



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:

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

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

Annual Strategic Assessment priority setting		
<p>Aims: To identify, through detailed analysis from partner organisations, ongoing performance monitoring, and from community engagement the emerging short, medium and long term priorities for Herefordshire from the Herefordshire Community Safety and Drugs Partnership Strategic Assessment.</p>		
Priorities and Targets	Reporting Frequency	Data Source
Reducing crime through offender management and other interventions		
<ul style="list-style-type: none"> • NI 19: To reduce the rate of proven re-offending by young offenders (LAA target) 	Quarterly	Youth Offending Service (YOS)
<ul style="list-style-type: none"> • NI 30: To reduce the re-offending rate of prolific and priority offenders (LAA target) 	Annual	West Mercia Constabulary (WMC)
<ul style="list-style-type: none"> • To reduce the offending behaviour of individuals engaged with Drug Intervention Programme (DIP) 	Quarterly - Rolling	Drug Intervention Programme (DIP)
Reducing drug and alcohol harm		
<p>Drug use</p> <ul style="list-style-type: none"> • NI 40: To increase the numbers of people in effective drug treatment (crack / opiate users) (LAA target) • All adult drug users recorded as being in effective treatment • Percentage of young people receiving substance misuse treatment in a young person's service 	Quarterly	Drug treatment agencies, National Drug Treatment Monitoring Service (NDTMS)
	Quarterly	Drug treatment agencies and NDTMS
	Quarterly	Drug treatment agencies and NDTMS

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

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

Priority	Name of officer(s) leading
Reducing crime through offender management and other interventions, to include domestic abuse	Paul Baker, Area Manager, West Mercia Probation Trust
<p>Details of project/initiative:</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"> • it accounts for 16% of all violent crime • it will affect 1 in 4 women and 1 in 6 men in their lifetime • 77% of victims of domestic abuse are women 	

- it has more repeat victims than any other crime (on average there will have been 35 assaults before a victim calls the Police)
- on average, two women are killed every week by a current or former male partner
- one incident of domestic abuse is reported to the police every minute

(Source: [Crime in England and Wales 2006/2007 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

Actions	Organisations Involved	Delivery Date
Continue the delivery of local DIP, PPO and arrest referral programmes	DIP, West Mercia Probation Trust (PT), WMC, HC, YOS and PCT	Short, 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
Reducing drug harm	Frances Howie, Associate Director of Health Improvement, Herefordshire Primary Care Trust
<p>Details of project/initiative:</p> <p>Drug use has been identified as a key priority emerging from West Mercia Constabulary's Control Strategy and HCSDP's Strategic Assessment, and from community engagement. Emerging themes include:</p> <ul style="list-style-type: none"> • 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 <p>The strategic objectives for this priority will be recorded and monitored through a number of mechanisms including quarterly returns to the National Treatment Agency (NTA), service provider's reports to the National Drug Treatment Monitoring System (NDTMS) and data entered into the local drug treatment database (HALO).</p>	

Aims: <ul style="list-style-type: none"> To increase the numbers of people in effective drug treatment by 2% in 2008/09 To deliver the adult treatment plan and young persons substance misuse plan for 2008/09 in accordance with the planning grids To monitor the proportion of young people in drug treatment 		
Actions	Organisations Involved	Delivery Date
To commission a non-discriminatory, effective and appropriate adult and young persons drug treatment service in accordance with the National Drug Strategy (2008-2018) 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
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	
Reducing alcohol harm	Frances Howie, Associate Director of Health Improvement, Herefordshire Primary Care Trust	
<p>Details of project/initiative:</p> <p>Alcohol related harm is an increasing problem within the UK today, with 80% of UK residents thinking more should be done to tackle the level of alcohol abuse in society (Safe. Sensible. Social: The next steps in the alcohol strategy (2007)). Alcohol can play an important and positive role in our culture and communities, yet when misused, the harms not only affect the individual, but their families and community, as well as having a cost to society as a whole.</p> <p>Locally, alcohol and its related harm has been identified as a concern through the strategic assessment. In addition, data from the West Midlands Public Health Observatory has been added to achieve a balanced approach to the topic. It is suggested through this that local areas concentrate on local alcohol priorities within three overarching themes: crime and disorder, health and young people.</p> <p>From the scanning exercise, and consideration of the national priorities for local areas, a number of key themes have emerged:</p> <ul style="list-style-type: none"> • Perceptions of drunken behaviour • Alcohol related crime and disorder • Alcohol related litter • Alcohol related anti-social behaviour • Underage drinking • Sales to underage drinkers • Young people drinking in public spaces • Under 18 alcohol specific hospital admissions • Number of alcohol related hospital admissions 		
<p>Aims:</p> <ul style="list-style-type: none"> • To use a multi-agency targeted approach to tackling alcohol related harm, in the areas of crime and disorder, health and young people, in Herefordshire. 		
Actions	Organisations Involved	Delivery Date
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
Crime and disorder		
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
Health		
Marketing and promotion of target messages regarding sensible drinking and alcohol-misuse	PCT and HCSDP	Short term - Ongoing
Develop training opportunities so that front line staff across partner agencies can deliver brief interventions and screen appropriately	PCT, HC and WMC	Short term - Ongoing

Young people		
Identify those at risk of harm from their own or others' alcohol misuse and ensure clear care pathways are agreed and implemented by all partners	PCT, HC and HCSDP	Short term - Ongoing

Priority	Name of officer(s) leading
Promoting and Delivering Increased Road Safety	Peter Miles, District Commander, Hereford & Worcester Fire and Rescue Service
<p>Details of project/initiative:</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>Aims:</p> <ul style="list-style-type: none"> • Reduce the number of people killed and seriously injured on Herefordshire's roads through education, prevention, enforcement and intervention. 	

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
Providing community reassurance	Jane Rose, Partnership Manager, Herefordshire Council
<p>Details of project/initiative:</p> <p>Tackling disproportionate fear of crime through reassurance, including crime prevention</p>	
<p>Aims:</p> <ul style="list-style-type: none"> • To reassure Herefordshire citizens that crime is low in the county • To reduce the number of respondents to local surveys who have a disproportionate fear of crime including perception of anti-social behaviour and other neighbourhood issues • To deliver appropriate crime prevention and harm minimisation messages to target audiences 	

Actions	Organisations Involved	Delivery Date
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	
Herefordshire community tasking and co-ordination	Kevin Purcell, Superintendent, West Mercia Constabulary Michael Hainge, Director of Environment, Herefordshire Council	
<p>Details of project/initiative:</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>Aims:</p> <ul style="list-style-type: none"> • Through the dynamic tasking and co-ordination of resources, the group aims to facilitate partners' ability to work together and enable all organisations in achieving the reduction of crime and anti-social behaviour. • The group has the ability to impact on short-term problems and create long-term initiatives that assist in reducing crime and anti-social behaviour. • To facilitate the project aims, there are five overarching actions, which are broad enough to cover the process of co-ordination; tasking activity; measurement; analysis and learning. 		
Actions	Organisations Involved	Delivery Date
Carry out a fortnightly analytical review of crime and anti-social behaviour to enable the recognition of hotspots and individuals	WMC, HC, PT, F&R, RSL's and Ministry Of Defence Police (MOD)	Short term - 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.

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 1st April 2009.