

AGENDA

Cabinet

Date: **Thursday 3 July 2014**

Time: **2.00 pm**

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

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

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Agenda for the Meeting of the Cabinet

Membership

Chairman

Councillor AW Johnson

**Councillor H Bramer
Councillor JW Millar
Councillor PM Morgan
Councillor GJ Powell
Councillor PD Price
Councillor P Rone**

AGENDA

Pages

HEREFORDSHIRE COUNCIL

Notice has been served in accordance with Part 3, Section 9 (Publicity in connection with key decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	28 Day Notice Given
4	Community Safety Strategy 2014-17	Economy, Communities and Corporate	General Overview and Scrutiny Committee	Yes

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To approve and sign the minutes of the meeting held on 12 June 2014.

7 - 10

4. COMMUNITY SAFETY STRATEGIC PLAN 2014-17

To endorse the Herefordshire Community Safety Strategic Plan 2014 – 17.

11 - 36

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HEREFORDSHIRE COUNCIL

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Cabinet held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Thursday 12 June 2014 at 2.00 pm

Present: Councillor AW Johnson (Chairman)
Councillor PM Morgan (Vice Chairman)

Councillors: H Bramer, JW Millar, PM Morgan, GJ Powell, PD Price and P Rone

In attendance: Councillors RJ Phillips and JA Hyde

Officers: Alistair Neill, Bill Norman and Peter Robinson

1. APOLOGIES FOR ABSENCE

There were no apologies for absence from Cabinet Members.

Apologies for absence were received from Councillors: JG Jarvis, Chairman Audit and Governance Committee; CNH Attwood, Chairman Health and Social Care Overview and Scrutiny Committee.

2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

3. MINUTES

RESOLVED: That the Minutes of the meeting held on 10 April 2014 be approved as a correct record and signed by the Chairman, subject to the final sentence of Minute no 86 being amended to read:

“...the cost of transferring staff out of SWAP under TUPE.”

The Chairman welcomed Councillor RI Matthews as Leader of the Herefordshire Independents Group from 31 May 2014. Councillor Matthews succeeds Councillor WLS Bowen.

4. RESIDENTIAL AND NURSING HOME FEES FOR OLDER PEOPLE

The Cabinet Member, Health and Wellbeing, introduced a report explaining the calculation of fees for residential and nursing homes for older people.

He reported that following Cabinet discussion on 20 June 2013, a full procurement exercise and consultation had been carried out by the Director of Adults Wellbeing through delegated authority, leading to new recommendations for best value.

The Director for Adults Wellbeing and the Chief Financial Officer presented the report, the main points of which were:

- A review of the Open Book process had taken place and an Overview and Scrutiny Task and Finish Group had reviewed the consultation. Representatives from the

Clinical Commissioning Group joined the project board and feedback had been gathered. Advice from external legal counsel had been sought regarding the legislative framework.

- The rationale for the fees included Best Value considerations. There would be a significant impact on other services should fees increase above the annual expenditure of £10 million to provide for 400 people.
- 26 care homes participated in the review, with the fee being based on the average cost of care. It was noted that some local authorities based prices on the lowest cost of care. It was further noted that there was no correlation between price and quality of care.
- Local factors meant that demand for places was significant and this was expected to double during the next 20 years. There were a high proportion of self-funders in Herefordshire. There was a local and national decrease in residential care and the council's strategy is to increase reablement support for those in need of adult social care.
- There was a responsibility to make the best use of resources and implement the new fee from 1 August 2014. However, people currently in care would not see a change in price.
- The aim was to provide genuine choice and meet Care Quality Commission requirements.
- Risks have been considered and mitigated, with advice taken together with consultation and engagement. The Health and Social Care Overview and Scrutiny Committee would be asked to provide updates on progress of implementation.

Officers and Members were commended for work undertaken as a good example of how significant decisions were consulted upon.

RESOLVED THAT:

The usual price for the spot purchase of publicly funded places in residential care homes and nursing homes for older people be set as follows:

- I) Residential care and residential care with dementia - £452.93 per week
- II) Nursing home care - £518.00 per week;^{*1}

the implementation plan set out in paragraph 8.21 of the report be agreed; and

the Health and Social Care Overview and Scrutiny Committee be requested to undertake regular progress reviews in implementation.

***1 providers will also receive a further payment for funded nursing care (currently £112.70 per week from the NHS)**

5. NATIONAL NON DOMESTIC RATE DISCRETIONARY RELIEF

The Chief Financial Officer presented a report seeking approval of a new Discretionary Rate Relief Charter that would facilitate a revised "Policy for Awarding Discretionary Rate Relief" to be implemented in April 2015.

Discretions had been reviewed for fairness and financial considerations. Costs are shared with the Government. The policy would be intended to be an incentive to business and to set out how to meet decisions regarding discretionary relief.

In response to a question regarding the definition of a charity, the Chief Financial Officer confirmed that regulations provide for all registered charities to benefit from mandatory relief and this included housing associations. In Herefordshire, this included organisations delivering strongly on priorities contributing to social care and housing.

RESOLVED THAT:

the Discretionary Rate Relief Charter be approved so that a revised “Policy for Awarding Discretionary Rate Relief” can be introduced in April 2015.

6. FINANCIAL OUTTURN 2013/14

The Chief Financial Officer presented a report informing the Cabinet of the revenue and capital outturn for 2013/14, including the Treasury Management Outturn report.

The following points were highlighted:

- Spending had been kept within budget with a small surplus. A saving of £13 million had been achieved. However, a savings of £33 million must be delivered in the next three years. This is achievable although challenging. The expectation was to remain within budget.
- A target level of general reserves of 3% of net expenditure, £4.5m has been maintained and will be increased to allow for any slippage on savings plans.
- The total level of reserves was at £23 million, providing greater resilience and presenting a healthier balance sheet compared with some other local authorities.
- £43 million was spent on capital schemes in 2013/14 bringing benefits and value for money, such as for schools, roads, the Enterprise Zone, parking and infrastructure, plus smaller scale schemes.
- Debt was being repaid and was reducing. Investments in Spend to Save schemes were good decisions, for example, Halo Leisure, leading to future revenue savings. Long and short-term borrowing was balanced based on interest rate projections.
- It was a legal responsibility to balance spending. The council was in a position of making incremental savings, which was in contrast to health and education, making it easier to balance risks. Steps were being taken to build reserves for non-Academy schools.
- The pension deficit, related to past service, with debt of £160 million being repaid over 21 years.
- The council was in a more resilient position than many local authorities, because of good economic growth in the county, despite receiving lower levels of grants. There was confidence in delivering the budget this year.

