

Herefordshire

Community Safety

Strategy

2011 - 2014



Year Two: 2012 - 2013

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

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The Community Safety Partnership aims to make Herefordshire an even safer place to live, work and visit

Herefordshire remains a low crime rate area, and partners strive to work together to ensure it remains that way. The Community Safety Strategy for Herefordshire 2011-2014, lays out what has been achieved since the last strategy (2008-2011) by working in partnership. Nationally it is clear that the reduction of crime and disorder is a key priority for Central Government, and remains a priority for the local partnership in Herefordshire.

A review of local structures has resulted in changes to streamline Herefordshire's partnership delivery structure by amalgamating strategic boards to avoid duplication and improve efficiency and effectiveness. The duties of Herefordshire Community Safety Partnership (HCSP) are now delivered through the newly formed Herefordshire Partnership Executive Group (HPEG). This has been in effect for a year and clear benefits are being achieved through the involvement of a wider partnership approach.

Following the annual strategic assessment, Herefordshire Community Safety Partnership has identified the following priorities for 2012 - 2013:

- Integrated Offender Management (IOM)
- Alcohol Harm Reduction
- Empowered Localities
- Education (cross cutting theme)

This strategy provides detail for what we hope to achieve, whilst recognising that the challenges ahead have to be faced with less resources and reduced budgets.

HCSP is committed to working with Herefordshire's diverse communities in identifying and resolving issues that really matter to local people. Community engagement will be core to any work within community safety, as it is recognised that communities and the voluntary sector can contribute to not only identifying concerns but also to delivering long term solutions.

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 have seen continued reductions in crime and disorder; achieving a 13% reduction in recorded crime from 2007 / 2008 to 2010 / 2011. However, there is still more that can be achieved and with current budget and resource constraints, it is now more crucial than ever for partners to share resources, information and expertise.

The causes of crime, disorder and substance / alcohol misuse are complex and it is recognised that no one agency alone can tackle community safety. Whilst responsibility for commissioning adult substance misuse services will be officially transferred to Public Health in April 2012, HCSP will continue to have a key role in reducing drug / alcohol related harm. The group will continue to work across a wide range of agencies and partnerships and call on the support and commitment of all our communities to achieve this.

HCSP and Herefordshire Partnership have been restructured, which has led to an amalgamation of boards in order to streamline local business, avoid duplication, and reduce time spent attending meetings. The duties of HCSP are now delivered through the Herefordshire Partnership Executive Group (HPEG), and they will decide how to tackle crime and community safety issues that matter to local communities.

This document sets out key challenges and priorities for the future, and provides the strategic framework for members of HCSP. It is a statutory requirement for HCSP to produce and implement a strategic plan detailing how the partnership intends to reduce crime and disorder and work with communities to address their concerns. This plan which runs from 2011 - 2014 has been reviewed for 2012 / 2013, using evidence from the annual strategic assessment.

As a partnership, HCSP will see an exciting and challenging 2012 - 2013. Locally we will be preparing for the new Police and Crime Commissioner (PCC) who will be elected in November 2012. The Community Safety Duty specifies that the PCC must 'in exercising its functions, have regard to the relevant priorities of each responsible authority' referring to those named in the Crime and Disorder Act 1998 (Probation, Health, Local Authority, Police and Fire), further detail on the PCC and the priorities is provided later in the strategy.

HCSP will be working closely with Health on joint priorities and outcomes particularly around alcohol, substance misuse and education, ensuring services are joined up and resources are utilised effectively to support the most vulnerable people within our communities.

This strategy demonstrates our commitment to making a positive difference and ensuring Herefordshire remains one of the safest counties in the country.

3) National agenda

The reduction of crime, disorder and substance misuse continues to be a key priority for the Coalition Government. Due to Britain's current economic climate it is recognised that partners locally will face difficult decisions with reduced budgets and resources, whilst maintaining services to the most vulnerable members of society. The Coalition Government views Community Safety Partnerships (CSP's) as integral to ensuring resources and services meet the needs of the community at a local level. Effective CSP's can make a real difference, with partner agencies and members of the local community working together. HCSP is responding to this challenge in 2012 by ensuring the reduced community safety fund is focussed on activities and delivers on the priorities for HCSP and our local communities.

