



2009/10 ANNUAL REPORT OF THE SAFER AND STRONGER COMMUNITIES STRATEGIC PARTNERSHIP

Purpose of the report

1. To present the annual report of the Safer and Stronger Communities Strategic Partnership.

Background

2. The Partnership was established in early 2007 and fulfils the legal requirement for a Community Safety Partnership in South Gloucestershire. The Partnership Framework under which it was initially established indicated that the existence of the Partnership should be reviewed after 3 years.
3. The existence and effective operation of a Community Safety partnership is still a statutory requirement under the Crime and Disorder Act 1998. The Partnership will therefore continue to operate, but this will be reviewed if the statutory requirement to do so is repealed.
4. A revised Partnership Framework, reflecting changes in legal requirements and agreed operation of the Partnership is attached at Appendix 1. Amendments to the previously adopted Framework are highlighted in order that members of the Select Committee can clearly see the changes that have been made.
5. The primary purpose of the Partnership is to co-ordinate and help deliver actions that support the development of safer and stronger communities within South Gloucestershire.
6. In the 2009/10 municipal year the Partnership met on the following dates: 12 June 2009; 11 September 2009; 4 December 2009 and 26 March 2010. Links to the agenda papers for each of these meetings, showing the business covered, is given at Appendix 2.
7. The Partnership acts as the strategic partnership for the South Gloucestershire Local Area Agreement Safer and Stronger Communities block and exercises the functions of the statutory Community Safety Partnership for South Gloucestershire.
8. In 2009/10, the Partnership met all its statutory obligations. In addition to the process requirements already identified in this report and Appendix 1 (i.e. involvement of defined Responsible Authorities; an annual public meeting) these can be summarised as:
 - Conducting a Joint Strategic Assessment of Crime and Disorder in the Local Area;
 - Agreeing a Partnership Plan to address priority Crime and Disorder issues; and
 - Implementing the Partnership Plan.

- Completing individually required projects such as the adoption of a PREVENT strategy.
- Development and delivery of Drug Treatment Plans

Developments in operation of the Strategic Partnership 2009/10

9. A Safer and Stronger Communities Partnership Strategy was agreed by the Strategic Partnership in December 2009 following extensive consultation. This lays out the strategic context and direction for all the Partnership's work over a 3 year period and therefore enables future work to focus on delivery plans without a need to develop and consult on further strategies. This will improve the capacity of partners to concentrate on operational delivery.
10. A new performance management structure for the Partnership was introduced. This aligns operational structures and delivery groups to the priorities and targets of the Partnership, and introduced robust performance management arrangements utilising the Senior Officer Group. Through this framework which includes: risk monitoring of future delivery actions; exception reporting; and a concentration on corrective action where work is off-target, the Strategic Partnership will be able to improve delivery of its objectives and free time to consider issues at a strategic level.
11. The Crime and Disorder (Scrutiny) Regulations 2009 came into force and place a number of requirements on local Authorities. These include giving a remit to Councils to scrutinise the work of the Community Safety Partnership. South Gloucestershire Council allocated this responsibility to the Communities Select Committee.
12. Work to develop the Joint Strategic Assessment of Crime and Disorder was lead by Robbie Roberts from Avon Fire and Rescue. A comprehensive review was carried out and the priorities for 2010/11 agreed by the Strategic Partnership on 26 March 2010.
13. The Risk Register for the Safer and Stronger Communities Partnership was reviewed on 4 December 2009. This is a requirement of the Partnership National Standards, under the Police and Justice Act (2006). It evidences the commitment of the Partnership's statutory agencies and voluntary organisations to effectively manage and deliver the Safer and Stronger agenda within South Gloucestershire.
14. Emma Collier (CVS Chief Officer); Robbie Roberts (Unitary Group Manager, Avon Fire and Rescue) and Philip Moss (Interim Head of Safer and Stronger Communities at South Gloucestershire Council) were all formally thanked by the Partnership for their hard work on leaving those positions. They have been replaced by Helen Black; Sarah Allen; and Robert Walsh respectively.