RESOLVED THAT:

- (a) the financial outturn for 2013/14 be noted;**
- (b) the movement to new reserves outlined in paragraph 12 of the report be approved; and**
- (c) the Treasury Management outturn report be recommended to Council for approval.**

7. CORPORATE PERFORMANCE REPORT 2013/14

The Cabinet Member for Corporate Services introduced the Corporate Performance Report for the operating year 2013/14, stating that much had been achieved and the focus next year would be on performance systems.

The following points were made in discussion:

- There was concern that larger investors should have moved into Rotherwas Enterprise Zone thus introducing new businesses as well as those with an existing local presence.
- Concern was also expressed that the reprocurement of services previously provided by Amey should not be regarded as an achievement due to the manner in which it was managed.
- Effort was being made to meet the needs of all, although it was commented that many people still do not have digital facilities and so they must continue to be catered for. However, digital take up is being encouraged.
- There had been a varied experience of online services such as the planning portal and the pothole reporting system.

RESOLVED THAT: the Corporate Performance Report be noted.

8. UNDERSTANDING HEREFORDSHIRE 2014

The Cabinet Member for Corporate Services introduced the report.

The main points of the report were that Herefordshire contained a vulnerable population with low earnings, unaffordable housing, and high levels of inequality. The evidence supported the Corporate Plan and budget proposals.

The Principal Officer, Research and Intelligence added that the report was an annual overview and fulfilled statutory requirements for data gathering. It set out the key issues and the long-term challenges in enabling development within Herefordshire.

The report was recognised as an important resource and the Research department was commended for its work in gathering and presenting the data.

RESOLVED THAT:

- (a) the evidence base be noted and used to inform future planning, decision making and commissioning;**
- (b) in the light of the evidence base, no changes be made to the current corporate plan; and**
- (c) the budget proposals are developed in accordance with the timetable outlined in the report.**

9. REVIEW OF REGULATION OF INVESTIGATORY POWERS ACT (RIPA) POLICY

The Solicitor to the Council presented a report seeking approval of a new Regulation of Investigatory Powers Act 2000 (RIPA) policy to reflect legislative changes under the Protection of Freedoms Act 2012.

The policy change related to a requirement for the council to gain magistrate consent for covert surveillance.

RESOLVED THAT: the revised Regulation of Investigatory Powers Act 2000 (RIPA) policy be approved.

The meeting ended at 3.40 pm

CHAIRMAN



MEETING:	CABINET
MEETING DATE:	3 JULY 2014
TITLE OF REPORT:	COMMUNITY SAFETY STRATEGIC PLAN 2014-17
REPORT BY:	DIRECTOR OF CHILDREN'S WELLBEING

Classification

Open

Key Decision

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

NOTICE has been served in accordance with Part 3, Section 9 (Publicity in connection with key decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards Affected

County-wide.

Purpose

To endorse the Herefordshire Community Safety Strategic Plan 2014 – 17.

Recommendation(s)

THAT: the Herefordshire Community Safety Strategic Plan 2014 – 17 be recommended to Council for adoption.

Alternative Options

- 1 No alternative options are applicable; it is a statutory requirement to have a community safety strategy for the county.

Reasons for Recommendations

- 2 The Herefordshire Community Safety Strategic Plan is on the Budget and Policy Framework and therefore needs to be adopted by full Council.

Key Considerations

- 3 Herefordshire Community Safety Partnership (CSP) is a statutory partnership formed as a result of the 1998 Crime and Disorder Act (later amended 2002 Police Reform Act). These acts placed a duty for the 'responsible authorities' to work together to reduce crime and disorder and thus make Herefordshire a safe place to live, work and visit. The vision for the CSP is that "Herefordshire remains a low crime area and partners work together to ensure it remains that way".
- 4 It is a statutory requirement to have a community safety strategy for the local authority area. The Herefordshire Community Safety Strategic Plan (Appendix A) is a three year plan, underpinned by an annual strategic needs assessment of crime and disorder in the county. The assessment which forms an integral part of the Integrated Needs Assessment, 'Understanding Herefordshire', provides the intelligence to inform the CSP's decision on the key priorities to focus on. The Strategic Plan is reviewed annually with up to date information provided through the strategic needs assessment. The Plan provides the strategic direction for the CSP and it is the principal document which the responsible authorities within the CSP (Police, Local Authority, Probation [National Probation Service and Community Rehabilitation Company], Fire Service and Clinical Commissioning Group) use to direct partnership work in the area of community safety in Herefordshire.
- 5 The CSP also has identified the following overall parameters for effective partnership working on community safety and to ensure there is no duplication:
 - focus on a small number of priorities where HCSP can make a difference;
 - meeting the needs of the most vulnerable people living in Herefordshire is the driving force;
 - jointly commission and decommission services;
 - have a joined up approach to operational practice;
 - have an effective protocol for sharing information;
 - a joined up approach to understanding needs and setting priorities based on the evidence; and
 - be able to assess the effectiveness of services and deliver measurable outcomes.
- 6 The Strategy details the priorities identified for 2014-17. It also provides information on key objectives and outcomes, focussed on partnership activity which will have the most impact. The key priorities are identified as:
 - a) reduce re-offending and bring offenders to account;
 - b) address the harm caused by domestic violence and abuse (DVA);
 - c) reduce the harm caused by alcohol and drugs; and
 - d) promote community cohesion and reduce the volume of anti-social behaviour (ASB).
- 7 Keeping people safe on the county's roads is also regarded as hugely important by the CSP. The Partnership continues to monitor safety on Herefordshire roads, although it is not a specific designated CSP priority.
- 8 The Herefordshire Community Safety Partnership works closely with the West Mercia Police and Crime Commissioner (PCC) to co-ordinate effort and to prioritise the issues that matter most to local residents. The PCC has asked each West Mercia

Community Safety Partnership to act as the lead body for delivery of his Rural Crime and Business Crime Strategies within each partnership area alongside the police. In Herefordshire, the Community Safety Partnership will support the PCC to deliver the aims of his Rural and Business Crime Strategies aligned to the priorities identified locally.

- 9 The CSP will work together to share resources efficiently and effectively, reducing crime rates and improving the quality of life for communities in Herefordshire. Creating aligned local strategies with health partners provides the opportunity to improve care, reduce duplication of effort and identify and implement possible efficiencies for all agencies involved. There are also shared issues with the Families First programme, especially as the families within this programme are often those who have multiple problems which are reflected in the local community safety priorities. Direct funding to CSPs has been substantially reduced over recent years and the remaining funding now comes principally from the elected PCCs for each police force area.

Community Impact

- 10 There is an excellent record of community safety partners working together to reduce crime and disorder and improve community safety. Recorded crime in the financial year 2013-14 was 15% less than in 2010-11 and 9% less than 2012-13. In the last quarter of 2013/14, 88% of Herefordshire residents thought that their local area has been safe over the last three months.
- 11 Your Community – Your Say consultation held in autumn 2012 highlighted the following: although there was satisfaction with policing generally, some felt that there needed to be a greater police presence; many participants felt that although maintaining a low crime rate is important, the fear of crime can make policing appear a higher priority than it actually is; rural crime, for example the theft of agricultural machinery, oil or metal was perceived to be an issue which was becoming increasingly common: speeding, particularly on rural roads and through residential areas, was consistently raised as a real area of concern, with a number of areas identifying this as being one of their top priorities: it was felt that the loss of local youth services may lead to an increase in anti-social behaviour and low level crime.