Reducing re-offending: In April 2010, it became a statutory requirement for CSP's to reduce re-offending, with clear guidance to ensure local partners are signed up to an Integrated Offender Management (IOM) model.

In the recent paper 'A New Approach to Fighting Crime' the Government clearly states the role of the CSP's in ensuring that offenders are properly targeted, victims are supported effectively, local public spaces are safe and that local operational partners on the ground are working together with Local Policing Teams.

The Government seeks to minimise bureaucracy by reducing the number of targets and promoting decision making at a local level. Performance measures should reflect this and be communicated to the community in a meaningful way.

Police and Crime Commissioners: Police and Crime Commissioners (PCC's) are due to be elected in November 2012. Each police force will have a PCC, with Herefordshire coming under the jurisdiction of West Mercia. Unlike Police Authorities, PCC's will not be responsible authorities under the Crime and Disorder Act, rather under the Police and Social Responsibility Act 2011, there will be placed a mutual duty on PCC's and the CSP's responsible authorities to cooperate to reduce crime, disorder and re-offending. The PCC will be responsible and accountable for tackling crime at a local level, working alongside local partners and the public who will be able to raise any concerns with them directly. It is intended that the PCC's will commission services locally, with Central Government funding for crime and community safety programmes being devolved to them. The PCC will be supported by a police and crime panel which will comprise representatives from each council. The role of the panel will be to hold to account, and assist the PCC in carrying out their duties. In the near future HCSP will work closely with the elected PCC to prioritise the issues that matter most to local residents.

2010 National Drug Strategy: The new strategy and impending models of care, 'Building Recovery in Communities' (BRIC), will ensure a holistic and multi agency approach to commissioned drug treatment in the county, promoting sustained recovery. Service user addiction problems should not be addressed in isolation, as it is necessary to consider other fundamental matters such as; general health, housing, employability matters, life skills, family support, lifestyle choices, education and training. One of the main challenges will be to ensure key local agencies provide this whole multi agency 'team around the service

user' approach to lead towards long term recovery. Recovery will be measured by the numbers leaving treatment free of their drug dependency and from 2012 / 2013, a proportion of funding will be allocated according to the number of successful treatments completed.

4) Local delivery

Herefordshire Partnership Executive Group (HPEG) is delivering on the responsibilities not only for HCSP, but for other partnership areas too.

This group is represented at a senior level, so they have a clear understanding of the issues facing the county and can deploy resources, shape future plans and influence resource allocation through joint evidence led commissioning.

4.1 Herefordshire Partnership Executive Group membership:

- Chief Executive of Herefordshire Public Services
- GP Consortium
- West Mercia Police
- Third Sector Board
- Hereford and Worcester Fire & Rescue Service
- West Mercia Probation Trust
- Business Board
- HALC (Herefordshire Association of Local Councils)
- DEFRA Agencies (DEFRA agencies are made up of the Environment Agency, Forestry Commission and Natural England)

4.2 Herefordshire Partnership Executive Group's statutory duties include:

- Convene a Community Safety Strategy Group with the responsible authorities working together to reduce crime and disorder (currently the role of HPEG). These will include:
 - 1) Local authority
 - 2) Police
 - 3) Police authority (represented by the police)
 - 4) Fire and rescue authority
 - 5) Primary Care Trusts
 - 6) Probation

- Prepare a strategic assessment on crime and disorder
- Produce a community safety partnership plan which lays out what the priorities are and how they will be addressed (reviewed annually)
- Consult and engage with the community
- Formulate and implement a strategy to reduce re-offending by both adult and young offenders (Section 108 of the Policing and Crime Act 2009)
- Prepare an information sharing protocol which must be signed by all responsible authorities. Amendments to the Crime and Disorder Act made through the Police and Justice Act 2006, introduced a duty on responsible authorities to disclose certain sets of depersonalised data at least quarterly
- Ensure that it has a committee with power to review or scrutinise decisions made; or other action taken and to make reports or recommendations (Section 19 - 21 of the Police and Justice Act 2006)
- Establish Domestic Homicide Reviews (DHR), as appropriate, (Section 9 of the Domestic Violence and Crimes Act 2004). This provision came into force on 13th April 2011

In addition to the above, Section 17 of the Crime and Disorder Act 1998 states that all “relevant authorities, which includes town and parish councils, have a duty to consider the impact of all their functions and decisions on crime and disorder in their local area”. All authorities must ensure that their organisation can show that crime and disorder issues have been fully considered in their strategic and implementation processes. The Crime and Disorder Act Review (2005) amended Section 17 (mainstreaming crime reduction) and made recommendations that ‘agencies must also take account of anti social behaviour and behaviour that adversely affects the environment and substance misuse’.

