

# Safer Herefordshire

---

## Community Safety Strategy

2011 - 2014



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

<b>Item</b>	<b>Page</b>
1) Executive summary	3
2) Introduction	4
3) Achievements to date	4 - 5
4) Key successful projects 2008 - 2011	5 - 6
4.1 Specialist Domestic Violence Court (SDVC) accreditation and development	5
4.2 Multi Agency Risk Assessment Conference (MARAC)	5
4.3 Service user & carer involvement	5 - 6
4.4 Hereford Hospital A&E database	6
4.5 Targeted Action Against Graffiti (TAAG) project	6
4.6 Multi Agency Tasking And Coordination (MATAC)	6
4.7 Motorcycle rider skills day	6
5) National agenda	7
6) Local Delivery	8 - 9
6.1 Herefordshire Partnership Executive Group membership	8
6.2 Statutory duties	8 - 9
6.3 Strategic assessment	9
6.4 Priorities for 2011 - 2012 (year one of this strategy)	9
7) Priority 1: Integrated Offender Management (IOM)	10 - 11
8) Priority 2: Alcohol and the Night Time Economy	12 - 13
9) Priority 3: Empowered Localities	14
10) Priority 4: Road Safety	15
11) Cross cutting themes	16 - 17
11.1 Substance misuse	16
11.2 Communications Strategy	16
11.3 Equality and diversity	16 - 17
12) Review date	17
13) Appendices	18 - 24
13.1 Risk matrix	18 - 19
13.2 Illustration of Community Safety Development	20
13.3 Safer Herefordshire Performance Reports	21 - 24

## **Safer Herefordshire 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. The first year of this strategy will be influenced by emerging and developing policy from Central Government together with a drive to reduce bureaucracy.

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 Safer Herefordshire will now be delivered through the newly formed Herefordshire Partnership Executive Group.

Following the annual Strategic Assessment, Safer Herefordshire has identified the new priorities for 2011 - 2012:

- Integrated Offender Management (IOM)
- Alcohol and the Night Time Economy
- Empowered Localities
- Road Safety

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.

Safer Herefordshire 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.

## 2. Introduction

Safer Herefordshire is a statutory Community Safety Partnership (CSP) committed to making Herefordshire an even safer place to live, work and visit. Safer Herefordshire is merged with the Drug Action Team (DAT) and therefore also has the responsibility for tackling substance misuse. 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 since 2007 / 2008. 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 misuse are complex and it is recognised that no one agency alone can tackle community safety. We 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.

Safer Herefordshire and Herefordshire Partnership have been restructured, which has led to an amalgamation of boards in order to streamline local business, avoiding duplication, and reducing time spent attending meetings. The duties of Safer Herefordshire will now be delivered through the Herefordshire Partnership Executive Group. 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 Safer Herefordshire. It is a statutory requirement for Safer Herefordshire to produce and implement a 3 year strategic plan detailing how the partnership intends to reduce crime and disorder and work with communities to address their concerns. This plan will run from 2011-2014 and will be reviewed annually, using evidence from the strategic assessment.

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

## 3. Achievements to date

Since the last strategy, partners have continued to work together to reduce crime, disorder and substance misuse. The table below highlights key areas of success from the period of 2008 - 2011 (please see appendix 13.3 for performance reports and current targets).

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

## 4. Key successful projects 2008 - 2011

### 4.1 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 has dedicated court time to hear domestic abuse cases and practitioners involved with domestic abuse have all received training. This ensures victims receive the support they need.

### 4.2 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 the 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.

### 4.3 Service User & Carer Involvement

Safer Herefordshire's Drug and Alcohol Reduction Coordinator 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 Safer Herefordshire'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. This magazine is produced by Safer Herefordshire with contributions from drug users and carers. There are two editions produced per year, with nearly 1000 copies being distributed.

#### **4.4 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 alcohol-related injuries. This 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 being produced has proved useful in tactical purposes, informing licensing decisions and identifying hotspots.

#### **4.5 Targeted Action Against Graffiti (TAAG) project**

Between November 2009 and April 2010, the TAAG campaign took place involving Safer Herefordshire, Amey, Herefordshire Council 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 then 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.

#### **4.6 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 the communities' 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.

#### **4.7 Motorcycle Rider Skills Day**

Over the last 3 years Safer Herefordshire has supported WHAM! (Worcester and Hereford Advanced Motorcyclists) in funding and organising motorcycle rider skills assessment days. Over the 3 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 signed up to receive further training with WHAM!