Major topics considered by the Strategic Partnership 2009/10

15. During the year the Strategic Partnership oversaw work to address the issues in priority neighbourhoods. Yate/Dodington was added to the list of priority neighbourhoods, and a set of broad principles for addressing the challenges faced in these neighbourhoods agreed. These principle include:
 - The drawing of 'soft boundaries' for each priority neighbourhood based on Lower Super Output Area clusters;
 - There having to be a key role for the community in delivering some of their own solutions;
 - The approach being to influence rather than set aside dedicated funding for priority neighbourhoods;
 - Partners being honest with each other and the public about what can and cannot be achieved; and
 - Outcomes taking years to show. However to build and retain confidence of the public, shorter-term measures need to be planned, delivered, and monitored.The Local Strategic Partnership agreed to take overall responsibility for priority neighbourhoods, and overarching goals for each neighbourhood were being finalised as the year ended.
16. A refresh of the COMPACT between the voluntary sector and public sector was initiated and carried out by the Council for Voluntary Services.
17. Southern Brooks Community Partnership gave a presentation on their community development work and in particular their support for children, young people and their families at the meeting on 11 September 2009. The Partnership found that projects aimed to support at risk families before they reached crisis point; that evidence showed that problem incidents amongst children and young people receiving support had reduced; and that officers from the project were involved in Common Assessment Frameworks with partner agencies.
18. The Strategic Partnership reviewed Safer and Stronger Community groups and initiated a number of changes to their operation. Administration was transferred to the responsibility of South Gloucestershire Council, enabling the Police to focus capacity on other work areas, and a number of practical administrative changes made. These include advance publication of agendas; deadlines for the production of minutes; a 12 month rolling programme of meeting dates and venues for each Group; new publicity and the implementation of dynamic electronic communications providing real-time information updates. Attendance levels have increased substantially for most groups and at the end of 2009/10 there were over 700 registered members of the electronic communications system. Improvements in the work of the Groups has lead to an 8% improvement in the National Indicator for the proportion of residents who feel able to influence decisions in their local area with the score increased from 25% in 2008 to 33% in 2009.
19. A PREVENT Strategy for South Gloucestershire was agreed in December 2009. The emphasis of the agreed Strategy is very firmly on developing better understanding of the communities of interest and geography within South Gloucestershire, and improving engagement with those communities.

20. Minimum service standards for responding to Anti-Social Behaviour were established by the Strategic Partnership on 26 March 2010.

Performance Results 2009/2010

Stretch targets	2009/10	LAA targets	2009/10
Number of indicators on target	5	Number of indicators on target	5
Number of indicators not on target	3	Number of indicators not on target	4
Number of indicators awaiting data	0	Number of indicators awaiting data	0
Total number of indicators	8	Total number of indicators	9

21. The year 2009/10 was the final year for the LAA stretch targets. The Safer & Stronger Partnership was responsible for three stretch target areas comprising eight separate indicators. At the end of the stretch period the Partnership had achieved five of these, and off target for three. Full results are available at appendix 3
22. For the main LAA, 2009/10 was the second year of three. At the end of the year the partnership reached its target for five indicators and off target for four. Again, full results are available at appendix 3

Looking Forward to 2010/11

23. This is a new section of the Annual Report, reflecting best practice. By considering changes and issues that are likely to impact on its future work, the Partnership can ensure these are appropriately responded to.
24. The changes being introduced by the Coalition Government will mean major changes in the work of the Partnership. Budget changes in order to balance public finances will impact on the resources available to carry out the work of the Partnership and its constituent organisations. It is important that in order to meet the challenge of budget reductions individual organisations do not act unilaterally in a way that merely relocates difficulties from one to another. Rather, potential changes should be communicated and considered in order to achieve the best available outcomes for all partners and – more importantly – for the public they serve.
25. Government policy for the various elements of the work covered by the Safer and Stronger Communities Strategic Partnership will be changing over the forthcoming months. Reports summarising changes will be presented to Partnership on a regular basis in order to keep it informed of changing expectations.

Risk Register

26. The Risk register for the Safer and Stronger Communities Strategic Partnership is attached as Appendix 4. This Register has been amended by the Strategic Partnership and the changes to the previous Register are highlighted in the text.

The Chair's Evaluation of the Partnership Process



27. “Strong communities are safe communities. People are safe living in South Gloucestershire. Crime is low and communities are strong. But we are not complacent. The Strategic Partnership is working on behalf of residents and communities to improve still further their quality of life, and in supporting individuals to play a part in improving their community.
28. Looking back at the past year I am reminded of the sheer breadth of issues considered by the Partnership, and of the Partnership’s successful delivery of an extensive set of performance targets. We can always improve however, and so a new Performance Management framework was introduced, which will strengthen still further our ability to deliver improvements for our communities.
29. It is also important to be aware of the issues that will face us in the future. Although there will be significant challenges to the Partnership, there will also be a number of opportunities. The Partnership needs to grasp these opportunities, and not fixate on the difficulties it faces.
30. I am pleased with the Partnership’s progress in the last year and look forward to continued success in 20010/11 as by strengthening our local communities and engaging with local residents to create local solutions to issues we will improve their quality of life and make South Gloucestershire an even better place to live and work.”

John Godwin, Chair.

Recommendations

- 1) To note and comment on the annual report.