5) Review of activities for 2011 - 2012

In 2011 – 2012, HCSP has seen substantial reductions to the Community Safety Fund received from the Home Office. However, the HCSP has strived to ensure that funding is focussed upon activity and positive outcomes. Below are some of the activities achieved this year and which will be further developed into 2012 - 2013.

5.1 Alcohol Group

During this year the Herefordshire Alcohol Group has been developed to look at alcohol issues relating to the night time economy. Representation includes statutory organisations such as the local authority, police and public health but also representatives from the business sector, local colleges and the third sector. The group has recognised the need to ensure there is an educational programme available, in order to reduce long term alcohol related harm, which links into the Health and Wellbeing Board. HPEG has also recognised the need to develop and implement an education programme across the priority areas of community safety; therefore

education will be a key focus for the HCSP in 2012 - 2013. Alcohol harm reduction is seen as a key priority by both HPEG and the Health and Wellbeing Board with a joint action plan being developed.

5.2 Hereford Hospital A&E Database

The A&E Database continues to play an integral role in identifying trends and hotspots in the county and it has been utilised for the purpose of delivering needs led enforcement activity. Since April 2011, West Mercia Police (Herefordshire Territorial Policing Unit) has proactively used the A&E data to further promote the licensing objectives, develop patrol strategies and also target potential problem premises by early intervention with licence holders. Subsequently licence holders of several establishments have now reviewed their procedures. The database has also been expanded to incorporate additional fields; information on where the individual has spent the majority of their time is now recorded in order to establish incidents of pre loading behaviour.

5.3 Rogue Trader Awareness

HCSP, Herefordshire Council's Trading Standards, Community Protection Team and West Mercia Police ran a joint operation across the county in October 2011, targeting rogue traders and cold callers. The operation saw a number of different initiatives taking place throughout the month, which included community visits to hundreds of elderly and vulnerable residents to offer advice on rogue traders and cold callers.



5.4 Carer Handbook and Directory

Herefordshire Community Safety Partnership has developed a new Carer Handbook and Directory for carers of substance misuser's in Herefordshire. The comprehensive handbook, which was developed in partnership with carers from Family Drug Support, aims to support each carer by equipping them with up to date advice and information. It will help them to cope with and overcome some of the difficult situations they may be facing or which may arise in the future. It contains invaluable information on topics including the signs and symptoms of drug use, the different drug classifications, blood borne viruses, support services and harm reduction and overdose advice. The handbook is available from HCSP in an electronic format.

5.5 Belmont Pools

Belmont Pools is a good example of a project which has empowered a community to take responsibility. The project was developed in full partnership with the community, who helped to fund the purchase of Belmont Pools. The Pools, which were a venue for anti social behaviour, have been transformed into a fantastic green space which the community of South



Wye can use for recreational use, whether it's fishing, walking the dog or taking the family for a picnic. The project is managed by a steering group which works closely with the Friends of Belmont Haywood Country Park Group and Hereford and District Angling Association. Local communities are kept up to date with progress through regular newsletters and community meetings; the last meeting held in October 2011, saw over 70 people attend. The project has also utilised probation's Community Payback Team. This has meant offenders currently under probation supervision have been able to give something back to the community by working in the area; they also wish to do further work in the future.

6) Performance for 2011 - 2012

In March 2011, the HCSP, using evidence from the 2010 strategic assessment, identified new priorities for 2011 - 2012. The table below indicates the four priorities and strategic targets for Herefordshire, as well as the most up-to-date performance information on reaching these targets.

