

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

**ANNUAL REPORT  
2017/18**

## **Introduction from the Chair of the Safer and Stronger Communities Strategic Partnership**

Within this annual report you will find a full description of the Safer and Stronger Communities Strategic Partnership activities and achievements over the last year.

Many of the organisations that make up the Safer and Stronger Communities Strategic Partnership continued to face major challenges during 2017/18. We are all aware of the continuing pressures of increased demand and reducing budgets in the public sector, as a result of which organisations are having to be much clearer about the benefits of their actions, and to direct their available resources and attention on the areas where it will do the most good.

During 2017/18 the Strategic Partnership implemented a unique new approach to working with the Police. With the agreement of the Police and Crime Commissioner a single new strategic plan - the Safer and Stronger South Gloucestershire Plan – which established a joint set of local priorities both for the Strategic Partnership and for the Police.

A national risk assessment process was used for the Strategic Assessment of crime and disorder during the year. This helped clearly identify priorities for 2018/19, and the Strategic Partnership will be concentrating on those areas.

At a personal level, as a member of the Strategic Partnership for the past three years I have been very much aware of all it has achieved. It brings together partners from a variety of sectors, effectively co-ordinating work to maintain safety and improve cohesion within our local communities/

Chairing the Strategic Partnership for the first time in 2018/19, it is clear to me that this success is not a coincidence. It is the result of a great deal of expertise and hard work that goes on behind the scenes. I would like to give my personal thanks to all those involved in the Partnership for their continuing contribution and effort. I would also like to express my gratitude to the outgoing chair, Heather Goddard, for her contribution in leading the Strategic Partnership for many years.

People are safe living in South Gloucestershire. Crime is low, and communities are strong. But we are not complacent and the Strategic Partnership will continue to work hard for you and your community in 2018/19 and beyond.

Councillor Paul Hughes, Chair  
Safer and Stronger Communities Strategic Partnership



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## BACKGROUND

The Partnership was established in early 2007 and fulfils the legal requirement for a Community Safety Partnership in South Gloucestershire as established under the Crime and Disorder Act 1998 and Police Reform Act 2002. 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.

The Partnership also acts as the lead on Safer and Stronger Communities work for the South Gloucestershire Partnership.

The Partnership Framework, describing its operation in more detail, is attached at Appendix 1.

In the 2017/18 municipal year the Partnership's regular meetings took place on the following dates: 30 June 2017; 10 November 2017 and 16 March 2018. Links to the agenda papers for each of these meetings, showing the business covered, is given at Appendix 2. In addition, during December 2017 key information was circulated electronically and queries answered.

A special meeting was held on 19 January 2018 to review and moderate scores for the Strategic Assessment of Crime and Disorder, and to use that to identify the Strategic Partnership's priorities for 2018/19.

In 2017/18, 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.

## WORK OF THE SAFER AND STRONGER COMMUNITIES STRATEGIC PARTNERSHIP 2017/18

The Safer and Stronger Communities Strategic Partnership (the Strategic Partnership) met for three scheduled public meeting during the year, on 30 June 2017; 10 November 2017; and 16 March 2018.

Strategic Planning Risk 1 in the Partnership's Risk Register concerns the failure of statutory partners to adequately engage with the partnership and its work. Analysis of attendance at Strategic Partnership meetings in 2017/18 shows the following attendance from Responsible Authorities:

<b>Responsible Authority</b>	<b>Number meetings attended</b>	<b>% meetings attended</b>
Clinical Commissioning Group	1	33%
Fire and Rescue Service	1	33%
Police	2	66%
Police and Crime Commissioner	1	33%
Probation – National Probation Service	3	100%
Probation – Bristol, Gloucestershire, Somerset and Wiltshire Community Rehabilitation Company	0	0%
South Gloucestershire Council	3	100%

An agreed Delivery Plan had laid out the Strategic Partnership's targets for its priority areas in 2017/18, and the Strategic Partnership maintained a rigorous focus on the achievement of these through the year.

Performance results for 2017/18 were considered in July 2017, and outcomes for the first 6 months of the year were circulated in December. Final performance results for 2017/18 are reviewed below and in Appendix 3 to this report.

All groups funded through the Police and Crime Grant Safety Grant were again required to present their performance and results. These presentations gave the Strategic Partnership the opportunity to explore the impact of the services in a very different way to that provided through performance indicator results. This continues to be a valuable exercise, and one the Strategic Partnership is keen to continue in 2018/19.

