committee will be conducted in accordance with the Council's Access to Information Rules.

Copies of published papers relating to the business of the Committee in addition to being available on the Council's website will be made available to the Partnership as reasonably required.

## **AVAILABILITY OF PARTNERSHIP PAPERS**

The Partnership Manager will make published papers of Safer Herefordshire available to the Democratic Services Officer for circulation as appropriate.

## **AVAILABILITY OF OTHER PARTNERSHIP INFORMATION**

The Partnership is under a duty to provide information requested by the Committee. The expectation will be that this information will be provided in a timely manner, as soon as is reasonably possible, generally within 10 working days.

The Crime and Disorder Scrutiny Committee will ensure that requests for information are well focused and thought through.

The information provided by responsible authorities and co-operating bodies must be depersonalised, unless the identification of an individual is necessary or appropriate in order for the Committee to properly exercise its powers. The information should also not include information that would be reasonable likely to prejudice legal proceedings or current or future operations of the responsible authority or co-operating body.

## **DEVELOPMENT OF A WORK PROGRAMME**

The Committee will in agreeing a work programme consult the relevant partners on the community safety partnership.

If the community safety partnership is putting together a strategy, plan or policy, it will consider whether it needs to build in a process for scrutiny at a draft stage and inform the Committee so that the Committee can include the matter in its work programme.

## **PRESS RELEASES**

The Partnership Officer will be informed of and consulted on any proposed official press release by the Committee relating to the scrutiny of Crime and Disorder matters prior to release being authorised.

The Democratic Services Officer will be informed of and consulted on any proposed official press release by the Partnership relating to the scrutiny of Crime and Disorder matters prior to release being authorised.

## **COUNCILLOR CALL FOR ACTION**

This is a statutory provision giving a Councillor the opportunity to refer a local crime and disorder matter to the Crime and Disorder Committee. A local crime and disorder matter is defined as a matter concerning “crime and disorder” (including in particular forms of crime and disorder that involve anti-social behaviour or other behaviour adversely affecting the local environment); and the misuse of drugs, alcohol and other substances in the area.)

Such requests will be dealt with in accordance with the Council’s Code for Councillor Calls for action. Guidance states that CCfA will be a means of “last resort” with issues being referred to a Scrutiny Committee after other avenues have been exhausted.

The Partnership Manager will be informed if a CCfA is lodged.

## **REVIEW OF THE OPERATION OF THE PROTOCOL**

The operation of the protocol will be reviewed every six months by the contact officers and reports made as appropriate.

In the event of any dispute over the operation of the protocol the Chairman of the Committee and the Chairman of the Partnership will meet to discuss the matter and seek to resolve it. In the event of continued disagreement the matter will be referred to the Committee for consideration, which will make recommendations to the Partnership as necessary for its formal consideration.

## **CONTACTS**

The relevant Democratic Services Officer will be the contact point for the Partnership.

The Partnership Manager will be the point of contact for the Committee.

<b>MEETING:</b>	<b>COMMUNITY SERVICES SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>26 FEBRUARY 2010</b>
<b>TITLE OF REPORT:</b>	<b>THE ROLE OF THE COMMUNITY SAFETY AND DRUGS PARTNERSHIP (SAFER HEREFORDSHIRE)</b>
<b>PORTFOLIO AREA:</b>	<b>ENVIRONMENT &amp; STRATEGIC HOUSING</b>

## Wards Affected

County-wide

## Purpose

To provide the Committee with an introduction to the Safer Herefordshire strategic assessment process and performance for 2009 and present the priorities for 2010-11 as agreed by the Safer Herefordshire Strategy Group.

## Recommendation(s)

**THAT:**

- (a) the Committee consider the strategic direction and performance of Safer Herefordshire; and**
- (b) those areas of activity contained in the Corporate Plan are used as the basis of reporting to this Committee.**

## Key Points Summary

- **Safer Herefordshire** 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 is performing against the targets set out in the 2008 – 2011 strategy.
- The strategic assessment relates to crime, disorder and substance misuse in Herefordshire. It took place between June and November 2009.
- The list of priorities that emerged from the 2009 strategic assessment as presented to the Safer Herefordshire Strategy Group were:
  - Alcohol misuse; Anti-social behaviour; Drug misuse; Road safety; Domestic abuse; Offender management
- Safer Communities is one of the Priority Themes to the Corporate Plan that contains a number of national and local indicators

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

## Alternative Options

1. In addition to the indicators within the Corporate Plan, there are a number of ways that the Committee could scrutinise the Partnership. Safer Herefordshire utilises a wide number of performance indicators to monitor performance. These indicators reflect the partnerships whole agenda, and are also used to track progress where annual/biannually reported (National Indicators) NI's are used.

## Reasons for Recommendations

2. To invite comments and views from the Committee on Safer Herefordshire's performance.
3. To ensure Safer Herefordshire is contributing to the outcomes in the Safer Communities element of the Corporate Plan

## Introduction and Background

4. Safer Herefordshire (formerly Herefordshire Community Safety and Drugs Partnership) was formed as a result of the 1998 Crime and Disorder Act, which was later amended by the 2002 Police Reform Act. The partnership has both operational and strategic responsibilities and benefits from positive partner engagements across the County.
5. Safer Herefordshire undertake regular reviews to identify concerns and local priorities and monitor performance against both local and government targets. The partnership also facilitates multi-agency working groups to ensure a joined up approach for tackling crime and disorder issues across Herefordshire. The Strategy is attached for information at Appendix 1, with priorities detailed in Appendix 2.
6. Operationally, the partnership translates its strategic priorities into action plans that are implemented through the partnership and its groups. Some of this work is delivered directly by the partnership whilst some is commissioned out to other organisations. Appendix 3 details some of the key activities and developments Safer Herefordshire has delivered this year.
7. The Safer Herefordshire Local Area Agreement (LAA) priorities for 2008-11 are:
  - NI19: To reduce the rate of proven re-offending by young offenders
  - NI21: Dealing with local concerns about anti-social behaviour and crime issues by the local council and police
  - NI30: To reduce the re-offending rate of prolific and other priority offenders
  - NI39: To reduce alcohol-harm related hospital admission rates (*additional local target*)
  - NI40: To increase the numbers of people in effective drug treatment
  - NI47: To reduce the number of people killed or seriously injured in road traffic accidents

In addition to the above priority linked National Indicators (NIs), there are a number of other indicators in the Corporate Plan that are reported to the Community Services Scrutiny Committee. Some of these additional targets are yet to be finalised as Safer Herefordshire is waiting for data from national information systems and some partner organisations. Appendix 4 attached details the Safer Herefordshire performance results relating to the NIs linked to key priorities.