Priority and Performance Indicator	2011/12 Target	Data Source	Performance to 31/01/12
Priority 1: Integrated Offender Management (IOM) - including domestic abuse			
Reduce Prolific and Priority Offender (PPO) re-offending by 20% (was NI30)	To achieve a 20% reduction in offending from new PPO cohort identified on 01/04/11	Iquanta	Qtr 1 performance expected February 2012
Reduce repeat incidents of domestic violence to 30% by March 2012 (was NI32)	30%	MARAC Coordinator, West Mercia Police	82/200 = 41%
Increase the percentage of individuals exiting treatment drug free - opiate and/or crack users (OCU's)	30%	NTA/NDTMS	Qtr 1 outturn 41% (Qtr2 data awaited from public health)
Reduce all (total) recorded crime in Herefordshire by 1% in 2011 - 2012	9632	West Mercia Police HQ	8031
Priority 2: Alcohol and the Night-Time Economy			
Reduce number of assaults with less serious injury by 1% by March 2012 (NI20: proxy measure for alcohol related violent offences)	970 (Rate 5.41)	West Mercia Police HQ	798 (Rate = 4.45)
Priority 3: Empowered Localities			
Increase the number of people who feel safe in their local area	40%	WMP Crime and Safety Survey Q9	57%
Priority 4: Road Safety			
Reduce the number of people killed or seriously injured in road traffic accidents (recorded by calendar year)	100	West Mercia Police HQ	75

Note: There are additional local performance measures which will be monitored; some form the basis of baseline data which will be reviewed at the end of 2011 / 2012 with a view to becoming a strategic measure from April 2012. This information will be used to set new targets and performance measures for 2012 - 2013

7) Strategic review 2011 - 2012

7.1 Strategic assessment

It is a statutory requirement for HCSP to develop an annual strategic assessment, which has been used to inform this updated Community Safety Strategy. The strategic assessment is a large project in itself in order to provide a comprehensive evidence based document. Information is gathered from various sources such as survey results, data collection from partners such as police, probation, registered housing providers, local authority, courts, youth offending and third sector organisations. Desktop analysis brings together statistical data, local intelligence and community concerns. Consultation took place through surveys; Hereford and Worcester Chamber of Commerce sent them to local businesses; they were sent to parish councils, posted on the HCSP website and were completed with farmers at Hereford's livestock market. Survey information was also used from West Mercia Police as they complete quarterly surveys with residents. In the future it is envisaged that the community safety strategic assessment will be completed as part of the Joint Strategic Needs Assessment (JSNA) compiled for Herefordshire's Public Services, ensuring a more holistic approach is taken.

7.2 Emerging issues

The table below indicates the emerging issues identified through the strategic assessment with a summary of discussions that took place at the HPEG meeting in January 2012 in deciding the 2012 - 2013 priorities.

Emerging issues identified through the strategic assessment	Discussions and decisions on the priorities for 2012 – 2013
Integrated Offender Management (IOM)	As offending, crime rates and re-offending is a focus for HCSP, it was agreed that this needs to remain a priority for 2012 / 2013
Alcohol	It was agreed that alcohol should remain a priority but to change the wording from 'night-time economy' to 'alcohol harm reduction' in order to align closer working with public health
Empowered localities	It was agreed that this will remain a priority; the focus will be on moving the overall approach into locality working. It was also decided that this should include speeding, due to the number of concerns raised by communities through the strategic assessment

Road safety	Whilst it was recognised that this is important and a concern to many residents, the group felt that little value could be added to what is already in place. Partnership work in road safety is already being co-ordinated through the Safer Roads Partnership which oversees regional and local activity and delivery. The local authority's Transportation Team are currently developing the county's transportation plan which will also include road safety. The decision was taken to remove this as a priority although the monitoring of trends will continue to be reported to HPEG
Education / awareness	The need to educate people to raise their understanding of key community safety and related health issues which can impact on their quality of life, now and in the future was raised at the meeting. It was decided that this should be a new cross cutting theme for 2012 – 2013
Domestic abuse	Issues around domestic abuse were recognised as important; the group agreed that domestic abuse should continue to be reported through the IOM route

7.3 Priorities for 2012 - 2013 (year two)

It is therefore proposed that the priorities for 2012 – 2013 are:

Item	Priority	Lead Agency
Priority 1	Integrated Offender Management (IOM)	West Mercia Probation Trust
Priority 2	Alcohol Harm Reduction	West Mercia Police and Herefordshire Public Health
Priority 3	Empowered Localities	Herefordshire Council

8) Priority 1: Integrated Offender Management (IOM)

8.1 Why is it a priority?

In April 2010, Community Safety Partnerships were given a statutory duty to reduce re-offending. New maps, available online provide a local breakdown of re-offending. Over a 12 month period it measures the proven re-offending for all adult offenders who were released from custody, or who received a non-custodial conviction at court, a caution, a reprimand, a warning or who tested positive for opiates or cocaine.

The site shows that Herefordshire has a re-offending rate of 22.3% between April 2009 and March 2010. The number of MARAC cases heard in the 12 month rolling period to September 2011 was 197, 76 of which were repeats (39%). In the last 6 months alone (April to September 2011) this rose to a rate of 45% (101 cases reviewed with 45 repeats) which makes this the highest repeat rate compared to other areas within the West Mercia region.

8.2 Objectives:

- Reduce re-offending through effective partnership working
- Ensure that all offenders at high risk of causing serious harm and / or re-offending are 'in scope'
- Make better use of existing programmes and governance
- Ensure that repeat and vulnerable victims are adequately supported

8.3 How will we achieve this?

- Co-ordinate activity through the offending pathways:
 - Education, training, employment and voluntary work
 - Accommodation
 - Drugs and alcohol
 - Physical and mental health
 - Finance and debt
 - Children and families
 - Attitudes, thinking and behaviour
- Further develop a joint partnership approach to work with partners to target resources on those offenders most at risk of re-offending and / or causing harm to the community
- Establish a clear framework formulating the links between IOM and operational groups including, Domestic Abuse Forum, Multi Agency Public Protection Arrangements (MAPPA), Multi Agency Risk Assessment Conference (MARAC) and Prevent and Deter (P&D young people) in managing offenders and supporting victims
- Continue to work together to prevent young people from entering the Criminal Justice System by identifying issues at an early stage and offering appropriate support
- Work to reduce the number of repeat victims of domestic abuse

8.4 Delivery:

The lead for this priority is West Mercia Probation Service. The Integrated Offender Management Group (IOM) will bring together key partners responsible for delivering integrated offender management and reducing re-offending. This group will be accountable to HPEG.

8.5 Outcomes:

- A reduction in the prolific and priority offenders who re-offend
- An increase in offenders exiting treatment drug free
- A reduction in repeat incidents of domestic abuse cases reviewed at MARAC
- Maintain current low levels of overall recorded crime

9) Priority 2: Alcohol Harm Reduction

9.1 Why is it a priority?

The link between alcohol use and violence forms much of the policing response in many parts of Herefordshire, generally in the evenings and weekends.

There were 683 violence against the person with injury crimes in Herefordshire from 1st April to 9th November 2011, compared with 721 for the same period in 2010 (down 5.3%). However, there was a very slight rise in numbers in North Herefordshire compared to the same period in 2010.

A higher proportion of Hereford A&E attendances are due to alcohol-related assaults than any other area in the West Midlands (where data sharing arrangements are in place). It is also worth noting that 39% of domestic abuse offences were alcohol related in 2010 and there has been a small but steady increase in alcohol related violent offences since 2008. This will be a shared priority between HPEG and the Health and Wellbeing Board with the development of a joint Alcohol Harm Reduction Strategy.

9.2 Objectives:

- 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
- Intervene early to prevent potential violent crime and disorder