Author

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**SOUTH GLOUCESTERSHIRE SAFER AND STRONGER COMMUNITIES
STRATEGIC PARTNERSHIP**

PARTNERSHIP FRAMEWORK

1 Purpose and Aims of the Partnership

- 1.1 As its primary purpose, to establish a strategic direction; co-ordinate and help deliver actions that support the development of safer and stronger communities within South Gloucestershire.
- 1.2 To exercise the functions of the statutory Community Safety Partnership for South Gloucestershire.
- 1.3 To act as the strategic partnership for the South Gloucestershire Local Area Agreement Safer and Stronger Communities block.
- 1.4 In particular, to encourage, support and propose actions that will help achieve the agreed aims set out in the South Gloucestershire Community Strategy and the Safer and Stronger Communities block of the Local Area Agreement, namely to:-
 - (i) To reduce crime, the harm caused by illegal drugs and alcohol and to reassure the public, reducing the fear of crime and anti-social behaviour and improve safety in homes and public spaces.
 - (ii) To empower local people to have a greater voice and influence over local decision-making and the delivery of services by increasing the strength, capacity and engagement of local communities to create local solutions.
 - (iii) To improve the quality of life for these people in existing and new communities in greatest need through targeted service delivery. [This aim includes the provision of more affordable homes].

2 Terms of Reference

- 2.1 To promote and guide work that supports the development of sustainable safer and stronger communities.
- 2.2 To oversee, co-ordinate, inform and influence the development of policies, strategies and action plans relating to all of the work of the Partnership.
- 2.3 To secure, on behalf of the Local Strategic Partnership, the implementation of those aspects of the Community Strategy and the Local Area Agreement that relate to Safer and Stronger Communities.

- 2.4 To monitor progress of the Partnership and its strategies and action plans and ensure equality of opportunity has been addressed 6 monthly basis.
- 2.5 To ensure effective liaison and working with other strategic partnerships to achieve shared or related objectives, including making links with sub-regional partnerships.
- 2.6 To be responsible for securing co-ordination between partner agencies and resolution of potential disputes regarding the various strategies, funding and service delivery issues, to enable objectives to be secured.
- 2.7 To promote an understanding of the contribution and responsibilities of individual organisations, based on the shared commitments and aims of the Partnership.
- 2.8 To make recommendations to the Local Strategic Partnership, the Council and other partner organisations on matters relating to the achievement of Community Strategy and Local Area Agreement objectives.
- 2.9 To deliver statutory obligations by forging a constructive partnership which assists in tackling the complex issues associated with crime, disorder, drug and alcohol misuse and influencing change.
- 2.10 To consider the outcome of significant inspections and reviews and advise on necessary changes to policy, strategy and action plans.
- 2.11 To develop and maintain links with community groups and to value the views expressed by voluntary, community and business interests.
- 2.12 2.13 To receive comment upon and recommend key strategies and policies

3 Legal Status and Decision-Making

3.1 When acting in its Community Safety Partnership capacity, the Partnership is exercising its statutory functions under the Crime and Disorder Act 1998 and the Police Reform Act 2002. The Partnership may make formal decisions to discharge its statutory Community Safety Partnership functions. The Partnership shall not make executive decisions or exercise executive authority over constituent partner organisations. Neither may the Partnership or any Partnership Sub -Group have the power to make decisions that bind member organisations.

3.2 Proposals for the allocation of external funds held in the role of CDRP will be made by the Senior Officer Group, for approval by the Strategic Partnership on at least an annual basis.

3.3 The Partnership may make recommendations to the South Gloucestershire Local Strategic Partnership, or where executive decisions are needed, to the Council or partner organisation that has responsibility for the function or activity concerned.

4. Membership of the Partnership

South Gloucestershire Council	<ul style="list-style-type: none"> • Relevant Executive Councillors
South Gloucestershire Council Primary Care Trust	<ul style="list-style-type: none"> • 1 Member (officer at strategic level)
Avon & Somerset Police Authority	<ul style="list-style-type: none"> • 2 Members
Police	<ul style="list-style-type: none"> • 2 Members
Probation	<ul style="list-style-type: none"> • 1 Member – Assistant Chief Officer
Avon Fire Authority	<ul style="list-style-type: none"> • 1 Member – Assistant Chief Officer
Avon Fire and Rescue Service	<ul style="list-style-type: none"> • 1 Member – Area Manager
CVS	<ul style="list-style-type: none"> • 1 Member – Chief Officer
North Avon Magistrates	<ul style="list-style-type: none"> • 1 Member – Magistrate
Federation of Small Businesses	<ul style="list-style-type: none"> • 1 Member
The South Gloucestershire local group of ALCA (Avon Local Councils Association)	<ul style="list-style-type: none"> • 1 Member
Victim Support	<ul style="list-style-type: none"> • 1 Member – Chief Executive
Partnership Against Hate Crime	<ul style="list-style-type: none"> • Member - Chair
Black Development Agency	<ul style="list-style-type: none"> • Member
Safer Stronger Community Groups	<ul style="list-style-type: none"> • 2 Members (one to be from unparished area)
Faith Groups	<ul style="list-style-type: none"> • 1 Member
Registered Social Landlords	<ul style="list-style-type: none"> • 1 Member
Tenants Liaison Area Panel	<ul style="list-style-type: none"> • 1 Member
Cultural Forum Representative	<ul style="list-style-type: none"> • 1 Member
Local Criminal Justice Steering Board	<ul style="list-style-type: none"> • 1 Member
Connexions	<ul style="list-style-type: none"> • 1 Member