### **Strategic Assessment – the process**

8. The purpose of this document is to provide Safer Herefordshire with a strategic overview of current and emerging community safety and substance misuse issues affecting Herefordshire. These local issues are considered alongside current government priorities in order to provide strategic guidance to the Safer Herefordshire Strategy Group to assist them in identifying short, medium and long-term solutions to priority issues. The document:
  - Provides a strategic assessment of key community safety issues that are founded on intelligence, analysis of raw data and performance-led information.
  - Identifies clear priorities to address the crime, disorder and substance misuse for the County of Herefordshire.
  - Identifies any gaps in intelligence and information and offers recommendations to address these gaps.
9. 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. The analysis involved a scanning of the levels and patterns of crime and disorder and anti-social behaviour in the County, from Police incident recording, and from incidents and performance from partner sources. Data is analysed to determine whether identified problems are improving or deteriorating. Further analysis is undertaken to explore issues in more depth. Finally a list of emerging priorities is drawn up which is taken forward to the Strategy Group for discussion and decision.
10. The analysis includes information from:
  11. Incident/performance data from Safer Herefordshire partner organisations
  12. Public consultation / surveys
  13. West Mercia Police (Hereford Division) six monthly strategic assessments – April and October 2009
11. Results from the following surveys and consultations were included in the 2009 strategic assessment:
  - ‘Safer Herefordshire’ events
  - Quarterly WMP joint crime and safety surveys (*these changed from annual to quarterly surveys from June 2009*)
  - PACT Meetings and WMP PACT survey analysis
  - Herefordshire Quality of Life (Place) survey
  - Herefordshire Children’s Centres
  - Herefordshire Info Centres
  - Herefordshire 100 - Migrant and settled workers
  - Carer and user information
  - Local Business Crime survey
  - Every Child Matters ‘Building Bridges’ survey with young people
  - Disability survey
12. It is intended that Parish Councils be consulted during 2010, as part of our next strategic assessment, following a previous consultation in autumn 2008.
13. The level of data and information being shared with Safer Herefordshire from partners is increasing year on year. Good progress has been made during the last year with regards to

the quality and mapping of data, which has been used to direct the work of the multi-agency tasking and co-ordination group. However Safer Herefordshire is striving for continuous improvement and continues to work with partners to ensure data quality and allow mapping to enable the identification of links and patterns.

14. The prioritisation process includes a scoring (weighted) matrix used as per the Home Office document '*Developing a Strategic Assessment*' (October 2007). This includes:

The scale of the problem in Herefordshire  
Comparison with other areas  
Whether the problem causes significant harm  
If the problem is deteriorating  
Community engagement indicating there is a concern  
Other considerations (e.g. LAA priority/National priority).

### **Strategic Assessment 2009 - Summary**

Data analysis identified a list of indicative priorities:

Alcohol misuse, anti-social behaviour, drug misuse, road safety, domestic abuse, offender management and reassurance.

- The impact of crime, disorder and substance misuse to the local and wider community is substantial. Therefore use and analysis of current, relevant quality data is crucial to identifying and understanding current and emerging issues.
- From analysing the various surveys and consultations, Safer Herefordshire has built up a picture of what and where issues are being experienced within local communities. The Quality of Life (Place) survey in 2008, showed significant improvement in scores for all aspects of anti-social behaviour in the list since 2007, however the new definition of "the local area" may have affected the answers given. The biggest anti-social behaviour issue was speeding traffic (50% reported it being a problem).
- Public confidence in Herefordshire is measured by NI21: Dealing with local concerns about anti-social behaviour and crime issues by the local council and police. The Place survey showed that 26% of respondents agreed that local public services are successfully dealing with anti-social behaviour and crime in the local area, and 23% disagreed. The score for England as a whole was 26%. Respondents from Hereford City North of the river were the least likely to agree that local public services sought people's views about anti-social behaviour and crime in the local area. From this and other analysis, Safer Herefordshire can target activity and reassurance messages to those areas identified.

A full copy of the Safer Herefordshire Strategic Assessment is available on request.

## **Community Impact**

15. Effective Crime and Disorder Management is essential for Safer Communities. The Scrutiny process should have a beneficial impact and contribute to effective partnership arrangements.

## **Financial Implications**

16. Safer Herefordshire is funded direct from government funds, partner contributions and via the Area Based Grant pot. Funding is currently agreed on a year-by-year basis, with overall budgets decreasing. Specific activities will be drawn up by the strategic leads for each of the



priority areas. These will be incorporated into the annual work plans. Resources will be allocated appropriately and within the available budget.

## **Legal Implications**

17. Safer Herefordshire is a statutory partnership, following statutory procedures.

## **Risk Management**

18. Risks to a successful partnership include:  
Partner engagement;  
Finance – year on year decreasing budgets;  
Lack of choice of providers  
Mitigation measures for these principal risks will be included in the annual plan.