Equality and Human Rights

- 12 The priorities outlined in the Community Safety Strategic Plan are informed by the annual strategic assessment and support the Council's equality duty. The other responsible authorities for community safety share this "General Duty" to:
- eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The requirement of impact assessments for individual priorities or actions will be reviewed on a case by case basis.

Financial Implications

- 13 Delivery of the Strategy priorities will be undertaken within the constraints of available partnership funded budgets or through attracting further external funding. There will be no additional funding implications for Herefordshire Council is 2014/15. However, it should be noted that there is no core budget for the post of Community Safety Manager, which is the one dedicated post to this area of work. This has been identified as a budget pressure for 2015/16.

Legal Implications

- 14 Under section 5 of the Crime and Disorder Act 1998, Herefordshire Council is a "Responsible Authority".

As such the council has two main legal duties:

- a) under sections 5 and 6 of the Crime and Disorder Act 1998 the Council and the Police in partnership, are required to collaborate with each other to develop and implement strategies and plans for dealing with crime and disorder and associated issues; and
 - b) under section 17 of the same Act, the Council is required to have due regard to the impact of each of its functions on crime and disorder and associated issues.
- 15 The council must therefore ensure that it complies with the relevant legislation and have in place the relevant Community Safety Strategy Plan.

Risk Management

- 16 None identified for 2014/15, but there is an emerging risk of non-compliance with statutory duty: there is no core funding for the dedicated resource to support community safety, so the local authority will be unable to fulfil statutory obligations as a responsible authority and key partner of the Community Safety Partnership (recorded as risk serial no RSK.CCS.002).

Consultees

- 17 Herefordshire Community Safety Partnership is required to provide the Overview and Scrutiny Committee with an annual progress report on the work of the Community Safety Partnership. This was done on 12 May 2014, when the Committee received an update on the current priorities and issues for the Community Safety Partnership and were invited to comment on the indicative priorities for 2014/17. The Committee noted with concern the issues raised on Domestic Violence and Abuse (DVA) and in particular the adverse impact on children from a very early age. The link between DVA and alcohol misuse was also noted, with the comment that whilst there was a noted improvement on reductions in night time disorder, more could be done with those selling alcohol. Comments were also received on the levels of youth offending, which although on the decrease were higher than the national average. Interest was shown on the use of out of court disposals, including community resolution and restorative justice. The Committee was also concerned about the impact of the changes to offender management services and specifically recommended that the Community Safety Partnership establishes clear performance indicators to provide assurance that any adverse effects of the change are identified and mitigated at an

early stage. This is a concern shared by the Community Safety Partnership, with performance to be monitored and reported on as part of the Reducing Offending and Re-offending priority.

- 18 Consultation was also conducted through the strategic assessment which informs this Strategy and the priorities, requesting the views of key agencies (responsible authorities as well as a number of providers of services and voluntary sector representatives). These views and information provided were incorporated into the strategic assessment where relevant. West Mercia Police conduct a Crime Survey and results from their quarterly surveys completed during 2013-2014 were also used to inform the strategic assessment.
- 19 The developments of the priorities and the strategic plan have also been discussed at three meetings of the Community Safety Partnership as well as the local authority's Management Board.
- 20 Comments from all the above consultees have been noted and are reflected within the strategic plan. They have also been reported back to the relevant priority leads, as appropriate.

Appendices

Appendix A – Herefordshire Community Safety Strategic Plan 2014/17.

Background Papers

- None identified.

Herefordshire Community Safety Partnership

Herefordshire Community Safety Strategic Plan 2014 – 2017



**Working together to make Herefordshire an even safer
place to live, work and visit**

[Herefordshire Community Safety Partnership](#)

	Item	Page
1.	Introduction	3
2.	The Changing community safety landscape	3-6
2.1	Organisational Change	4
2.2	New Legislation	4-5
2.3	The shared agenda between Health and Community Safety	5
2.4	The shared agenda between Families First and Community Safety	6
2.5	Budget pressures	6
3.	Local Delivery	6-7
3.1	Community Safety Partnership - membership	6
3.2	Relationship between Community Safety Partnership and the Police and Crime Commissioner (PCC)	6-7
4.	Progress on Priorities for 2013/14	8-10
5.	Strategic Assessment 2014/15	10- 12
5.1	Introduction	10
5.2	Key Findings	10-12
6.	Herefordshire Community Safety Priorities 2014/15	13 - 15
7.	Implementation of the Strategic Plan	15
Appendix 1	Overview of role and responsibilities of Herefordshire Community Safety Partnership (HCSP)	16 – 17
Appendix 2	Community Safety Strategic Indicators 2013/14	18-19
Appendix 3	Herefordshire Community Safety Partnership Strategic Plan 2014 -17 (Plan on a page)	20

Herefordshire remains a low crime rate area, and partners work together to ensure it remains that way

1) Introduction

The Herefordshire Community Safety Strategic Plan 2014-17 highlights how the Community Safety Partnership (CSP) plans to tackle community safety issues within Herefordshire. The Plan will be reviewed on an annual basis, to ensure relevance is maintained and to inform actions to be undertaken by the CSP.

Herefordshire Community Safety Partnership (HCSP) is a statutory partnership committed to making Herefordshire an even safer place to live, work and visit. We have an excellent record of working in partnership and Herefordshire has continued to see reductions in crime and disorder. Recorded crime in the financial year 2013-14 was 15% less than in 2010-11 and 9% less than 2012-13. However, there is still more that can be achieved and with current budget and resource constraints, new legislation and delivery partners, it is now more crucial than ever for partners to share resources, information and expertise.

The CSP also has identified the following overall parameters for effective partnership working on community safety and to ensure there is no duplication:

- Focus on a small number of priorities where HCSP can make a difference;
- Meeting the needs of the most vulnerable people living in Herefordshire is the driving force;
- Jointly commission and decommission services;
- Have a joined up approach to operational practice;
- Have an effective protocol for sharing information;
- A joined up approach to understanding needs and setting priorities based on the evidence;
- Be able to assess the effectiveness of services and deliver measurable outcomes.