## 5. 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 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.

**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 new 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 May 2012. Each Police force will have a PCC, with Herefordshire coming under the jurisdiction of West Mercia. The PCC will be responsible and accountable for tackling crime at a local level, working alongside local partners and working with 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. In the near future Safer Herefordshire will work closely with the PCC and others 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.

## 6. Local Delivery

The newly formed Herefordshire Partnership Executive Group (HPEG) has been established to deliver the responsibilities for Safer Herefordshire (please see below), as well as the Sustainable Communities Strategy.

This group is represented at a senior level as 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.

### 6.1 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)

### 6.2 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 the 13<sup>th</sup> April 2011
- Audit patterns of and develop strategies for combating substance misuse

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’.

### 6.3 Strategic assessment

It is a statutory requirement for Safer Herefordshire to develop an annual strategic assessment. The annual assessment informs the Community Safety Strategy and provides an evidence base with information gathered from various sources such as survey results, data collection from partners and desktop analysis; which brings together statistical data, local intelligence and community concerns. In the future it is envisaged that the community safety strategic assessment will be completed as part of the Joint Strategic Needs Assessment compiled for Herefordshire’s Public Services, ensuring a more holistic approach is taken. The strategic assessment 2010 / 2011 was presented to the Safer Herefordshire Strategy Group and using this information, the below mentioned priorities were agreed, which will be reviewed and refreshed annually.

### 6.4 Priorities for 2011 - 2012 (year one of this strategy)

Item	Priority	Lead Agency
Priority 1	Integrated Offender Management (IOM)	West Mercia Probation Trust
Priority 2	Alcohol, and the night time economy	West Mercia Police and Public Health
Priority 3	Empowered Localities	Herefordshire Council Sustainable Communities
Priority 4	Road Safety	Herefordshire Council Transportation Team

## 7. Priority 1: Integrated Offender Management (IOM)

### 7.1 Why is it a priority?

In April 2010, CSP's were given a statutory duty to reduce re-offending. The National Offender Management Service (NOMS) data for adult re-offending in Herefordshire (April 09 to March 10) showed that there were 1662 offenders; 174 of these (10.47%) were committed re-offenders. Those classed as Prolific and Priority Offenders (PPO) had a re-offending rate of 26.67%.

Nationally it is estimated that in 2007 - 2008, re-offending by all recent ex-prisoners cost the economy between £9.5 billion and £13 billion. As much as three quarters of this cost can be attributed to former short-sentenced prisoners.

### 7.2 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

### 7.3 How will we achieve this?

- Develop and implement an IOM Strategy and action plan, with key partners signed up to the agreed objectives
- Further develop a joint partnership approach to work with the West Mercia Police IOM Team 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

### 7.4 Delivery:

The lead for this priority is West Mercia Probation Service. The Integrated Offender Management Group will bring together key partners responsible for delivering integrated offender management and reducing re-offending. This Group will act as a Task and Finish Group in the new Herefordshire Partnership structure.

**7.5 Targets / Measures:**

**Reduce** the PPO re-offending rate (establish baseline for PPO Cohort)

**Increase** the percentage of people exiting treatment drug free

**Reduce** repeat incidents of domestic abuse cases reviewed at MARAC

**Reduction** in overall recorded crime between 2011 – 2014

## 8. Priority 2: Alcohol and the Night Time Economy

### 8.1 Why is it a priority?

Analysis by Police intelligence showed that during a 12 month period, 54% of incidents occurred on a Friday, Saturday or Sunday with 42% occurring between the hours of 10pm – 3am. Figures for violence against the person in April 2010, was 49% (a slight increase on the previous reporting period). Whilst these figures are for all violent crime, a significant number of these crimes are committed around city / town centres late at night on a Friday and Saturday. In relation to Hereford City Centre pubs and clubs, there appears to be a peak of incidents between 11pm – 2am. The results from the Crime and Safety questionnaires also identified alcohol misuse and underage drinking as a concern raised by communities.

### 8.2 Objectives:

- 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
- Educate and raise awareness of sensible drinking

### 8.3 How will we achieve this?

- 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
- Promotion of sensible drinking
- Establish a baseline for people presenting at A&E from alcohol related assaults, to set future targets if appropriate
- Work with businesses to promote the responsible selling 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 the 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

#### 8.4 Delivery:

The lead for this priority is West Mercia Police. The Multi Agency Tasking and Co-ordination group (MATAC) will bring together key partners responsible for delivering actions to reduce alcohol related disorder by sharing resources, information and expertise.

Public Health currently commission alcohol services and they will also work in partnership to develop an Alcohol Strategy that covers prevention, treatment and crime to ensure a holistic approach is taken to tackle alcohol problems across the county. This will ensure close links with the HPEG and the Health and Wellbeing Board.