During the year the Strategic Partnership was pleased to welcome a representative from the Race Equality Network into its membership, and their contribution as the Strategic Partnership considered the topic of combatting hate crime during the year. As part of this work the Strategic Partnership endorsed a voluntary, community, and social enterprise (VCSE) sector lead programme to improve cohesion and tolerance within local communities.

The agreed Common Minimum Standards for responding to Anti-Social Behaviour were amended by the Strategic Partnership to reflect national changes in powers.

The new Safer and Stronger South Gloucestershire Plan was implemented from 1 April 2017. This combines the Strategic Partnership's longer term objectives with those of the Local Police and Crime Plan into a single strategic document so as to provide greater clarity for partners, and to improve the co-ordination of work to address crime and disorder.

A key benefit of this approach is that provides opportunity to improve shared knowledge of, and links with, other strategic bodies dealing with aspects of crime and safety (including the Safeguarding Adults Board and the Local Safeguarding Children Board and the Health and Wellbeing Board) so as to deliver better outcomes for residents. To facilitate this work the Strategic Partnership developed a document laying out Responsibilities for Personal and Community Safety in South Gloucestershire, and reviewed this with the Safeguarding Adults Board; the Local Safeguarding Children Board; and the Health and Wellbeing Board. A process to review topics in turn so as to improve clarity and delivery was also agreed.

In line with the priorities laid out in the Safer and Stronger South Gloucestershire Plan 2018-2021 the Strategic Partnership placed special focus on developing its understanding of hidden crimes. This included reviewing information on Child Sexual Abuse, modern slavery, and the work of the Youth Offending Service.

Responding to an acknowledged Risk in its Risk Register ("Strategic Risk 4 - Ineffective setting of priorities and resource allocation triggered by the lack of a robust prioritisation methodology") a new methodology was used for the annual Strategic Assessment of Crime and Disorder. Titled MoRILE (Management of Risk Assessment in Law Enforcement) this risk management process was used to establish priorities and to prioritise allocation of the Police and Crime Fund.

The Strategic Assessment Working Group was chaired by Robert Walsh of South Gloucestershire Council. The Strategic Partnership was briefed on the MoRILE process through the year, culminating in a workshop on 29<sup>th</sup> January 2018 where the Strategic Partnership and representative from the Health and Wellbeing Board and the two Safeguarding Boards developed priorities for 2018/19 from the results of the Assessment of Crime and Disorder.

Keen to reflect on its own effectiveness and to improve this, the Strategic Partnership carried out a self-assessment using the a Partnership Maturity model, and agreed an Action Plan to be implemented in response to this.

## **PERFORMANCE RESULTS 2017/2018**

Key performance measures have been set by the Partnership as part of the Safer and Stronger South Gloucestershire Plan. Results for these Performance Measures are regularly reviewed in order to evaluate the extent to which the Strategic Partnership's actions are improving outcomes for residents of South Gloucestershire. In assessing these results the Strategic Partnership is mindful that performance measures should not be used to drive behaviour which is not in the best interest of our residents. Results in 2017/18 for these Performance Measures are shown in Appendix 3, section A.

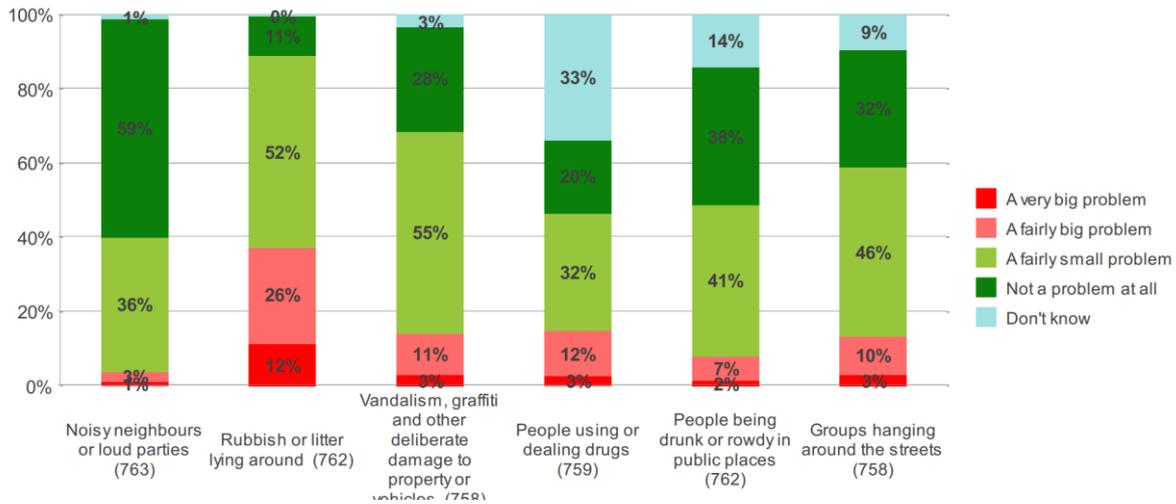
**Priority 1: Protecting people from harm**