9.3 How will we achieve this?

- Work with partners to co-ordinate strategic direction, resources and activities by the development of an integrated Alcohol Harm Reduction Strategy
- Early police intervention to prevent potential violent crime and disorder, through the use of Section 27

notices and increased police visibility before peak drinking periods

- Ensure safe dispersal from pubs and clubs using designated taxi ranks
- Educate and promote sensible drinking
- Work with businesses to promote the responsible sale of alcohol
- Ensure that conditions attached to new licences are enforceable and where possible review current licences to ensure enforceable conditions
- Visit premises to ensure the promotion of the licence objectives in order to reduce alcohol related incidents and admissions to A&E
- Support the Herefordshire Against Night time Disorder (HAND) scheme to take action against those behaving inappropriately or committing criminal activity, whilst setting up and supporting similar schemes in town centres across the county
- Work in partnership to identify and tackle hotspot areas through Multi Agency Tasking and Co-ordination (MATAC) meetings
- Work in partnership to prevent the sale of alcohol to those under age through test purchase operations throughout the year
- Maximise existing resources such as CCTV in preventing and detecting alcohol related disorder
- Co-ordinate multi agency activity 'strike days' to prevent and deter alcohol related crime, disorder and anti social behaviour

9.4 Delivery:

The lead for this priority on behalf of HCSP is West Mercia Police, working closely with Herefordshire Public Health and health providers, to ensure strategic drive and co-ordination to reduce alcohol related harm. Partners will also work to support public health to develop an Alcohol Harm Reduction Strategy that covers education, prevention, treatment and crime to ensure a holistic approach is taken to tackle alcohol problems across the county. This will ensure close links with HPEG and the Health and Wellbeing Board. The Herefordshire Alcohol Group will bring together key partners responsible for delivering actions on the ground by sharing resources, information and expertise and will be accountable to HPEG and the Health and Wellbeing Board.

9.5 Outcomes:

- A reduction in violent crime
- An increase in the number of people in our communities better educated on the consequences of drinking alcohol
- A reduction in the number of alcohol related assaults recorded by A&E (baseline year)

10) Priority 3: Empowered Localities

10.1 Why is it a priority?

The strategic assessment highlighted that further work is required to improve engagement with communities around community safety issues. If the Herefordshire Community Safety Partnership (HCSP) is to deliver effectively, we need to work with members of our community in both identifying and tackling issues. It is clear that there needs to be a change in culture to encourage communities to get involved in addressing these issues, as well as on the part of agencies to allow them to become involved. In order for communities to become involved, they need support from partners to feel empowered and to gain confidence to tackle issues which affect their quality of life.

As the local authority moves towards a locality model, HCSP will focus on embedding community safety into all locality working.

10.2 Objectives:

- Build the 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 highlighted as a concern
- Encourage communities throughout Herefordshire to become involved in making their communities feel safer

10.3 How will we achieve this?

- Raise awareness on community safety issues and deliver targeted training to practitioners and community leaders
- Capture good practice and ensure it is shared across Herefordshire
- Explore community solutions to community safety issues
- Ensure correct and up to date information is available within communities
- Ensure that communities know where and how they can report issues
- Deliver reassurance messages to targeted areas where people say they feel unsafe
- Work with partner organisations, communities and the voluntary sector to identify problem areas and implement local solutions to resolve local issues

10.4 Delivery:

The co-ordination of this priority will be through Herefordshire Council's Sustainable Communities Team, who will be accountable to HPEG.

10.5 Outcome:

- Improve the percentage of those who feel safe in their local area

11) Cross cutting themes

11.1 Education programme

When choosing priorities for 2012 / 2013, it was felt that education and prevention is crucial for long term success. Therefore it was agreed that partners will work together to develop a comprehensive education programme in relation to community safety. It is hoped that a sustainable educational programme which supports young people to make positive, informed decisions, will encourage them to look after themselves both physically and mentally, particularly the 18 - 24 age group who are at greater risk of being victims of crime. It is important that they understand topics such as substance misuse, alcohol related harm, sexual health, anti social behaviour, road safety issues for young drivers and even more widely the value of volunteering and environmental issues (Green Agenda). They need to know the potential impact these topics may have on not only their lives, but others too. In order to ensure long term sustainability, it is essential that professionals who are in contact with young people are also educated on these topics. Educating professionals will ensure they have a sufficient knowledge base to inform and educate young people on community safety issues. This will provide them with the confidence to challenge behaviour and attitudes and also sign post young people who are in need of further advice or specialist support.

It is envisaged that this programme will be delivered from primary schools through to further education establishments, in order to develop a cohesive and comprehensive education programme.