- 4.1 The Partnership shall have the power to co-opt other members as appropriate, eg to represent young people or older people's organisations.
- 4.2 Each member of the Partnership shall nominate a Deputy who will attend in their absence.
- 4.3 Officers from the Partnership will be available to offer support and give guidance and advice as required.

5 Life of the Partnership

- 5.1 The partnership shall be subject to review if there is no longer a legal requirement to have a Community Safety Partnership.

6 Convening and Conducting Meetings

- 6.1 The Partnership shall meet at least 4 times a year with additional meetings to be arranged as agreed by Members.

- 6.2 The Chair and Vice Chair will be elected by the Partnership and serve for one year. For the purpose of electing a chair and vice-chair, each partner representative has a vote, the outcome being achieved by simple majority of those present at the meeting.
- 6.3 Partnership meetings shall have a quorum of a minimum of eight partner organisations being represented including the statutory CSP partners, namely, South Gloucestershire Council, Avon and Somerset Police, Avon and Somerset Police Authority, the Fire and Rescue Authority, the Primary Care Trust and the Probation Service.
- 6.4 The Partnership should aim to reach its conclusions by consensus. Conclusions reached are not binding on partner organisations in respect of their own executive functions and responsibilities. Conclusions will be referred to the relevant partner organisations for consideration and decision. Outcomes will be reported back to the Partnership.
- 6.5 Secretariat and legal support will be provided by South Gloucestershire Council Legal and Democratic Services, to include:-
- Co-ordination of agenda preparation
 - Convening of meetings
 - Publication and circulation of agendas and supporting papers at least five clear (working) days prior to a meeting
 - Taking of minutes
 - Procedural and legal advice
 - Monitoring and progressing actions agreed by the Partnership.
- 6.6 Partners shall have the right to submit agenda items as long as they are received at least seven working days prior to the despatch of the agenda.
- 6.7 Meetings will be open to the public and the agenda and minutes of meetings will be published.

7 Partnership Relationships and Linkages

- 7.1 The South Gloucestershire Safer and Stronger Communities Partnership is responsible to the South Gloucestershire Local Strategic Partnership. Subject to the Local Strategic Partnership's agreement, the Safer and Stronger Communities Partnership will have primary responsibility for representing the views of the LSP on issues within the Safer and Stronger Communities Partnership's terms of reference.
- 7.2 The Safer and Stronger Community Groups and thematic groups will evolve over time.
- 7.3 South Gloucestershire's Local Area Agreement identifies high level strategic aims focussed within themed blocks covering:-
- Accessibility and Transport
 - Children and Young People
 - Healthier Communities and Older People
 - Economic Development and Enterprise
 - Environmental Sustainability

as well as Safer and Stronger Communities.

- 7.4 The Partnership will ensure that it supports work towards the related outcomes of any themes.

8 Probity and Accountability

- 8.1 The Partnership will meet in public, with the same opportunities for public participation as apply to Council meetings generally. Meeting arrangements and agendas will be published so that the public may be aware of the Partnership's activities and the opportunities to engage with them.
- 8.2 In the interests of transparency and to ensure probity and public confidence in partnership working, all partner representatives at partnership meetings are expected to commit to the seven principles of public life set out in the first report of the Committee on Standards in Public Life as follows:
- Selflessness
 - Honesty
 - Integrity
 - Accountability
 - Openness
 - Leadership
 - Objectivity
- and to abide by the Members' Code of Conduct of South Gloucestershire Council and declare any personal or prejudicial conflicts of interest in the course of the meeting. Any partner representative with a prejudicial conflict of interest will be expected to withdraw from the meeting and take no part in the discussion.

9 Scrutiny of Partnerships

- 9.1 The activities of the Partnership will be subject to scrutiny by the relevant overview and scrutiny committee of South Gloucestershire Council. This is currently the Communities Select Committee. Scrutiny will be conducted in accord with a Protocol jointly agreed between the Strategic Partnership and the Communities Select Committee.
- 9.2 As a minimum, an annual report of the Partnership (to all partner organisations) will provide a basic opportunity for the scrutiny of partnership work to take place. However, individual overview and scrutiny committees may wish to pursue additional and specific areas of scrutiny as they consider appropriate.