## **Consultees**

- N/A

## **Appendices**

- Appendix 1 – Strategy 2008-11 document
- Appendix 2 – Strategic priorities 2009 – 10 leaflet
- Appendix 3 – Key developments and activities
- Appendix 4 – Performance report

## **Background Papers**

None





**Strategic Plan 2008 - 2011**

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## **1 Vision statement / Introduction**

### **“To work together to make Herefordshire an even 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, which will be refreshed annually, covers the period 2008-2011, with clearly defined priorities for the short term (2008-2009); medium term (2009-2010) 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 Partnerships 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 (LAA) 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 provided 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 an impact across all other areas, that they should be considered within each of the other five groups individually. These are:

- **Young people (victims and offenders)**
- **Violent crime**

The HCSDP targets for the new Strategy period 2008-2011 will work towards meeting the national Public Service Agreements (PSA's) that relate to community safety:

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

The table below lists the five Partnership priorities for 2008-2011 and the broad targets that sit beneath them.

<b>Annual Strategic Assessment priority setting</b>		
<p><b>Aims:</b> 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>		
<b>Priorities and Targets</b>	<b>Reporting Frequency</b>	<b>Data Source</b>
<b>Reducing crime through offender management and other interventions</b>		
<ul style="list-style-type: none"> <li>• <b>NI 19:</b> To reduce the rate of proven re-offending by young offenders (LAA target)</li> <li>• <b>NI 30:</b> To reduce the re-offending rate of prolific and priority offenders (LAA target)</li> <li>• To reduce the offending behaviour of individuals engaged with Drug Intervention Programme (DIP)</li> </ul>	<p>Quarterly</p> <p>Annual</p> <p>Quarterly - Rolling</p>	<p>Youth Offending Service (YOS)</p> <p>West Mercia Constabulary (WMC)</p> <p>Drug Intervention Programme (DIP)</p>
<b>Reducing drug and alcohol harm</b>		
<p><b>Drug use</b></p> <ul style="list-style-type: none"> <li>• <b>NI 40:</b> To increase the numbers of people in effective drug treatment (crack / opiate users) (LAA target)</li> <li>• All adult drug users recorded as being in effective treatment</li> <li>• Percentage of young people receiving substance misuse treatment in a young person's service</li> </ul>	<p>Quarterly</p> <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>Drug treatment agencies and NDTMS</p>

<p><b>Alcohol misuse</b></p> <ul style="list-style-type: none"> <li>• <b>NI 39:</b> To reduce Alcohol-harm related hospital admission rates (local LAA target)</li> <li>• To reduce hospital admission rates for young people aged under 18</li> </ul>	<p>Quarterly</p> <p>Quarterly</p>	<p>Herefordshire Primary Care Trust (PCT)</p> <p>Herefordshire Primary Care Trust (PCT)</p>
<p><b>Promoting and delivering increased road safety</b></p>		
<ul style="list-style-type: none"> <li>• <b>NI 47:</b> To reduce the number of people killed or seriously injured in road traffic accidents on Herefordshire roads (LAA target)</li> </ul>	<p>Quarterly</p>	<p>West Mercia Constabulary (WMC) and Herefordshire Council (HC)</p>
<p><b>Providing community reassurance</b></p>		
<ul style="list-style-type: none"> <li>• <b>NI 17:</b> Perception of anti-social behaviour (LAA target)</li> <li>• <b>NI 21:</b> Dealing with local concerns about anti-social behaviour by the local Council and Police</li> </ul>	<p>Annual</p> <p>Annual</p>	<p>Herefordshire Council Place Survey</p> <p>Herefordshire Council Place Survey and 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

Annual  
Annual  
Annual

Herefordshire Council Place Survey  
Herefordshire Council Place Survey  
Herefordshire Council Place Survey

- To reduce the incidence of anti-social behaviour

Monthly

Measured through collation and analysis of data from responsible Authorities

- To reduce the incidence of criminal damage

Monthly

West Mercia Constabulary (WMC)

- To reduce alcohol related disorder (between 8pm and 6am)

Monthly

West Mercia Constabulary (WMC)

- To reduce alcohol related violence against the person (between 8pm and 6am)

Monthly

West Mercia Constabulary (WMC)

### Cross-cutting

#### Violent crime:

- To reduce the number of recorded violent crimes
- To reduce the recorded number of repeat victims of domestic abuse

Monthly

West Mercia Constabulary (WMC)

Monthly

West Mercia Constabulary (WMC)

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

### 3 How the priorities will be achieved

Priority	Name of officer(s) leading
<b>Reducing crime through offender management and other interventions, to include domestic abuse</b>	<b>Paul Baker, Area Manager, West Mercia Probation Trust</b>
<p><b>Details of project/initiative:</b></p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>it accounts for 16% of all violent crime</li> <li>it will affect 1 in 4 women and 1 in 6 men in their lifetime</li> <li>77% of victims of domestic abuse are women</li> </ul>	

- 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 2006/2007 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 and 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 is offender focused, but also concentrates on victim care.

**Aims:**

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

3

<b>Actions</b>	<b>Organisations Involved</b>	<b>Delivery Date</b>
Continue the delivery of local DIP, PPO and arrest referral programmes	DIP, West Mercia Probation Trust (PT), WMC, HC, YOS and PCT	Short, medium and long term
Continue the delivery of local support interventions for offenders such as housing support, Care Farm access (SHIFT) and access to health services	HC, PCT, Registered Social Landlords (RSL's), PT, YOS and SHIFT	Short, 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
<b>Reducing drug harm</b>	<b>Frances Howie, Associate Director of Health Improvement, Herefordshire Primary Care Trust</b>

**Details of project/initiative:**

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. Emerging themes include:

- Youths taking drugs (boys and girls)
- Drug dealing
- Discarded needles being found
- Public perception of the supply of drugs by shops
- Drugs becoming a major problem in schools
- Busy needle exchanges
- Heroin and cannabis are popular drugs of choice
- Young people injecting
- Needle bins near playgrounds

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 provider's reports to the National Drug Treatment Monitoring System (NDTMS) and data entered into the local drug treatment database (HALO).