11.2 Substance misuse

Whilst drugs are not a specific priority, it is recognised that it is a cross cutting issue as it impacts across all priorities. A change of adult drug treatment provider in Herefordshire, drug policy and new funding models are all key issues which need to be managed to ensure drug treatment in the county continues to provide better outcomes for service users and their families.

The funding for adult drug treatment from 2012 onwards will be based partly on a payment by results model. Herefordshire adult drug treatment providers will need to deliver planned discharges drug free (no return to treatment within 6 months), to trigger a proportion of future funding from the Department for Health. Recent Home Office and Department for Health value for money research has identified that for every £1 spent on drug treatment in the county over the past 3 years, it resulted in a £5.97 saving to the community. By increasing the number of planned discharges drug free, there will be a corresponding increase in this value for money figure.

The local Health and Wellbeing Board will drive the change and will work closely with Herefordshire Partnership Executive Group in delivering reductions in substance misuse and ultimately crime in Herefordshire.

11.3 Communications strategy

We will use a variety of mediums to communicate our messages, including websites, regular email reports and media releases from statutory partners. HCSP continues to look at innovative ways to communicate for example using social networking sites.

Communities are consulted on key issues through questionnaires and community safety road show events across the county. The Empowered Locality Priority will encourage involvement from all members of the community including the voluntary sector and action will be focussed on areas of high concern. HCSP will consider fear of crime in all literature produced, offering reassurance that Herefordshire is a safe place to live, work and visit.

11.4 Equality and diversity

HCSP is committed to effectively serving all members of the community and ensure that actions and plans consider all groups and sections of Herefordshire's communities. The partnership have signed up to the Herefordshire Equality and Human Rights Charter and recognise that some people may experience discrimination and be disadvantaged because of their individual characteristics or social identity, including (but not limited to) their race, disability, gender, age, religion or belief, sexual orientation, gender reassignment, marriage or civil partnership. Equality and diversity issues will be considered when commissioning services in order to ensure that no group is excluded and to make certain that those who are most vulnerable and in need of help and support, are taken into account.

Preventing people from becoming victims and offering support to those who are, will be fundamental to all HCSP Priority Groups. The Herefordshire Equality and Human Rights Charter is available at: www.herefordshire.gov.uk/diversity.

For more information on community safety, please visit the Herefordshire Community Safety Partnership website: www.herefordshire.gov.uk/communitysafety.

12) Review date

HCSP will undertake regular reviews based on annual strategic assessments. This strategy will be refreshed in April 2013.

Assessment of risk						Mitigating actions			
Action Ref	Risk Description	Likelihood	Impact	Risk Score	Risk Owner	Action Description	Likelihood	Impact	Residual Risk Score
1	Limited performance improvement	3	2	6	HPEG	Regular performance reviews. Ensure tasking linked to performance and team activities.	2	2	4
2	Unable to deliver the plan due to reduced financial provision and / or reduction in staff	4	2	8	All partners	Proactively seek external funding and combine resources across partners. Regularly review budgets and prioritise actions accordingly. Up-skill existing staff to ensure they can cover.	3	2	6
3	Perception of crime different from actual crime figures	3	2	6	HPEG	Training, education and marketing campaigns. Empowered localities work with community leaders and representatives.	2	1	2
4	Duplication of effort on areas of community safety	3	2	6	HPEG	Ensure effective partnership approach to reducing crime, disorder and substance misuse.	2	1	2

5	Displacement crime affecting / impacting on areas of the county	2	2	4	All operational groups	Regularly monitor crime patterns / trends, prioritising resources.	1	1	1
6	Lack of community and / or partnership engagement	3	3	9	All partners	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.

Appendix 13.2 Achievements to date since the 2008 – 2011 strategy

Since the last strategy, partners have continued to work together to reduce crime, disorder and substance misuse. This table highlights key areas of success from the period of 2008 - 2011.