10 Risk Management

- 10.1 Good risk management is integral to the delivery of successful partnership working. The Partnership will be guided by and take account of the document "Guidance for Managing Risk and Opportunities in Partnership" in developing aims and objectives and in all its activities.

This report was presented to Communities Select Committee on 29 September 2010 by Cllr John Godwin and was duly noted.

Safer & Stronger Communities Partnership Partnership Meetings 2009/10

Date of the Partnership Meeting	Links to Agenda Papers
12th June, 2009	<u>Link to agenda and papers for June meeting</u>
11th September, 2009	<u>Link to agenda and papers for September meeting</u>
4th December, 2009	<u>Link to agenda and papers for December meeting</u>
26th March, 2010	<u>Link to agenda and papers for March meeting</u>

Safer & Stronger Communities Partnership End of Year Performance Report 2009/10

The results below cover performance in 2009/10 for all LAA and stretch target measures that are owned by the Safer & Stronger Strategic Partnership.

Legend

- ✓ = Target achieved
 ✘ = Target not achieved
 ? = Results not yet available

Measure	Target	Result	Status	Comments and Corrective Action
Local Area Agreement - Stretch targets(End of monitoring period)				
% people who think that ASB is a problem in their local area	8.0%	15.0%	✘	<p>The achievement of the stretch target will be measured through the 2010 Place Survey, but it is extremely unlikely this target will be achieved. The Tracker Survey carried out in 2009 indicted a 0.5 % reduction in the people who think that ASB is a problem in their local area compared to the previous year. This change is well within the margin of error.</p> <p>National research indicates that ASB has a major influence on public perceptions of crime, and on trust and confidence. Following the Strategic Assessment ASB and Perceptions of Crime were established by the Strategic Partnership as priorities for 2010/11.</p> <p>An integrated publicity plan including messages targeted at Neighbourhood level (taking account of different levels of understanding in different neighbourhoods) and for particular issues at Street level, is being used to drive improvements in this indicator.</p>

Measure	Target	Result	Status	Comments and Corrective Action
Number of criminal damage offences recorded	3,790	3,449	✓	Criminal damage is a notable indicator of Anti-Social Behaviour. This significant reduction in the level of criminal damage is welcomed, and means this form of crime has been reduced by 22% reduction over the last 3 years.
% of Acceptable Behaviour Contracts breached within 6 months.	10%	11%	✗	Final results will not be available until September 2010 (in order that breaches in the 6 months following granting of ABCs to end March 2010 can be assessed). Although there were 0 breaches in the first 2 quarters of the year a particularly difficult cohort of offenders agreed ABCs in the latter part of 2009/10. A number of these have now been breached and so the final LAA stretch target has already been exceeded. Early interventions have proved to be a successful tool to deal with ASB and we will focus on other forms of early intervention in order to reduce ASB while negating the necessity for costly enforcement action.
Number of individuals including young people beginning structured treatment for substance misuse with alcohol as a primary problem.	560	630	✓	Alcohol fuelled problems are a major contributor to violent crime within South Gloucestershire. The stretch target was bettered during the year.
Number of individuals including young people successfully completing a structured treatment programme for alcohol problems.	210	315	✓	Not only was the stretch target achieved, but the proportion of individuals successfully completing their programme was 50%, comfortably bettering the target of 37.5%.
% individuals including young people with alcohol as a primary abuse substance accessing treatment who have a 3 or more point decrease in their Christo inventory score between their initial assessment and final Christo evaluation	66%	79%	✓	This indicator measures the impact on behaviour of the alcohol treatment programme. At the end of Quarter 2 we reported the annual score to that stage was 42%. A corrective action plan was put into place with treatment providers to ensure that clients entering treatment were offered appropriate and effective treatment. Each treatment journey was closely matched to need, and clients supported with care plan reviews. Christo scores were monitored monthly for the last 6 months of the year. As a result of this action the final annual result shows a significant increase on the achievement of previous years, and the LAA stretch target was substantially exceeded.