<b>Aims:</b> <ul style="list-style-type: none"> <li>To increase the numbers of people in effective drug treatment by 2% in 2008/09</li> <li>To deliver the adult treatment plan and young persons substance misuse plan for 2008/09 in accordance with the planning grids</li> <li>To monitor the proportion of young people in drug treatment</li> </ul>			
	<b>Actions</b>	<b>Organisations Involved</b>	<b>Delivery Date</b>
	To commission a non-discriminatory, effective and appropriate adult and young persons drug treatment service in accordance with the National Drug Strategy (2008-2018) 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 and the local partnership	Joint Commissioning Group (JCG), Treatment Providers and Herefordshire Children's Trust (CT)	Short, medium and long term
35	To provide, review and enhance drug treatment provision for those in the criminal justice system	JCG, Treatment Providers, DIP and PT	Short, 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, 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, medium and long term

Priority	Name of officer(s) leading	
<b>Reducing alcohol harm</b>	<b>Frances Howie, Associate Director of Health Improvement, Herefordshire Primary Care Trust</b>	
<p><b>Details of project/initiative:</b></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"> <li>• Perceptions of drunken behaviour</li> <li>• Alcohol related crime and disorder</li> <li>• Alcohol related litter</li> <li>• Alcohol related anti-social behaviour</li> <li>• Underage drinking</li> <li>• Sales to underage drinkers</li> <li>• Young people drinking in public spaces</li> <li>• Under 18 alcohol specific hospital admissions</li> <li>• Number of alcohol related hospital admissions</li> </ul>		
<p><b>Aims:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>		
<b>Actions</b>	<b>Organisations Involved</b>	<b>Delivery Date</b>
Develop, implement and review a new structure for a dedicated alcohol harm reduction group	PCT, HC and HCSDP	Short term

Write a 3-year alcohol strategy and action plan	PCT, HC and HCSDP	Short term - Reviewed annually
Implement a 3-year alcohol strategy and action plan	PCT, HC, HCSDP, WMC, other organisations/partners/stakeholders which can have an impact on alcohol misuse and have shared interests in alcohol related health issues	
To monitor outcomes and measure performance, incorporating inter-agency data sharing and analysis where possible and appropriate to do so	PCT, HCSDP, WMC and YOS	Short term - Ongoing
<b>Crime and disorder</b>		
To contribute to appropriate strategies and projects to ensure the night-time economies of Herefordshire's town and city centres are safe and accessible to all	PCT, HC, HCSDP, WMC, other organisations/partners/stakeholders which can have an impact on alcohol misuse and have shared interests in alcohol related health issues	Short term - Ongoing
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
<b>Health</b>		
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

<b>Young people</b>		
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
<b>Promoting and Delivering Increased Road Safety</b>	<b>Peter Miles, District Commander, Hereford &amp; Worcester Fire and Rescue Service</b>
<p><b>Details of project/initiative:</b></p> <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, so has therefore 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 (HRSG). The HRSG is made up of partner and voluntary organisations that together co-ordinate and deliver prevention, enforcement and education programmes relevant to local needs. Prevention and education will be the long term focus for the HRSG.</p>	
<p><b>Aims:</b></p> <ul style="list-style-type: none"> <li>• Reduce the number of people killed and seriously injured on Herefordshire's roads through education, prevention, enforcement and intervention.</li> </ul>	



Actions	Organisations Involved	Delivery Date
Develop an integrated programme of interventions, promoting increased road safety for all groups concerned	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
<b>Providing community reassurance</b>	<b>Jane Rose, Partnership Manager, Herefordshire Council</b>
<p><b>Details of project/initiative:</b></p> <p>Tackling disproportionate fear of crime through reassurance, including crime prevention</p>	
<p><b>Aims:</b></p> <ul style="list-style-type: none"> <li>• To reassure Herefordshire citizens that crime is low in the county</li> <li>• 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</li> <li>• To deliver appropriate crime prevention and harm minimisation messages to target audiences</li> </ul>	

<b>Actions</b>	<b>Organisations Involved</b>	<b>Delivery Date</b>
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 - Ongoing
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, 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, 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, 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, medium and long term

Priority	Name of officer(s) leading	
<b>Herefordshire community tasking and co-ordination</b>	<b>Kevin Purcell, Superintendent, West Mercia Constabulary Michael Hainge, Director of Environment, Herefordshire Council</b>	
<p><b>Details of project/initiative:</b></p> <p>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> <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><b>Aims:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The group has the ability to impact on short-term problems and create long-term initiatives that assist in reducing crime and anti-social behaviour.</li> <li>• 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.</li> </ul>		
<b>Actions</b>	<b>Organisations Involved</b>	<b>Delivery Date</b>
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 - Ongoing
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 - Ongoing
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 - Ongoing

#### 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 / or Partnership engagement	3	3	9	HCSDP & WMC 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

**Note: Likelihood of risk / action occurring and the impact it may have (1 – 5 scale: 1 = low - 5 = high). Likelihood x Impact = Risk score / Residual risk score**

## **5 Community engagement**

It is essential that HCSDP identifies local concerns in order to deliver outcomes which 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, 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.

44 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 of 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 of differing needs and preferences, a number of options will be provided including the telephone number, E-Mail, postal and website addresses. 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 partnerships 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 on a monthly basis by the Partnership team and a quarterly basis by the HCSDP Strategy Group, with any exceptions being reported to the chair and vice chair of the Partnership, The next Strategic Assessment will be conducted during the winter of 2008 by joining with the 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 activity from 1<sup>st</sup> April 2009.