#### 8.5 Targets / Measures:

**Reduce** violent crime with injury

**Establish** a baseline for the number of alcohol related arrests

**Establish** a baseline for the number of alcohol related assaults recorded by A&E (baseline year)

## 9. Priority 3: Empowered Localities

### 9.1 Why is it a priority?

The strategic assessment highlighted that further work is required to improve engagement with communities around community safety issues. If Safer Herefordshire 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, Safer Herefordshire will look at how it adapts and uses available resources to support the future delivery model across the nine localities in the county.

### 9.2 Objectives:

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

### 9.3 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 sectors to identify problem areas and implement solutions to resolve the issues

### 9.4 Delivery:

The co-ordination of this priority will be through the Sustainable Communities Team, accountable to the Herefordshire Partnership Executive Group.

### 9.5 Targets / Measures:

**Increase** the number of people who feel safe in their local area

## 10. Priority 4: Road Safety

### 10.1 Why is it a priority?

Those killed or seriously injured on Herefordshire's roads has fallen over the last 3 years. Whilst there has been a notable reduction in the most serious casualties; the reduction in casualties amongst the 16 - 25 age group has not kept pace with the overall trend. A review of the accident and casualty statistics for Herefordshire reports that in 2009 young drivers were disproportionately represented with over 54% of the county's road deaths occurring among 16 - 25 year olds and 34% of overall Killed or Seriously Injured (KSI) casualties. Feedback received from communities also highlighted road safety as one of their main concerns.

### 10.2 Objectives:

- Improve safety on Herefordshire's roads
- Ensure assets are well maintained to a good standard (e.g. roads, bridges, lighting, verges etc)
- Increase the use of sustainable modes of travel such as buses, cycling, walking and car sharing

### 10.3 How will we achieve this?

- Ensure there is a robust identification and review of accident sites
- Casualty trends will continue to be monitored, whilst implementing effective solutions
- Prevent accidents through education, training and awareness raising at target audiences
- Monitoring and improving the quality of the roads through engineering and maintenance
- Continue to provide local public modes of transport in Herefordshire, whilst promoting alternative options such as car sharing schemes
- Work in partnership to utilise skills and resources in enforcement, education and engineering
- Review all speed limits within the county and respond to the concerns of local communities

### 10.4 Delivery:

The lead for this priority is Hereford and Worcester Fire and Rescue Service, they will develop a task and finish group as appropriate recognising that initiatives to improve road safety in Herefordshire are facilitated by several partners including, Herefordshire Council's Transportation Team working in partnership with Amey (Herefordshire Council's strategic services delivery partner) and the Safer Roads Partnership in West Mercia who also co-ordinate partnership activity and has specific responsibility for speed enforcement.

### 10.5 Targets / Measures:

**Reduce** the number of those killed or seriously injured

## 11. Cross cutting themes

### 11.1 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 to trigger future funding and payments from the Department for Health. Recent Home Office and Department for Health value for money research has identified that every £1 spent on drug treatment in the county over the past 3 years culminated 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 transfer of responsibility for adult drug treatment to Public Health will take place during 2011 / 2012. The leadership role provided by the Director of Public Health will drive the system change under the local Health and Wellbeing board. The Health and Wellbeing Board and the Herefordshire Partnership Executive Group will ensure a close working relationship in delivering reductions in substance misuse in Herefordshire.

### 11.2 Communications Strategy

This Community Safety Strategy is underpinned by a Marketing and Communications Strategy, which sets out how we will inform local people about community safety progress and how to engage and empower them to make all our communities feel and be safer.

We will use a variety of mediums to communicate our messages, including the partnership website, regular email reports and media releases. Safer Herefordshire continues to look at innovative ways to communicate for example using social networking sites.

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

Please follow the link to view Safer Herefordshire's website: [www.herefordshire.gov.uk/saferherefordshire](http://www.herefordshire.gov.uk/saferherefordshire).

### 11.3 Equality and diversity

Safer Herefordshire 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 will work to ensure people are not excluded or disadvantaged because of their race, disability, gender, age, religion,

belief or sexual orientation. 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 of the Safer Herefordshire Priority Groups.

## **12. Review date: April 2012**

Safer Herefordshire will undertake an annual review once the strategic assessment is complete. This strategy will be refreshed in April 2012.

## 13.1 Risk matrix

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	Executive Group	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. Regularly review budget 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	Executive Group	Training, education and marketing campaigns	2	1	2
4	Duplication of effort on areas of community safety	3	2	6	Executive Group	Ensure holistic 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.**