Measure	Target	Result	Status	Comments and Corrective Action
Number of people helped to make successful new or increased claims in respect of statutory benefits.	4,571	6,137	✓	<p>This target has been substantially bettered as a result of excellent work by service providers, which has led to 6,137 people acquiring additional statutory benefits.</p> <p>During 2009/10 the service helped local residents secure an additional £1,811,926 in benefits. National research estimates a multiplier of 3 for the impact on the local economy of each £1 generated from increased Benefits, meaning this contributed some £5.4m to the local economy.</p> <p>In the current economic climate this issue is considered so important that SGC has identified £95,000 additional funding for this work in 2010/11.</p>
Violent crime offences	3,561	4,078	✗	<p>Violent crime remains an issue across the country. A large proportion of violent crime in South Gloucestershire is linked to the night-time economy, especially in the town centres such as Kingswood, Yate and Chipping Sodbury.</p> <p>Taxi marshals have been introduced on Kingswood High Street, and Street Marshalls in Chipping Sodbury. These operate on weekend evenings to ensure that no disorder happens in the taxi queue, ensure the safety of the taxi drivers and provide an additional high-visibility presence on the High Street.</p> <p>The Police have run a series of targeted operations aimed at reducing violent crime including a focus during Alcohol Awareness Week.</p> <p>Although the cumulative stretch target was not achieved, these actions mean that the rate of violent crime offences is now showing a reducing trend. Nonetheless Violent Crime has been identified by the Strategic Partnership as a priority for 2010/11 following the Strategic Assessment, and a delivery plan to address this issue is presented separately at this meeting of the Partnership.</p>
Local Area Agreement Targets				
NI1 % People who believe people from different backgrounds get on well together in their local area.	83.1%	80.0%	✗	<p>This score represents a 1.4% reduction in that for 2008/09, this is within the margin of error. The target for 2009 represents a phased increase from the 2008 baseline of 81.4% towards the 2010/11 target of 84.79%. An Action Plan to improve the indicator results has been agreed and resourced by SGC. The Strategic Partnership's Prevent work will also help deliver improvements in the longer term.</p>

Measure	Target	Result	Status	Comments and Corrective Action
NI5 Overall satisfaction with the local area as a place to live.	84.3%	85.0%	✓	This score represents a 1.35% improvement in that for 2008/09, this is within the margin of error. The target for 2009 represents a phased increase from the 2008 baseline of 82.9% towards the 2010/11 target of 85.7%
NI6 % Participation in regular volunteering	27.1%	24.0%	✗	This score represents a 2% reduction in that for 2008/09 (which placed South Gloucestershire in the top quartile of all local authority areas), this is within the margin of error. The target for 2009 represents a phased increase from the 2008 baseline of 25.4%% towards the 2010/11 target of 28.51%. The Strategic Partnership has secured funding from SGC towards improving results for this indicator. That work is lead by CVS and reported separately to this meeting of the Strategic Partnership.
NI7 Environment for a thriving third sector	20.1%	19.0%	✗	Baseline of 19.0% was set in 2008/09 and places South Gloucestershire amongst the top 25% unitary and top tier authority areas. The Strategic Partnership has secured funding from SGC towards improving this indicator results. That work is lead by CVS and reported separately to this meeting of the Strategic Partnership. A tracker survey will be conducted by CVS in early 2010/11 to assess the current position.
NI16 Serious acquisitive crime per 1,000 population	13.98	11.50	✓	National estimates are that some 70% of acquisitive crime is drugs-related. In the past 2 years the level of acquisitive crime has been reduced by 21.5%
NI20 Assault with less serious injury per 1,000 population	4.78	4.50	✓	This is a key measure of violent crime, particularly related to alcohol fuelled violence as part of the night-time economy. In the past 2 years the level of assault with less serious injury has been reduced by 16.7%

Measure	Target	Result	Status	Comments and Corrective Action
NI21 % people who believe the Council and Police are successfully dealing with ASB and crime.	28.0%	27.0%	✘	<p>The 2008 result of 24.7% placed South Gloucestershire in the third quartile nationally.</p> <p>Detailed geographic analysis of the results shows a common level of scores across South Gloucestershire, with the exception of the Boyd Valley area. This is being addressed as part of an integrated publicity plan including messages targeted at Neighbourhood level (taking account of different levels of understanding in different neighbourhoods) and for particular issues at Street level.</p>
NI30 Re-offending rate of prolific and persistent offenders	1.11	2.27	✓	During the year the target was substantially bettered.
NI32 Repeat incidents of domestic violence	28.5%	15.2%	✓	<p>The (low) level of reporting of domestic violence remains a concern, however once it has been reported a close eye is kept on repeat incidents, as assessed through this indicator.</p> <p>South Gloucestershire established a programme of Multi-Agency meetings to address this issue some 3 years ago. This places us in a strong position compared to other areas which were later in implementing recommended good practice.</p>