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## Contact Details

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[www.herefordshire.gov.uk/saferherefordshire](http://www.herefordshire.gov.uk/saferherefordshire)

<p><b>CLD Youth Counselling Trust</b>                      01432 269245 <a href="http://www.cldyct.org">www.cldyct.org</a>                      Provides counselling for adults and young people aged 11 - 25 with drug / alcohol issues</p>	<p><b>Family Drug Support (FDS)</b>                      01981 251155 <a href="http://www.familydrugsupport.com">www.familydrugsupport.com</a>                      Provides support to families and friends affected by a family member's substance misuse</p>
<p><b>Street Scene</b>                      01432 261800                      To report all litter and graffiti found throughout Herefordshire</p>	<p><b>Community Alcohol Service (CAS)</b>                      01432 357825                      Provides advice, information and counselling on alcohol related issues</p>
<p><b>Drug Advisory Service Herefordshire (DASH)</b>                      01432 263636                      Provides medical, practical and therapeutic interventions to drug users, to reduce drug harm</p>	<p><b>Drugs Intervention Programme (DIP)</b>                      01432 360580                      Provides advice and assistance to substance users within the Criminal Justice System</p>
<p><b>West Mercia Women's Aid</b>                      0800 783 135 9 (Herefordshire &amp; Shropshire)                      A 24 hour helpline (free from a landline) staffed by trained female advisors</p>	<p><b>Community Protection Unit</b>                      01432 260164                      Partnership enforcement team reducing anti-social behaviour related issues in Herefordshire</p>
<p><b>Victim Support</b>                      01432 364546 <a href="http://www.victimsupport.org.uk">www.victimsupport.org.uk</a>                      Provides emotional support and practical advice for all victims of crime</p>	<p><b>Crime Stoppers</b>                      0800 555 111 <a href="http://www.crimestoppers-uk.org">www.crimestoppers-uk.org</a>                      Call anonymously to report criminal details, without fear of exposure or retribution</p>
<p><b>Connexions Herefordshire &amp; Worcestershire</b>                      01432 269404                      Provides learning and careers information, advice and guidance for 13 - 19 year olds</p>	<p><b>Zig Zag</b>                      07966 890897                      Provides advice, information and treatment for young substance users aged 13 - 19</p>
<p><b>Hereford &amp; Worcester Fire and Rescue Service</b>                      0845 122 445 4</p> <p><b>Herefordshire Council</b>                      01432 260000</p> <p><b>Herefordshire Housing</b>                      01432 384000</p> <p><b>Herefordshire NHS</b>                      01432 344344</p> <p><b>The Herefordshire Partnership</b>                      01432 261792</p>	<p><b>West Mercia Police</b>                      0300 333 300 0</p> <p><b>West Mercia Police Authority</b>                      01743 264690</p> <p><b>West Mercia Probation Trust</b>                      01432 272521</p> <p><b>Worcestershire &amp; Herefordshire Youth Offending Service</b>                      01432 383300</p>



# Strategic Priorities 2009 - 2010

## Introduction

Safer Herefordshire (formerly Herefordshire Community Safety and Drugs Partnership) was formed as a result of the 1998 Crime and Disorder Act, which was later amended by the 2002 Police Reform Act. The Partnership has both operational and strategic responsibilities and benefits from positive Partner engagement across the county.

We undertake regular strategic reviews to identify concerns and local priorities and monitor our performance against both local and government targets. We also facilitate multi-agency working groups to ensure a joined up approach for tackling crime and disorder issues across Herefordshire.

Operationally, we translate our strategic priorities into action plans that are implemented through the Partnership and its groups. Some of this work is delivered directly by us whilst some is commissioned out to other organisations.

## Partnership Priorities 2008 - 2011

Our vision is to make Herefordshire an even safer place to live, work and visit.

We have a three year strategic plan, which runs from 2008 until 2011 and focuses on five key areas:

- ♦ Reducing crime through offender management and other interventions - Including domestic abuse
- ♦ Reducing drug and alcohol harm
- ♦ Promoting and delivering increased road safety
- ♦ Providing community reassurance on anti-social behaviour, disorder and crime
- ♦ Multi-agency and community dynamic tasking and co-ordination

Within these five areas, are two main cross-cutting themes, which are:

- ♦ Young people (victims and offenders)
- ♦ Violent crime

## 2009 - 2010 Actions For A Safer Herefordshire

### Anti-Social Behaviour

- ♦ Carry out monthly analytical reviews of crime and ASB, enabling targeted use of multi-agency resources
- ♦ Ensure all information is GIS mapping compatible to assist with multi-agency tasking process

### Offender Management

- ♦ Continue the delivery of local DIP, PPO and Arrest Referral programmes
- ♦ Further develop the Multi-Agency Risk Assessment Conferences (MARAC) for victims of domestic abuse living in Herefordshire

### Reassurance

- ♦ Implement a communications strategy to reassure Herefordshire's communities through an integrated approach to maximise effect and avoid duplication
- ♦ Co-ordinate 'Safer Herefordshire' events and promotions, providing community reassurance around low crime within the county, highlighting key crime reduction and harm minimisation messages

### Reduce Alcohol Related Harm

- ♦ Seek funding to continue the Alcohol Arrest Referral scheme in Hereford
- ♦ Formulate a dedicated Task Force around harmful alcohol use, to include members from existing alcohol related groups and Partners working on alcohol focused projects

### Reduce Drug Related Harm

- ♦ Complete a full and commissioning led review of the entire Herefordshire drug treatment system and implement recommendations
- ♦ Review the Hidden Harm report and put recommendations into practise (Safeguarding to be included in all Service Level Agreements)

### Road Safety

- ♦ Develop and deliver an annual plan of co-ordinated and targeted educational campaigns and activities through the multi-agency Herefordshire Road Safety Group
- ♦ Target hotspot areas and improve engineering works - E.G. The installation of speed cameras and road surface improvements

## 2008 - 2009 Strategic Assessment Key Findings

We are required to undertake an annual strategic assessment to evaluate the effectiveness of the Partnership and how it is performing against the 2008 – 2011 strategy targets.