Target / Measures	Outcome
To increase the numbers of people (Problematic Drug Users) in effective drug treatment by 6% by 2011	Currently on course to exceed target set by the National Treatment Agency (NTA)
Reduce the number of anti social behaviour (ASB) incidents reported to the police by 10% by 2011	A 15% reduction in ASB since 2007 / 2008 has been achieved
Reduce incidents of criminal damage by 10% by 2011	A 31% reduction in criminal damage incidents since 2007 / 2008 has been achieved
To reduce the number of people killed or seriously injured in road traffic accidents on Herefordshire's roads	The number of people killed or seriously injured has more than halved since 2007 baseline figures
Reduce all recorded crime by 8% by 2011	A 13% reduction in all recorded crime since 2007 / 2008 has been achieved

Appendix 13.3 Key successful projects since the 2008 – 2011 strategy

Specialist Domestic Violence Court (SDVC) accreditation and development

Herefordshire has worked in partnership to achieve SDVC accreditation status in September 2009. The aim of the SDVC is to increase the effectiveness of the judicial system in providing:

- Protection and support to the victims and witnesses of domestic abuse
- Appropriate sanctions to perpetrators
- To further increase co-ordination of agencies, including the Crown Court, involved in supporting victims and witnesses and dealing with perpetrators

As a result, Herefordshire now has dedicated court time to hear domestic abuse cases and practitioners involved with domestic abuse have all received training, which ensures victims receive the support they need.

Multi Agency Risk Assessment Conference (MARAC)

MARAC is held to ensure high risk victims of domestic abuse receive support from Independent Domestic Violence Advisors (IDVA) and other agencies such as police, health, registered social landlords, probation and many more as appropriate to the individual case.

This process offers support to the most vulnerable who are at risk of domestic abuse. Care plans are put in place to reduce the risks and dedicated support is given to the victim and their children.

Service User & Carer Involvement

Herefordshire Community Safety Partnership undertakes monthly service user involvement sessions at DASH (Drug Advisory Service Herefordshire) and annual meetings with carers to obtain their views on adult drug treatment services. Feedback and recommendations from service users are collated and reported to treatment provider managers and commissioners on a quarterly basis to inform service delivery. Results from both users and carers are analysed and incorporated into Herefordshire Community Safety Partnership's Adult Drug Treatment Needs Assessment. This ensures that adult drug treatment services are needs led and that service users and carers are involved in key aspects of decision making.

The Voice! magazine is a key outcome of service user and carer involvement. The magazine is produced by HCSP with contributions from drug users, carers and service providers and two editions are produced per year, with nearly 1000 copies being distributed.

Hereford Hospital A&E database

Hereford Hospital A&E department installed a new database during September 2010 which records information from individuals who present themselves into A&E with assaults and alcohol related injuries. The database also captures if the assailant was known to the victim and therefore has the ability to highlight issues of domestic abuse. A&E reception staff record this information in an anonymous format and include information about the incident, where it occurred, e.g. street, pub / club, home or school. The data produced has proved useful in tactical planning for partners, informing licensing decisions and identifying hotspots.

Targeted Action Against Graffiti (TAAG) campaign

Between November 2009 and April 2010, the TAAG campaign took place involving Herefordshire Community Safety Partnership, Amey, Herefordshire Council's Community Protection Team and West Mercia Police, as part of a reassurance project to remove graffiti from across the county. Graffiti hotspots were identified across Herefordshire, using information from the public with these areas promptly being cleaned. Face to face surveys were carried out during the campaign, with positive feedback from local people. To date, all of the areas have remained clean.

Multi Agency Tasking and Co-ordination Group (MATAC)

Through dynamic tasking and co-ordination of resources, the group aims to facilitate partners ability to work together to enable all organisations to achieve reductions in crime and anti social behaviour. This successful group tackles anti social behaviour by identifying emerging crime trends and issues that affect a community's quality of life and plan and deliver solutions. A wide range of partners attend monthly meetings and work together to resolve issues. This way of working has been highlighted as good practice and as a result the group is looking at how this model can inform work in localities, working closer with communities in identifying and resolving concerns that matter to them.

Motorcycle Rider Skills Day

Over the last three years, Herefordshire Community Safety Partnership has supported WHAM! (Worcester and Hereford Advanced Motorcycling) in funding and organising motorcycle rider skills assessment days. Over these assessment days, a total of 119 riders have received a free session to educate and improve their standard of safe riding, helping to reduce the number of motorcyclists involved in road traffic accidents. As a result 39 riders also signed up to receive further training with WHAM!