Safer & Stronger Communities Partnership Risk Register 2010/11

Low Risk	I	1 – 3	Impact
Medium Risk	L	1 – 3	Likelihood
High Risk	S	1 - 3	Score

STRATEGIC PLANNING - Risks associated with the particular nature of the Partnership and Division									
Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk			Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
			I	L	S				
S1	Inadequate engagement of statutory partners <i>Triggered by:</i> <ul style="list-style-type: none"> • <i>Conflicting priorities</i> • <i>Lack of resources</i> 	<ul style="list-style-type: none"> • Breach of the Crime & Disorder Act 1998/ Police Reform Act 2004 • Inability to achieve priorities • Non-compliance with National Standards 	3	1	3	<ul style="list-style-type: none"> • GOSW liaison between CDRP and central government • Roles and responsibilities clearly defined in the Terms of Reference and Partnership Plan 	<ul style="list-style-type: none"> • On-going monitoring of partner involvement. 	Chair of Strategic Partnership	Annual
	Inadequate engagement of non-statutory partners <i>Triggered by:</i> <ul style="list-style-type: none"> • <i>National priorities conflicting with local priorities</i> • <i>Lack of implementation of Compact</i> 	<ul style="list-style-type: none"> • Disengagement by VCS • Non compliance with National Standards • Non compliance with government requirement to involve • Reduction in service provision 	1	2	2	<ul style="list-style-type: none"> • Annual review of Compact Guidelines • GOSW liaison between CDRP and central government 	<ul style="list-style-type: none"> • Ensuring voluntary and community sector are aware of pressures and timescales often imposed by external forces on consultation exercises 	Chair of Strategic Partnership	Annual

APPENDIX 4

S2	<p>Effective Partnership Function/Performance <i>Triggered by:</i></p> <ul style="list-style-type: none"> • <i>Lack of processes</i> • <i>Lack of skilled and knowledgeable staff</i> • <i>No review process</i> 	<ul style="list-style-type: none"> • Skilled and competent members of the partnership • Appropriate representation at senior level • Fostering of respect and trust amongst partners • Effective decision making process • Annual review of effectiveness 	2	1	2	<ul style="list-style-type: none"> • National Standards implemented • Governance structure • Inability to identify and review performance. • Annual review of effectiveness as part of annual report 	<ul style="list-style-type: none"> • Skills and knowledge Audit of key partner's staff 	Chair of Strategic Partnership	Annual
S3	<p>Mishandling and/or mismanagement of information <i>Triggered by:</i></p> <ul style="list-style-type: none"> • <i>Inappropriate behaviour by Partnership representative</i> • <i>Partner giving message without prior consultation</i> 	<ul style="list-style-type: none"> • Loss of reputation • Loss of public confidence • Split partnership 	3	1	3	<ul style="list-style-type: none"> • Close working relationship between Marketing/ Communication Officers of each partner • CDRP Communications Strategy established and agreed by partners 	<ul style="list-style-type: none"> • Copy of strategy to be circulated to council Members and other members Executive Staff • All key staff to receive specific Media training 	Chair of Strategic Partnership	<p>April 2010 July 2010</p>

PERFORMANCE AND DELIVERY – Risks related to standards and provision of service									
P1	<p>Non-supply of depersonalised data <i>Triggered by:</i></p> <ul style="list-style-type: none"> • <i>Misunderstanding of the Data Protection Act</i> • <i>Partner’s staff unwilling to co-operate</i> • <i>Not aware of the requirements under S.115 of the Crime & Disorder Act 1998</i> • <i>Not aware of the requirements under the Police and Justice Act 2006.</i> 	<ul style="list-style-type: none"> • Inability of CSP to carry out statutory Strategic Assessment • Non-compliance with S.115 of the Crime & Disorder Act 1998 • Information Officers unable to provide statistical information and analysis • Operational Case Review Panels unable to make decisions through lack of information 	3	2	6	<ul style="list-style-type: none"> • Crime & Disorder Act 1998 requires data to be shared to prevent or solve a crime or criminal act • National Standards set statutory duty to provide information as set out in the Police and Justice Act 2006. • Mandatory minimum datasets identified • Overarching Sharing of Information Protocol already exists 	<ul style="list-style-type: none"> • Ensure that existing Protocol includes all new partners as identified in the Police Reform Act 2002 and any subsequent additions made from time to time by the Secretary of State • Develop specific Information Sharing Protocol specifically for the CDRP • Information Officer to work with the Police on Project Plinth 	<p>Community Safety and Substance Misuse Manager.</p> <p>Performance & Information Manager</p>	Quarterly
P2	<p>Partners ability to provide quality data <i>Triggered by:</i></p> <ul style="list-style-type: none"> • <i>Non-collection of minimum data set</i> 	<ul style="list-style-type: none"> • Risk that relevant intelligence will be missed 	3	1	3	<ul style="list-style-type: none"> • National Standards identify minimum data sets to be provided 	<ul style="list-style-type: none"> • Ensure partners know the minimum data sets required and timescales for provision 	<p>Performance & Information Manager</p>	Quarterly
P3	<p>Partners non-allocation of resources <i>Triggered by:</i></p> <ul style="list-style-type: none"> • <i>Capacity in conflict with priorities</i> 	<ul style="list-style-type: none"> • Reduced resources would limit sustainability of services, projects or initiatives • Adverse impact on partnership’s reputation – partnership working; public perception 	3	2	6	<ul style="list-style-type: none"> • Partnership Plan includes statement of partners resource allocation 	<ul style="list-style-type: none"> • Allocation of joint funds to be agreed by Partnership 	<p>Chair of Strategic Partnership</p>	Annual