The assessment includes results from public consultations, area crime statistics and survey results from West Mercia Police, Herefordshire Council and other Partners in relation to crime and disorder. This data analysis process led to the identification of six focus areas for the Partnership to address in 2009 - 2010.

- ◆ Anti-social behaviour
- ◆ Offender management - Including violent crime and domestic abuse
- ◆ Reassurance (Including Community Cohesion)
- ◆ Reducing alcohol related harm
- ◆ Reducing drug related harm
- ◆ Road safety

As within the 2008 - 2011 strategic plan, young people continue to be a major consideration across these areas.

### Multi-Agency Tasking And Co-ordination

In order to tackle the above priorities, Herefordshire has developed a multi-agency tasking and co-ordination group (MATAC), which meets to assess crime and disorder issues on a monthly basis. This is done with the aim of maintaining a low level of crime and to ensure a good quality of life throughout the county.

Through dynamic tasking and the co-ordination of resources, MATAC aims to facilitate Partners' ability to work together, enabling all organisations to achieve reductions in crime and anti-social behaviour.

The group also identifies hotspot areas using Partner and Police data, creating short and long-term initiatives which assist in lowering crime and anti-social behaviour across Herefordshire.

## National Performance Indicators

Our performance is measured against the following National Indicators (NI), on a quarterly basis:

NI 19	To reduce the rate of proven re-offending by young offenders (LAA Target)	NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local Council and Police (LAA Target)
NI 30	To reduce the re-offending rate of prolific and priority offenders (LAA Target)	NI 39	To reduce alcohol-harm related hospital admission rates (Local LAA Target)
NI 40	To increase the numbers of people in effective drug treatment (crack / opiate users) (LAA Target)	NI 47	To reduce the number of people killed or seriously injured in road traffic accidents on Herefordshire roads (LAA Target)

## Projects And Campaigns

Safer Herefordshire operates and supports numerous initiatives, projects and campaigns across the County, including:

### CCTV

The Partnership manages public space CCTV across Herefordshire. This includes co-ordinating operations with the Police and other agencies and managing the control room and maintenance contracts.



### Drugs Intervention Programme (DIP)

The DIP team work with other local agencies to help drug using offenders access treatment and reduce their offending behaviour, which is often directly related to their drug misuse.



### Herefordshire Against Night Time Disorder (HAND)

The HAND scheme which was set up in 2004, takes direct action against anyone getting involved in alcohol related disorder, either in pubs and clubs or outside on the streets.

The scheme has been a great success in deterring trouble-makers and there are now 50 participating premises in Hereford. The scheme also operates in Kington, Leominster and Ross-on-Wye.



## Project Work And Campaigns

We support both local and national projects campaigns, which relate to our priorities. Recent examples include working with 'Streetscene' to build a database of graffiti in Herefordshire, planning a campaign to raise public awareness of Hepatitis C, linking retail radios across the county to the main CCTV control room and holding events to talk to young people about the risks of drug and alcohol use.

### Support For Local Services

We actively support and promote a number of services in Herefordshire including drug, alcohol and domestic abuse services such as Family Drug Support (FDS), West Mercia Women's Aid and the Community Alcohol Service (CAS).



## The Partnership Makes A Difference

With some of the lowest crime rates in the country, this is already one of the safest counties to live and work in. However, we are continually working hard to make Herefordshire an even safer place.

Since the Partnership was established in 2004:

- ◆ House burglaries have reduced by 70%, from 965 recorded in 2002 - 2003 to just 291 in 2007 - 2008
- ◆ Vehicle crime has reduced by 36%, from 1371 recorded incidents in 2002 - 2003 to just 873 in 2007 - 2008
- ◆ The total number of crimes recorded has also reduced by 24% over the last 6 years, from 14,798 in 2001 - 2002 to 11,206 in 2007 - 2008
- ◆ The county's CCTV cameras recorded 2024 incidents between April 2008 and September 2008 and from these 264 arrests were made

**Key developments and activities this year to date**

- Recording equipment used within the **CCTV** suite has been updated, to allow for real time recording, along with clearer images. New additional cameras put in around the county. A CCTV Steering group has been established.
- 2009/10 Adult **Drug Treatment** and Young Persons Substance Misuse Needs Assessments have been hailed by the National Treatment Agency (NTA) as best practice.
- **Hidden Harm** strategy has been developed, looking at the harm caused to children of substance misusing parents. A multi-agency seminar was held with approx. 200 delegates. An overview of our work has been presented to all the regional drug commissioners at the NTA and proved a valuable platform to highlight the positive work that Herefordshire is doing around this sensitive topic.
- Launched a campaign for **National Tackling Drugs Week**, which ran from 8<sup>th</sup> June – 12<sup>th</sup> June, offering information and advice on drug misuse.
- **Drug Overdose Protocol** completed following authorisation from both the police and ambulance service.
- Developed **The Voice!**, a drug service user magazine containing contributions from service users and carers.
- Marked **World Hepatitis Day** with awareness session for drug users and service providers, looking at how to protect yourself against it and testing and treatment.
- A comprehensive review of Herefordshire **Adult Drug Treatment** System has been carried out.
- Launched a new **text messaging scheme** for the county's drug service users to keep subscribers informed of key harm reduction messages, forthcoming events, user involvements sessions and The Voice! magazine.
- Gave a presentation on the work of partnership at **Ledbury Older People's Forum**.
- Participated in the '**Moving On Up Day**', which focused on the needs of people with disabilities and how organisations can cater their services towards them.
- Participated in the '**Safe, Sound and Sorted**' event, a Safeguarding Children event.
- Series of **Safer Herefordshire events** have taken place across the county. These events are attended by partners all offering free community safety advice.
- Participated in the '**Welcome to Herefordshire Information Day**', which allowed agencies the opportunity to engage with foreign residents and migrant workers, offering information on a wide range of subjects from community and fire safety to drug and alcohol advice.