2 The changing community safety landscape

There are a number of influences which will impact on the role of the CSP over the forthcoming period including the following:

2.1 Organisational change

With effect from 1st June 2014 the West Mercia Probation Trust will be replaced by the Community Rehabilitation Company (CRC) for West Mercia and Warwickshire and the National Probation Service (NPS) as part of the government's **Transforming Rehabilitation** programme. Key features of this new arrangement are that the NPS will be responsible for high risk offenders (including MAPPA), as well as youth offending, with CRCs responsible for managing the majority of offenders (those of lower risk) as well as delivering local programmes such as community payback and those for perpetrators of domestic violence and abuse. There are also plans for improved rehabilitation of offenders, with a programme of support prior to leaving prison as well as 12 months supervision on release. This will introduce a new dynamic into the community safety landscape in Herefordshire; it comes with a number of challenges, not least around information sharing, capacity to participate and the need for the winning CRC contractor to have a full understanding of the local context in Herefordshire and in particular, the challenges due to the county's rurality.

The role and relationship with the **Police and Crime Commissioner (PCC)** for West Mercia continues to develop. The PCC is having an increasing role in supporting the delivery of services as well as continuing to support local projects which support the community safety agenda. He is working towards a consistent approach to commissioning a range of services across West Mercia, including CCTV and support for victims of sexual violence as well as domestic violence and abuse. The West Mercia Police and Crime Commissioner is working with his counterpart in Warwickshire to develop a number of joint police strategies to identify priorities across the two force areas especially regarding crimes where partnership working has been identified: Rural Crime, Business Crime, Hate Crime Strategy, Drugs and Alcohol Strategy and Domestic Violence and Abuse.

Together with the other CSPs across West Mercia, Herefordshire CSP will continue to work with the PCC to maximise partnership working to deliver local community safety priorities. Closer liaison between the PCC and the West Mercia CSPs provides opportunities for further joint working, including a co-ordinated approach to commissioning services as well as sharing good practice, not least with the new responsibilities of the PCC to commission victim services from October 2014.

2.2 New Legislation

The Anti-social Behaviour, Crime and Policing Act 2014 will introduce simpler, more effective powers to tackle anti-social behaviour and provide better protection for victims and communities. The new powers will be faster and more flexible seeking to stop anti-social behaviour and tackle underlying issues. Measures such as the Community Remedy and

Community Trigger will see victims and communities have a greater say in how agencies respond to complaints of anti-social behaviour and in out-of-court sanctions for offenders. Agencies including local authorities, the police, local health teams and registered providers of social housing will have a duty to undertake a case review when someone requests one and their case meets a locally defined threshold. A key action for the Herefordshire Community Safety Partnership will be to ensure that the key agencies have working practices and information sharing procedures in place to address community triggers. As such in 2014 the CSP will need to develop and approve processes to deal with Community Triggers and Community Remedies.

The Act also confers on Police and Crime Commissioners responsibility for commissioning services for victims.

Contained within the **Care Act 2014** is the legal requirement of each local authority to set up a Safeguarding Adults Board (SAB) formalising the arrangement that Herefordshire already has in place. The boards must include health organisations and the police who will discuss and act upon any local safeguarding issues. They must work with the local people to develop plans to protect the most vulnerable adults. The Act will also introduce a minimum eligibility threshold for services as well as place a duty on local authorities to provide or arrange for the provision of services that prevent, reduce and delay needs for care and support.

2.3 The shared agenda between Health and Community Safety

Safe communities are inextricably linked with healthy communities. There are direct links with health practitioners dealing with the health needs of victims of crime, treating those with mental health, drug or alcohol problems which make them more vulnerable to crime or more likely to offend.

With effect from April 2013, Public Health became a local authority responsibility. With this change over, Public Health also became responsible for the commissioning of drug and alcohol services. There is therefore need for effective liaison between Public Health and community safety, with the Director of Public Health now on the Partnership Board. Herefordshire's Health and Well Being Board is responsible for preparing the joint strategic needs assessment ('Understanding Herefordshire') and developing joint health and wellbeing strategies and it is therefore important to ensure a close and effective dialogue between them and CSPs: the annual community safety strategic assessment feeds into 'Understanding Herefordshire' and representatives from the Local Authority, West Mercia Police and the Herefordshire Clinical Commissioning Group sit on both groups. This promotes a joint approach to shared agendas, such as alcohol harm reduction.

2.4 The shared agenda between Families First and Community Safety

Families First is Herefordshire's approach to the national Troubled Families programme which is aimed at supporting the most chaotic and vulnerable families in the county. Whilst this is a national programme with some set criteria, there is provision for local criteria to reflect local issues and therefore the programme can be focused on the families that locally need help. Both the national and local criteria have a clear link to community safety issues (young people with a proven offence and or have been apprehended for anti-social behaviour; families known to the police; where there is domestic violence and abuse in the household. There are significant opportunities to link up with this programme which focusses on targeted support, especially as these families are often those which have multiple problems which are reflected in the local community safety priorities.

2.5 Budget Pressures

All partners within the CSP are experiencing continuing financial challenges which are leading to organisational restructures and redefining service delivery. At a time of reduced resources, the CSP recognises the need for greater partnership working to ensure that any changes to service delivery are planned and co-ordinated, to minimise impact on crime levels and fear of crime. Partners recognise the need to encourage individuals and communities to take greater responsibility and do more for themselves and for their local area. The CSP also needs to ensure that it focusses on delivering effectively against a smaller number of the key priorities.

3) Local Delivery

Membership of the Group is taken from the responsible authorities and other key strategic partners. This group must have a clear understanding of the issues facing the county and have the authority to deploy resources, shape future plans and influence resource allocation through joint evidence led commissioning.

3.1 Community Safety Partnership Membership:

Core membership

- West Mercia Police – Herefordshire Policing Area Commander
- Herefordshire Fire and Rescue – Area Commander
- Herefordshire Clinical Commissioning Group - Chief Officer
- Warwickshire and West Mercia Community Rehabilitation Company – Head of Service - Herefordshire, Shropshire & Telford
- National Probation Service – Head of Service (West Mercia)
- Director of Adult Well Being – Herefordshire Council

- Director of Children’s Wellbeing – Herefordshire Council
- Head of Community and Customer Services – Herefordshire Council
- Cabinet Member with responsibility for Community Safety
- Youth Offending Team – Head of Service, West Mercia

Extended Membership

- Chair of Health and Wellbeing Board
- Chair of Safeguarding Adults Board
- Chair of Safeguarding Children Board
- Police and Crime Commissioner

The Herefordshire CSP is accountable for its work and its success in achieving outcomes to the parent organisations. The business of the Partnership will be open to scrutiny by all agencies and in particular the Overview and Scrutiny function of the Council. See Appendix 1 for more detail of the roles and responsibilities of the CSP and the responsible authorities.