LEGAL – Risks related to possible breaches of legislation									
L1	<p>Failure to meet statutory requirements of relevant legislation (Crime & Disorder Act 1998, Police Reform Act 2002, Police & Justice Act 2006, etc)</p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> Loss of knowledgeable partners Loss of key management Perverse decisions by the Strategic Partnership 	<ul style="list-style-type: none"> Home Office intervention Loss of reputation 	3	1	3	<ul style="list-style-type: none"> Induction Guide for new partners 	<ul style="list-style-type: none"> Review of roles and responsibilities to ensure compliance Develop and circulate a Guide for Partners Review and briefing paper on all new relevant legislation for partners to be produced when required 	Chair of Strategic Partnership	Sept 2010
L2	<p>Partnership not complying with statutory legislation</p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> Change to new department/division/directorate Loss of focus 	<ul style="list-style-type: none"> Adverse publicity Loss of reputation Loss of credibility with community 	1	2	2	<ul style="list-style-type: none"> SSC Division has an Equalities Working Group Equality and Diversity forms part of supervision meetings and PDPRs. Level 4 of the Equality Standard for Las achieved 	<ul style="list-style-type: none"> Equality and Diversity to remain Agenda item for Team and Team Lead meetings Equalities approach to be considered by Local Strategic Partnership 	Chair of Strategic Partnership	Annual

APPENDIX 4

R2	<p>Theft/Fraud by SGC employee or staff working on behalf of SGC</p> <p><i>Triggered by: Incorrect procedures for awarding contracts Cash handling (e.g. petty cash)</i></p>	<ul style="list-style-type: none"> Financial loss Inappropriate contracts set/contractors employed Adverse publicity Adverse impact on service delivery as a result of suspension of staff and internal investigation 	3	1	3	<ul style="list-style-type: none"> Robust procedures (financial regulations, whistle-blowing, disciplinary) in place Internal Audit reviews Fraud Strategy available via intranet sites 		Head of Safer and Stronger Communities	Ongoing
R3	<p>Contracts/Commissioning price</p> <p><i>Triggered by: Incompetence Poorly priced work</i></p>	<ul style="list-style-type: none"> Financial loss Potential deficit Damage to reputation 	3	1	3	<ul style="list-style-type: none"> Partnership Funding Group established Joint Commissioning Groups for Young People's Services and Adult Services Ensure compliance with council Procurement and Contracting procedures and processes 	<ul style="list-style-type: none"> Proper costing of proposed services or interventions undertaken Contracts over £50,000 to be signed off by Head of Service 	Commissioning Manager	Ongoing

PERSONNEL									
P1	<p>Inappropriate personnel recruited <i>Triggered by:</i> <i>Not following recruitment procedures</i> <i>Job Description/Person Description not including DANOS/SJNOS</i></p>	<ul style="list-style-type: none"> Inability to provide services Under-performing staff 	3	1	3	<ul style="list-style-type: none"> DANOS/SJNOS competencies being mapped to existing JDs Competencies used to manage interviews, PDPRs and supervisory meetings. Staff Workforce Development Plan against which skills, knowledge and behaviours can be mapped. Annual review of Work Development Programme and competencies 	<ul style="list-style-type: none"> Work Development Programme to be finalised All JD's to be mapped to competencies 	Head of Safer and Stronger Communities	March 2011
P2	<p>Loss of key staff <i>Triggered by:</i> <ul style="list-style-type: none"> Short-term contracts Relocation Reorganisation Uncertainty over future of posts Reduced public sector finance </p>	<ul style="list-style-type: none"> Continuity of service lost with direct impact on key areas of work Loss of local knowledge and understanding Loss of expertise, networking/partnership working skills Review/restructure of Division 	3	3	9	<ul style="list-style-type: none"> Recruitment and retention strategy includes modernised recruitment processes; internal Resourcing; acting ups; job redesign; flexible employee specifications; flexible working; career grades; pay reviews, trainee schemes Contingency arrangements include use of specialist agency, agency staff and interim managers. Seek to mainstream posts where possible. 	<ul style="list-style-type: none"> Mainstream key posts Review job descriptions Review/modernisation of working practices to allow home working where and when appropriate Staff development and succession planning/development 	Head of Safer and Stronger Communities	March 2011