- Safer Herefordshire has worked with **Herefordshire Peoples Advocacy** to produce a comprehensive safety booklet for those residents with learning disabilities.
- Delivered advice on youth substance misuse to a **Children in Care** event.
- Engaged with 350 young people between 16 – 19 at the **Stuff for Students** event at Hereford Sixth Form College.
- Participated in the **Herefordshire Housing Tenant Open Day**.
- Completed our new 2009 **Marketing and Communications Strategy**, in light of recent guidance. It is being hailed as best practise by Home Office Communications Team and will be shared with partnerships around the country. Invited to present at forthcoming GOWM event focusing on how we successfully manage to engage with our target market on a shoestring budget.
- New **alcohol** awareness leaflet designed aimed at those adults purchasing alcohol for under 18s.
- Marked **Alcohol Awareness Week** with a hard-hitting poster campaign, information displays at key sites and media work.
- Participated in the Home Office's **Not In My Neighbourhood Week** in November, focusing on environmental clean-up projects around the county.
- Hereford County Court has been accredited as a **Specialist Domestic Violence Court (SDVC)** by the Ministry of Justice. The criterion was strict, with 12 separate areas having to be met, including specially trained victim advisers and dedicated criminal justice staff.

# SAFER HEREFORDSHIRE

**Report to the:** Safer Herefordshire Scrutiny Committee

**Subject:** NI/LAA Headline Performance Report

**Written by:** Safer Herefordshire Performance and Data Officer

**Date:** 15<sup>th</sup> February 2010

## Purpose of Report

To provide performance for Safer Herefordshire's NI's / LAA targets for 2008/09 and year to date 2009/10.

## Key Actions/progress - LAA PRIORITY TARGETS

<b>NI40 To increase the numbers of people in effective drug treatment by 6% by 2011 (Crack and Opiate users)</b>		
Year	Target	Outturn
2007/08 baseline		520
2008/09	530	<b>534</b> <b>GREEN</b>
<b>2009/10</b>	<b>541</b> <b>(2% improvement)</b>	<b>Qtr 2 outturn:</b> <b>529</b>
2010/11	552	

**RAG assessment forecast:** **RED**

**Analysis of performance:** Latest trajectory incl. a 12month rolling actual to September 2009 shows 529 PDU's in effective treatment (12 short of annual target)

**Options for remedial action:** With an increase in target to 541 in 2009/10, there needs to be a focus by the adult drug treatment agency to improve the number in effective treatment in 2009/10.

Halo is now up and running, this will improve local data management.



<b>NI:39 To reduce alcohol-harm related hospital admission rates</b>		
Year	Target	Outturn
2007/08 baseline		1178 per 100,000 population
2008/09	1237 per 100,000 population	1249 per 100,000 <b>RED</b> (Target missed by 12 per 100,000)
<b>2009/10</b>	<b>1237 per 100,000</b>	<b>Qtr 3 outturn</b> (cumulative) <b>994.5 per 100,000</b> (Q3 only = 323.0)
2010/11	1212 per 100,000	
<p><b>RAG assessment forecast:</b> <b>RED</b></p> <p><b>Analysis of performance:</b> There was a change in methodology during 2008/09, as such the baseline, outturns and targets were affected. Based on year to date performance, the target will not be met.</p> <p><b>Options for remedial action:</b> Engagement with Public Health. Define responsibility for alcohol related commissioning. Workshop held in December to focus on Alcohol Strategy.</p>		

<b>NI21: Dealing with local concerns about anti-social behaviour and crime issues by the local council and police</b>		
Year	Target	Outturn
2007/08		n/a
2008/09 baseline		25.4%
<b>2009/10</b>	<b>n/a</b>	<b>n/a</b>
2010/11	30.4%	
<p><b>RAG assessment forecast:</b> N/A</p> <p><b>Analysis of performance:</b> There will be no outturn during 2009/10 as this NI is measured through the biennial Place Survey.</p> <p><b>Options for remedial action:</b> Safer Herefordshire Support Team monitor responses from the West Mercia Police crime and safety survey. The results from the Place survey (and the Police survey) are analysed at ward-area level to establish issues in local communities that can be used to target resources as appropriate NI21 activities during 2010 leading to further Place survey in the Autumn of 2010.</p>		

For more information about the subject of this report please contact  
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<b>NI19: To reduce the rate of proven re-offending by young offenders by 10.3% by 2011</b>		
2007/08 baseline		126
2008/09	123 (1.22)	1.16 <b>GREEN</b>
<b>2009/10</b>	<b>1.17</b>	<b>Qtr3 outturn 0.39</b>
2010/11	1.13	
<p><b>RAG assessment forecast:</b> <b>GREEN</b></p> <p><b>Quarter 3 outturn:</b> Number of re-offences per young person in the cohort after 6 months is <b>0.39</b>. The 2005 baseline figure for the same period was 0.73.</p> <p><b>Analysis of performance:</b> Due to recording changes for baseline, targets were set during LAA Refresh. YOT expect a further reduction of 3.6% in 2009/10. This is now officially an annual outturn with quarterly commentary/updates. Based on year to date outturn (Number of re-offences per young person in the cohort after 6 months) The 2005 baseline figure for the same period was 0.73, therefore it would appear that this target is on track to meet target.</p> <p><b>Options for remedial action:</b> P&amp;D Steering Group focusing on this and relationship established with Family Intervention Programme (FIP). Performance lead Children's Trust. Schemes in place adding value to existing work.</p>		

<b>NI:30 To reduce the re-offending rate of prolific and priority offenders</b>		
Year	Target	Outturn
2007/08 baseline		61
2008/09	No more than 49 convictions	51 convictions <b>RED</b> <i>(Target missed by 2 convictions)</i>
<b>2009/10</b>	<b>79 convictions</b> (21% reduction target based on new cohort and number of convictions between Oct 07 and Sept 08)	<b>Quarter 1 outturn</b> <b>12 proven offences</b> (from GOWM report Nov 09)
2010/11	Target to be set by the Home Office in April 2010	

**RAG assessment forecast:** **GREEN**

**Analysis of performance:** The PPO scheme in Herefordshire have managed more PPO's in the community than previously, with the heightened risk of reoffending because they are in a position to offend.