3.2 Relationship between Herefordshire Community Safety Partnership and the West Mercia Police and Crime Commissioner

The Police and Social Responsibility Act 2011 clarifies the working relationship between the Partnership and the elected PCC and this was further outlined through Statutory Instrument in 2012. These include:

- The PCC and responsible authorities in exercising their functions must **act in co-operation** with each other.
- The PCC in exercising his functions must have regard to the relevant **priorities** of each responsible authority. Responsible authorities have a reciprocal duty to have regard to the police and crime objectives for their area as set out in the police and crime plan.
- The community safety partnership strategy groups are required to send a copy of the partnership plan and community safety agreement to the PCC for the policing area.
- The PCC may **require representatives of the responsible authorities** within the policing area to attend a meeting for the purpose of assisting in the formulation and implementation of any strategy (or strategies) that relate to any part of the police area.
- The PCC may **require a report** from a Community Safety Partnership if the PCC is not satisfied that the responsible authorities are carrying out their functions under section 6 of the Crime and Disorder Act 1998 in an effective and efficient manner and the PCC considers it reasonable and proportionate to do so.

4) Progress on Priorities for 2013/14

The following priorities were identified for 2013/14:

- Integrated Offender Management
- Alcohol Harm Reduction
- Empowered Localities
- Domestic Violence and Abuse

See Appendix 2 - Progress on performance measures with trends.

Integrated Offender Management (IOM)

Over the 2013 /14 financial year there has been a significant reduction in offending in the IOM cohort. The cohort of approximately 50 offenders has seen over 30% reduction in offending compared to the previous 12 months. This significantly reduces the harm caused to the community. Partners are mindful that that the changes in probation services in 2014/15 may impact on the effectiveness of the IOM approach and therefore on reoffending rates.

Notable achievements for 2013/14 include embedding the multiagency IOM hub based at the Bath Street Police Station. Police, probation staff and drug treatment services work together in that office with daily effective operational briefings taking place. ODOC (one day one conversation) meetings take place monthly and invite several organisations to participate in case management and case planning for cohort members. Probation and Police IOM staff are allocated a case load of IOM cohort members, something which is very much appreciated by the cohort.

There is an excellent initiative provided by Herefordshire Housing Limited (HHL) where difficult to house IOM cohort members are provided with housing accommodation in specially allocated properties. This is seen as an exemplar initiative across West Mercia as the tenant is closely assisted and supervised by HHL staff in these properties with a view to moving them on once the tenant is ready.

Over the year a number of cohort members have volunteered and some have secured employment. There is 'positive outcomes' funding available to support cohort members to overcome obstacles and move into stable housing and employment.

Finally, one noteworthy success has been the creation of the Transformers FC. Cohort members and police and probation colleagues play football together and participate in an official league. This has led to notable improvements in behaviours and in the relationship between cohort members and personnel managing the cohort.

Alcohol Harm Reduction

The strength of the reducing alcohol harm group, led by West Mercia Police, is the cross sector representation, in particular the representation from private and the voluntary and community sectors. A number of projects have been delivered by these organisations. The HAND initiative (Herefordshire Against Night time Disorder) now offers alcohol awareness sessions for those people who are subject to a HAND ban – barred from venues and premises in Hereford city centre. Once the alcohol awareness course is completed the HAND ban is reduced. There have been a number of successful outcomes from this initiative, driven and led by HAND and the Bulmer Foundation.

The Street Pastor project was launched in Hereford during 2013/14. This initiative grows from strength to strength with strong evidential outcomes of their successes and no shortage of volunteers to work with challenging and vulnerable people.

The taxi marshalling scheme continues to operate successfully, but with a need to secure funding to continue.

In conclusion, the ongoing work between local police, licensing authorities, the third sector is having a significant impact on the night time economy to reduce night time disorder and alcohol related crimes. There has also been a reduction in demand on health services, such alcohol related A&E attendances.

Empowered Localities

The Building Community Bridges project has been funded to develop and embed a culture of community cohesion and integration in Herefordshire, which will lead to a greater understanding and tolerance of various communities within the county, and in particular supporting Black, Asian and other Minority Ethnic communities (BAME) and those people that are disabled and/or subject to hatred. The project is to support more cohesive communities and to enable a transition from “doing for” communities to supporting communities confident to “do” for themselves. Successes have included supporting the set-up of an eastern European community newspaper; using social media to raise community cohesion issues; developing a Positive Values Board with a number of partners including representatives from housing, police, MENCAP and those working with gypsy and traveller communities; brokering a positive relationship between taxi licensing and the drivers / passengers to develop a zero tolerance approach to prejudice and hate crime; and work has commenced with schools, such as Hereford Academy to embed a culture of no prejudice. Mobile Youth Led Opportunities (MYLO) operated by hvoss has received Empowering Localities support to engage with children and young people in the Golden Valley area

especially Clehonger, Madley and Kingstone. This reflects the challenges young people face in rural communities.

Domestic Violence and Abuse

Notably, the issue of domestic violence and abuse (DVA) has received a great focus during 2013/14. Led by the multiagency DVA Steering Group (made up of commissioners and service providers, both strategic and operational professionals, and representatives from statutory providers and third sector organisations), a DVA Needs Assessment was completed in 13/14 including an action plan.

The DVA Steering Group has raised the profile of DVA in Herefordshire and led on a number of initiatives to develop knowledge on the level of need in the county, develop service provision and inform future strategic commissioning decisions.

The GREAT Project (Good Relationships are Equal And Trusting) is a successful pilot initiative, commissioned by the Steering Group, to educate years 5 & 6 children in primary schools about domestic abuse and healthy relationships. The project has provided proven positive outcomes, demonstrating changes in children's knowledge, behaviour and attitudes.

The Steering Group led on the White Ribbon Campaign in November 2013 to raise awareness of DVA in the county. Working with the Families First initiative, the group has also secured funding for two further pilot schemes to provide a Children's Independent Domestic Violence Advisor (CIDVA) and additional emotional support for children and young people caught up in and/ or witnessing domestic abuse.

5) Strategic Assessment 2014/15

5.1 Introduction

The strategic assessment is an annual exercise to identify key crime, disorder, anti-social behaviour and substance misuse issues that affect Herefordshire. This assessment raises evidence based issues which the CSP needs to consider in order to improve or maintain community safety and how communities can feel reassured and have confidence that their concerns and fears are being addressed.

This involves scanning partner data, identifying where further analysis is required as well as identifying emerging issues, vulnerable locations and people. This analysis has looked at issues in terms of trends, size of the problem, the harm caused and how this compares to elsewhere in the region and nationally.

5.2 Main issues identified

- Herefordshire generally has a **lower rate of crime** per head of population than across England and Wales (49 per 1,000 compared to 64 per 1,000). This is reflected in the individual crime types with only 3 crime types out of 17 ('sexual offences', 'miscellaneous crimes against society' and 'non-domestic burglary') having more offences committed per head of population than across England and Wales. The last three years have seen some convergence, with crime rates in Herefordshire decreasing more slowly than across England and Wales.
- **Total recorded crime** continues to decrease with all but 'non-domestic burglary', 'miscellaneous crimes against society', 'shoplifting', 'violence without injury', 'domestic burglary' and 'drug offences' decreasing between 2010 and 2013. The scale of decrease has not been as great as across England and Wales, but this may reflect a lower starting position.
- Crime is **concentrated in Hereford City and the market towns**, particularly Hereford City Centre. This is true for all crime types except 'burglary other' where the highest rate was in rural areas, particularly the Golden Valley.
- Based on the volume and **cost per crime** 'violent crimes with injury' and 'sexual offences' appear to cost the county the most in terms of preventing crime, the impact on victims and in response to the crime.
- The number of **sexual offences** in the county has increased considerably in the last two years, although this may be due to reporting of 'non-recent offences'. The number of offences compared to other crime types is low, but the cost of these crimes to society (particularly the physical and emotional costs for victims) means that the number is not insignificant. The rate of sexual offences per head of population in the county is slightly above that nationally - one of only three offence types above the national rate. Some services have reported an increase in referrals for victims with complex mental health needs, but it is not clear whether this is due mostly to changes in the way agencies refer cases or whether it reflects a change in need.
- The **'misuse' of alcohol** in the county impacts in a number of areas particularly for the police and health services. Alcohol is linked to a large proportion of violent crime and is particularly related to the night time economy. It is also implicated in domestic abuse. The health impacts of alcohol disproportionately affect deprived areas of the county. The number of violent crimes with injury and alcohol related assaults reporting to A&E have decreased over the last few years.

- The number of **domestic violence** and abuse offences and incidents is fairly comparable to other areas of the West Mercia force. However, there has been some increase in both DVA offences and incidents in the last two years, a fact which is reflected in violence against the person offences.
- The number of **antisocial behavior** crimes and incidents in the county has seen a continual decrease in the last three years. The number of ASB incidents recorded by the police however, is still quite large (7,900 in 2012-13 - 15% of all incidents). In 2012-13 14% of people were fearful of antisocial behaviour in their area. Residents of the most deprived areas were most likely to think ASB was an issue. There is a need to further understand whether ASB is decreasing universally across the county or whether certain hot spots are bucking this trend.
- The number of **drug offences** committed in the county has increased at a far greater rate than any other type of crime, although rates remain below those nationally. Drug related admissions to hospital saw a considerable increase in 2012-13 and evidence suggests that drug related mortality is increasing. The number of problematic drugs users (per head of population) is similar to that nationally.
- The number of people **re-offending** over the last three years has been consistently higher than would be expected given the characteristics of the cohort, although not statistically significant.
- Herefordshire continues to have a significantly higher rate of first time entrants to the **youth justice system**. It is thought that this may be explained by the sustained significantly higher detection rate, coupled with a lower use of community resolutions.
- **Hate crime** has seen a considerable increase in the last two years. The total volume of crimes is still fairly small, but there is a need to understand the reasons for the increase and monitor the trend.
- Evidence indicates there are **certain groups of people and families** that make a disproportionate call upon a number of services from different providers. Further work to understand how individuals (single people and those within families) interact with these services, could bring advantages in terms of effectiveness of intervention, especially if adopting a “whole family approach”.

There are a number of emerging issues that have been identified through consultation on the strategic assessment, including child trafficking / sexual exploitation as well as cybercrime. Understanding these issues more fully through further intelligence gathering and analysis will be undertaken and reported on as appropriate.

6) Herefordshire Community Safety Priorities 2014 - 2017

Following the annual strategic assessment, Herefordshire Community Safety Partnership has identified the following priorities for 2014-2017:

Priority	Objectives	Outcomes	Lead
Reduce offending and re-offending and bring offenders to account (adult and young offenders)	<ul style="list-style-type: none"> • Work with Youth Offending Service Management Board to reduce the rate of first time youth offenders; • Work with West Mercia Criminal Justice Demand Reduction Board to implement a joined up approach to reduce overall levels of adult offending and re-offending; • Manage those offenders identified in the IOM cohort to reduce the harm they cause • Engage in the <i>Transforming Rehabilitation</i> process to bring about practical business change while working to preserve or improve the level of service to Herefordshire 	<ul style="list-style-type: none"> • Rates of First Time Entrants to the youth justice system (per 100,000 population) at or below predicted rate; • Ministry of Justice rate of re-offending (per 100,000 population) at or below predicted rate; • Rate of reoffending for IOM cohort stabilised or lower than 2013/14 outturn. 	Warwickshire and West Mercia Community Rehabilitation Company
Address the harm caused by domestic violence and abuse (DVA)	<ul style="list-style-type: none"> • To raise awareness of domestic violence and abuse and to provide advice and guidance on healthy, respectful relationships; • To ensure that people affected by domestic violence and abuse have access to appropriate advice and services; • To ensure that partner agencies work together, taking a whole system and family centred approach to dealing with domestic violence and abuse; • To ensure effective use of the criminal justice system in bringing perpetrators to account, as well as to ensure that victims are given the support they need on their 	<ul style="list-style-type: none"> • Reduction in the harm caused to children exposed to domestic abuse • Increased number of domestic violence and abuse victims accessing support services leading to positive outcomes. • Reduction in the number of repeat cases of domestic abuse 	West Mercia Police

	journey through the criminal justice system.		
Address the harm caused by alcohol and drugs	<ul style="list-style-type: none"> •To ensure partner agencies work together, to commission and deliver appropriate services to minimise the harm caused by alcohol and drug misuse. •To educate and raise awareness of sensible drinking particularly aimed at 9 – 18yrs; •To prevent violent crime and disorder associated with the night time economy. 	<ul style="list-style-type: none"> • Reduction in the number of drug and alcohol related offences; •reduction in the number of alcohol-related A&E attendances by under 18 year olds; •reduction in the number of alcohol-attributable hospital admissions in under 18 year olds; •reduction in the number of alcohol-related assaults. 	Public Health, Herefordshire Council
Promote community cohesion and reduce the volume of anti-social behaviour (ASB).	<ul style="list-style-type: none"> •To undertake multi agency tasking approach to resolve locally identified issues; •To maximise the potential of community resolution and restorative justice; • To empower and build the confidence of individuals, communities and organisations to do more to keep themselves safe; •Reduce incidents of cold calling to vulnerable people in Herefordshire. 	<ul style="list-style-type: none"> •Maintain levels of the number of people that report feeling safe in their local area; •Reduction in ASB and hate crimes reported to West Mercia Police 	Sustainable Communities, Herefordshire Council

Rural and Business Crime

The Police and Crime Commissioner has also asked each West Mercia Community Safety Partnership to act as the lead body for delivery of his Rural Crime and Business Crime Strategies within each partnership area alongside the police.

The Community Safety Partnership will support the PCC to locally deliver the aim of his Rural Crime Strategy:

- To reduce harm caused by rural crime with a focus on community engagement, crime prevention and effective targeting of those who cause harm.