The Home Office has delayed the deadline to fix the cohort to end of March 2010. This is to enable the Home office to use the full calendar year of 2009 as the baseline for offences.

**Options for remedial action:** An extra 3% reduction on last years achievement is a risk, however there are real, tangible signs of significant reductions in reoffending of PPO's who are in the community. There are no remedial actions that can be taken at this stage - all of the resources needed to run the scheme are in place for the rest of the year.

**NI:47 To reduce the number of people killed or seriously injured in road traffic accidents on Herefordshire roads**

Year	Target	Outturn
2007/08		133
2008/09 baseline	129	93 <b>GREEN</b>
<b>2009/10</b>	<b>116</b>	<b>105</b> (13 fatal, 92 serious) <b>GREEN</b>
2010/11		

**RAG assessment forecast:** **GREEN**

**Analysis of performance:** Measured by calendar year. 2009/10 target met.

**Options for remedial action:** Good progress. Joining up strategically with Safer Roads Partnership. NI included in Amey contract; performance continues to be monitored.





<b>MEETING:</b>	<b>COMMUNITY SERVICES SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>26 FEBRUARY 2010</b>
<b>TITLE OF REPORT:</b>	<b>COMMITTEE WORK PROGRAMME</b>
<b>REPORT BY:</b>	<b>DEMOCRATIC SERVICES OFFICER</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide.

### **Purpose**

To consider the Committee's work programme.

### **Recommendation**

**THAT: subject to any other comment or issues raised by the Committee the Committee work programme be approved and reported to the Overview and Scrutiny Committee.**

### **Introduction and Background**

1. The Overview and Scrutiny Committee is responsible for overseeing, co-ordinating and approving the work programmes of the Committee, and is required to periodically review the scrutiny committees work programmes to ensure that overview and scrutiny is effective, that there is an efficient use of scrutiny resources and that potential duplication of effort by scrutiny members is minimised.
2. The programme may be modified by the Chairman following consultation with the Vice-Chairman and the Directors in response to changing circumstances.
3. Should any urgent, prominent or high profile issue arise, the Chairman may consider calling an additional meeting to consider that issue.
4. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Democratic Services Officer to log the issue so that it may be taken into consideration when planning future agendas or when revising the work programme.

### **Background Papers**

- None identified.

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Further information on the subject of this report is available from David Penrose, Democratic Services Officer on (01432) 383690



**COMMUNITY SERVICES SCRUTINY COMMITTEE**

**WORK PROGRAMME PRESENTED FOR CONSIDERATION ON 26 FEBRUARY 2010**

	<b>12 April 2010</b>
Items	<ul style="list-style-type: none"> <li>• Budget Monitoring</li> <li>• Performance Monitoring</li> <li>• Edgar Street Grid – Update</li> <li>• PACT Meetings – Update</li> </ul>
	<b>28 June 2010</b>
Items	<ul style="list-style-type: none"> <li>• Budget Monitoring</li> <li>• Performance Monitoring</li> <li>• Edgar Street Grid – Update</li> <li>• Action Plan Monitoring: Review of Community and Safety Drugs Partnership, Review of the Herefordshire Economic Development Strategy 2005- 25, Review of Tourism.</li> <li>• Presentation by the Cabinet Member (Economic Development and Community Services)</li> <li>• Scrutiny Review on Volunteering</li> </ul>
	<b>Other issues</b>
Scrutiny Reviews	<ul style="list-style-type: none"> <li>• Review of Festivals in Herefordshire</li> <li>• Review of Access to Services</li> </ul>
	<b>8 October 2010</b>
Items	<ul style="list-style-type: none"> <li>• Budget Monitoring</li> <li>• Performance Monitoring</li> <li>• Edgar Street Grid – Update</li> <li>• Review of Cabinet's Response to the Review on Volunteering</li> </ul>
Scrutiny Reviews	<ul style="list-style-type: none"> <li>• Review of Festivals in Herefordshire</li> <li>• Review of Access to Services</li> </ul>
	<b>6 December 2010</b>
Items	<ul style="list-style-type: none"> <li>• Budget Monitoring</li> <li>• Performance Monitoring</li> <li>• Edgar Street Grid – Update</li> <li>• Action Plan Monitoring: Review of Community and Safety Drugs Partnership, Review of the Herefordshire Economic Development Strategy 2005- 25, Review of Tourism.</li> </ul>
Scrutiny Reviews	<ul style="list-style-type: none"> <li>• Review of Festivals in Herefordshire</li> <li>• Review of Access to Services</li> </ul>

	<b>11 February 2011</b>
Items	<ul style="list-style-type: none"> <li>• Budget Monitoring</li> <li>• Performance Monitoring</li> <li>• Edgar Street Grid – Update</li> </ul>
	<b>7 March 2011</b>
Items	<ul style="list-style-type: none"> <li>• Budget Monitoring</li> <li>• Performance Monitoring</li> <li>• Edgar Street Grid – Update</li> <li>• Action Plan Monitoring: Review of Community and Safety Drugs Partnership, Review of the Herefordshire Economic Development Strategy 2005- 25, Review of Tourism and Review on Volunteering.</li> </ul>

**Further additions to the work programme will be made as required.**