Herefordshire Community Safety Partnership will support the PCC to locally deliver the aim of his Business Crime Strategy:

- To reduce the harm caused by business crime with a focus on partnership working, crime prevention and effective targeting of those who cause harm.

Keeping people safe on the county's roads is also regarded as hugely important by the CSP. The Partnership continues to monitor safety on Herefordshire roads, although it is not a specific designated CSP priority, as partners are presently working together to address this issue.

7) Implementation of the Strategic Plan

Delivery plans will be or have been developed for each priority. Measurement of success will be based on the outcome measures identified above and further supported by specific performance indicators for each priority. Reports on performance will be on a quarterly basis to the HCSP to enable trends to be monitored and remedial action to be considered if required. A lead agency has been identified for each community safety priority and it will be responsible for co-ordinating and managing the related delivery plan. This may be through specific tasking groups or through existing mechanisms. The lead agency will be responsible for providing regular updates to the HCSP.

Direct funding is received from the West Mercia Police and Crime Commissioner and HCSP will allocate this against its agreed strategic priorities.

The HCSP will undertake regular reviews based on annual strategic assessments.

Appendix 1 Overview of role and responsibilities of Herefordshire Community Safety Partnership (HCSP)

INTRODUCTION

Since the introduction of the Crime and Disorder Act 1998 a number of identified “responsible authorities” have had a statutory duty to work together to develop and implement strategies to tackle crime and disorder. Community safety partnerships (previously called crime and disorder reduction partnerships (CDRPs)) are defined in the Crime and Disorder Act 1998 as: “An alliance of organisations which generate strategies and policies, implement actions and interventions concerning crime and disorder within their partnership area”.

From 1 June 2014, the Herefordshire Community Safety Partnership has a minimum of six ‘responsible authorities’, comprising:

- West Mercia Police – local policing area
- Herefordshire Council
- Hereford and Worcester Fire and Rescue Service
- Warwickshire and West Mercia Community Rehabilitation Company
- National Probation Service
- Herefordshire Clinical Commissioning Group

While the term ‘partnership’ is applied to all those involved, legally, the responsible authorities (listed above) are the only bodies under a duty to meet the statutory requirements.

ROLE OF HEREFORDSHIRE COMMUNITY SAFETY PARTNERSHIP (HCSP)

In essence the role will be to reduce crime in Herefordshire and make the county a safe place to live, work and visit. To do this HCSP will

- (a) identify ways in which the responsible authorities in the county area might more effectively implement the priorities identified in the Herefordshire Community Safety Partnership’s Strategic Assessment and three year Strategic Plan through coordinated and joint working; and
- (b) identify how the responsible authorities in the county might otherwise reduce crime and disorder or combat substance misuse through coordinated and joint working.

RESPONSIBILITIES

In order to fulfil its statutory and wider responsibilities, the Herefordshire Community Safety Partnership will

1. Oversee strategic analysis of current activity appropriate at county level, including strategic assessments and ensure an evidence-based approach to priority-setting.
2. Agree key priorities at county level and ensure that there is a three year Community Safety Strategic Plan to deliver actions against those priorities.
3. Keep a strategic overview of progress against delivery of objectives and provide constructive challenge in areas of underperformance at a county level as appropriate.
4. Contribute to the development and implementation of other local strategies and plans, such as health and wellbeing, which are aligned to the community safety agenda, particularly to reduce duplication of effort and identify and implement possible efficiencies and increase effectiveness.
5. Raise the awareness of key issues and facilitate the exchange of information between all organisations involved that are appropriate at a countywide level.
6. To ensure compliance with the statutory duties and responsibilities stated in the Crime and Disorder Act 1998, the Police and Justice Act 2006, and in subsequent Home Office regulations.
7. Consult and engage with stakeholders and communities on the priority issues to be addressed.

8. Establish Domestic Homicide Reviews as appropriate (DHR) (as set out in the Domestic Violence and Crimes Act 2004).
9. Ensure that all authorities consider section 17 of the Crime and Disorder Act 1998 (review 2005) showing that crime and disorder, anti social behaviour; behaviour that adversely affects the environment and substance misuse issues are considered in policy and delivery.
10. Formulate and implement a strategy to reduce offending and reoffending by adult and young offenders.
11. Ensure effective mechanisms for scrutiny of crime and disorder (sec 19-21 Police and Justice Act 2006) in connection to the discharge of the responsible authorities functions around crime and disorder.
12. To co-operate with the West Mercia Police and Crime Commissioner assisting where appropriate to achieve the priorities identified in the West Mercia Police and Crime Plan and exploring opportunities for joint working.
13. To facilitate effective information sharing on behalf of all Responsible Authorities.
14. Contribute to the development and implementation of other local strategies and plans, such as health and wellbeing, which are aligned to the community safety agenda, particularly to reduce duplication of effort and identify and implement possible efficiencies and increase effectiveness.
15. Raise the awareness of key issues and facilitate the exchange of information between all organisations involved that are appropriate at a countywide level.
16. To approve the allocation of funding received as a community safety partnership and to explore coordinated use of other resources to achieve increased outcomes.
17. Review and explore developing relationships with other relevant bodies at regional and local level, such as the Local Criminal Justice Board, the Police and Crime Panel and the Health and Well Being Board.

Appendix 2 - Community Safety Strategic Indicators 2013/14

Priorities	Success measures	Strategic Indicator	Source	Performance				Target	
				Q1 13-14	Q2 13-14	Q3 13-14	Current		
34	To maintain the current stable levels of total recorded crime in Herefordshire during 2013/14	Total recorded crime	West Mercia Police	2302	2132	1974	1886		
	Integrated Offender Management: To reduce offending and reoffending in Herefordshire by offering a co-ordinated package of interventions for offenders on the IOM cohort.	Reduction in reoffending.	Percentage of Integrated offender cohort who reoffend	Measure still to be confirmed					
	Alcohol harm reduction: To educate and raise awareness of sensible drinking; reduce violent crime linked to alcohol consumption; contribute to a reduction in alcohol-related assaults presenting at A&E; and intervene early to prevent violent crime and disorder. To develop vibrant and professional night-time economy	Educate and raise awareness of sensible drinking;	The number of alcohol related incidents as recorded by the A&E database	Public Health Team	55	51	61	29	
		A reduction in the number of alcohol related assaults.	Violence against the person with injury with an alcohol flag	West Mercia Police	108	133	114	97	
Domestic Violence and Abuse Address the harm caused by domestic abuse and reduce the number of repeat MARAC cases.	Reduction in the harm caused to children exposed to domestic abuse	Maximum number of children exposed to DA as recorded by: Women's Aid	West Mercia Women's Aid	151	119	138	120		
		Number of children exposed to DA as recorded by: children in MARAC by quarter	West Mercia Police	47	58	55	39		

Appendix 2 - Community Safety Strategic Indicators 2013/14

Priorities	Success measures	Strategic Indicator	Source	Performance				Target
		Number of children exposed to DA as recorded by: West Mercia Police	West Mercia Police	Q4 12-13 429	Q1 13-14 454	Q2 13-14 508	Q3 13-14 501	<p>Smaller is better</p>
Domestic Violence and Abuse Address the harm caused by domestic abuse and reduce the number of repeat MARAC cases.	Increased number of domestic violence and abuse victims accessing support services leading to positive outcomes.	Percentage of WMWA who exit the service who have completed a programme of support	West Mercia Women's Aid	Q1 13-14 86%	Q2 13-14 87%	Q3 13-14 86%	Q4 13-14 81%	<p>Bigger is better</p>
		% of repeat MARAC cases	West Mercia Police	Q1 13-14 32%	Q2 13-14 38%	Q3 13-14 26%	Q4 13-14 21%	<p>32%</p>
		Quarterly rate		Q1 13-14 34%	Q2 13-14 31%	Q3 13-14 32%	Q4 13-14 30%	
		Percentage of people who think their local area has been safe over the last three months?	West Mercia Crime and Safety Survey	Q4 12-13 91%	Q1 13-14 87%	Q2 13-14 89%	Q3 13-14 88%	<p>Bigger is better</p>
Empowered localities: Build capacity of practitioners and community leaders to work in communities to identify and implement local solutions to community safety issues. Adopt a multi-agency approach, (including involving communities) in priority areas where community safety is a concern. Encourage communities throughout Herefordshire to become involved in making their communities safer.	Maintain levels of the number of people that report feeling safe in their local area.							
Road Safety - watching brief	Reduce the number of people killed or seriously injured on Herefordshire roads	Number of people killed or seriously injured	Herefords hire Council	Q4 12-13 16	Q1 13-14 13	Q2 13-14 8	Q3 13-14 24	<p>Smaller is better</p>

35

APPENDIX ONE - HEREFORDSHIRE COMMUNITY SAFETY STRATEGIC PLAN 2014-17

Context	Herefordshire has low levels of crime compared to the rest of England & Wales	Total recorded crime in Herefordshire continues to decrease	Calls to Herefordshire domestic abuse help line increased by 52% (2013)	Alcohol was a factor in 39% of all violence against person crimes.	Drug and sexual assault offences increasing. Hate crime increasing.	Joint approach needed for those households which engage with a number of
Vision	<i>Agencies and practitioners will work together to make Herefordshire an even safer place to live, work and visit.</i>					
Our Approach	<ul style="list-style-type: none"> ✓ <i>Focus on a small number of priorities where HCSP can make a difference;</i> ✓ <i>Meeting the needs of the most vulnerable people living in Herefordshire is the driving force;</i> ✓ <i>Jointly commission and decommission services;</i> ✓ <i>Have a joined up approach to operational practice;</i> ✓ <i>Have an effective protocol for sharing information;</i> ✓ <i>A joined up approach to understanding needs and setting priorities based on the evidence;</i> ✓ <i>Be able to assess the effectiveness of services and deliver measurable outcomes</i> 					
Our Priorities and Objectives	<p>Reduce Re-offending/ Bring Offenders to Account (adult and young offenders.)</p> <ul style="list-style-type: none"> Work with Youth Offending Service Management Board to reduce the rate of first time youth offenders; Work with West Mercia Criminal Justice Demand Reduction Board to implement a joined up approach to reduce overall levels of adult offending and re-offending Manage those offenders identified in the IOM cohort to reduce the harm they cause Engage in the Transforming Rehabilitation process to bring about practical business change while working to preserve or improve the level of service to Herefordshire 	<p>Address the Harm caused by Alcohol and Drugs.</p> <ul style="list-style-type: none"> To ensure partner agencies work together, to commission and deliver appropriate services to minimise the harm caused by alcohol and drug misuse; To educate and raise awareness of sensible drinking particularly aimed at 9 – 18yrs; To prevent violent crime and disorder associated with the night time economy. 	<p>Address the Harm caused by Domestic Violence and Abuse (DVA).</p> <ul style="list-style-type: none"> Raise awareness of domestic violence and abuse and to provide advice and guidance on healthy, respectful relationships; Ensure that people affected by domestic violence and abuse have access to appropriate advice and services; Ensure that partner agencies work together, taking a whole system and family centred approach to dealing with domestic violence and abuse. To ensure effective use of the criminal justice system in bringing perpetrators to account, as well as to ensure that victims are given the support they need. 	<p>Promote Community Cohesion and Reduce ASB.</p> <ul style="list-style-type: none"> To undertake multi agency tasking approach to resolve locally identified issues; Maximise the potential of community resolution and restorative justice; To empower and build the confidence of individuals, communities and organisations to do more to keep themselves safe; Reduce incidents of cold calling to vulnerable people in Herefordshire. 		
Outcomes 2014/17	<ul style="list-style-type: none"> Rates of First Time Entrants to the youth justice system (per 100,000 population) at or below predicted rate; Ministry of Justice rate of re-offending (per 100,000 population) at or below predicted rate; Rate of reoffending for IOM cohort stabilised or lower than 2013/14 outturn. 	<ul style="list-style-type: none"> Reduction in the number of drug and alcohol related offences; reduction in the number of alcohol-related A&E attendances by under 18 year olds; reduction in the number of alcohol-attributable hospital admissions in under 18 year olds; reduction in the number of alcohol-related assaults. 	<ul style="list-style-type: none"> Reduction in the harm caused to children exposed to domestic abuse Increased number of domestic violence and abuse victims accessing support services leading to positive outcomes. Reduction in the number of repeat cases of domestic abuse 	<ul style="list-style-type: none"> Maintain levels of the number of people that report feeling safe in their local area; Reduction in ASB and hate crimes reported to West Mercia Police 		
Horizon scanning / watching brief	<ul style="list-style-type: none"> Certain groups of people and families with multiple issues and problems make a disproportionate call upon a number of services from different providers <ul style="list-style-type: none"> Emerging trends – increase in rural crime, hate crime, cybercrime, child trafficking / sexual exploitation. Need to monitor the effectiveness of management of offenders under the new Transforming Rehabilitation arrangements <ul style="list-style-type: none"> Ensure appropriate response / compliance to new legislation Maximise commissioning opportunities working with PCC 					
Links to Police and Crime Plan	<p style="text-align: center;">HCSP will support the Police and Crime Commissioner to deliver the Police and Crime Plan across West Mercia, to include:</p> <ul style="list-style-type: none"> To reduce harm caused by rural crime with a focus on community engagement, crime prevention and effective targeting of those who cause harm To reduce the harm caused by business crime with a focus on partnership working, crime prevention and effective targeting of those who cause harm 					