Re-offending rates against high risk victims of domestic abuse attending the Multi-Agency Risk Assessment Conference continued to be outside the national best practice targets set by Safelives and by the Strategic Partnership. The number of DVA cases, and of high risk victims identified by the police continues to increase, yet referrals to MARAC fell. The MARAC process across the whole of Avon and Somerset is currently being reviewed, and the Strategic Partnership has already determined the results of this review will be presented to it once it is completed.

The proportion of residents believing Anti-Social Behaviour is a problem in their local area increased from 7% to 8%. This variation is well within the confidence Interval. With the exception of 2015/16 when it reached a low of 6% the result had been 7% for 3 of the previous 4 years. Thus even though this was the second year in a row where the result rose by 1 percentage point it is not considered to be of concern.

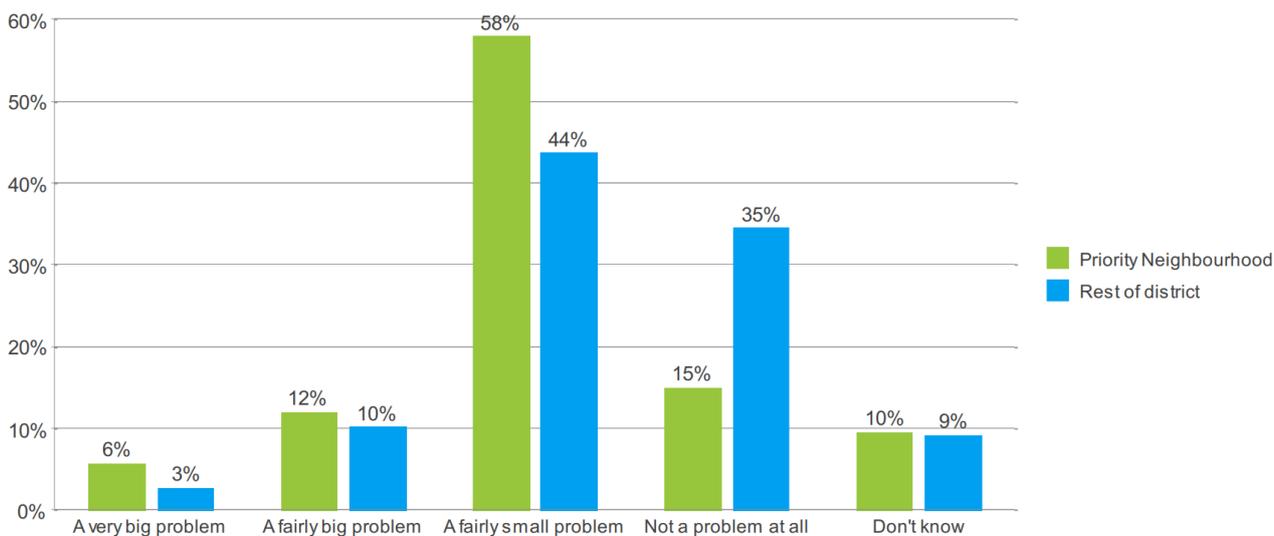
Participants were asked for their opinion on a range of anti-social behaviours in their local area. Each of these problems had a majority of people stating that they were not a problem at all or a fairly small problem. Rubbish or litter lying around was viewed as the largest problem with 12% seeing this as a very big problem and 26% seeing it as a fairly big problem. Over half of the respondents (59%) agreed that noisy neighbours or loud parties is not a problem at all.

**Thinking of your local area, how much of a problem do you think each of the following are?**



There was a noticeable difference between the responses of those from priority neighbourhoods and the rest of the district when looking at anti-social behaviour. Respondents from the rest of the district were significantly more likely to feel each of the issues were not a problem in their local area. The behaviour with the greatest difference was groups hanging around the street, for which 35% of those from the rest of the district viewed to be not a problem at all compared to 15% from priority neighbourhoods. For each of these issues the percentage of responses for a very big or fairly big problem were higher from those living in a priority neighbourhood. For vandalism and graffiti etc. residents of priority neighbourhoods were significantly more likely to respond that this was a fairly big problem (20% compared to 10%).

Thinking about your local area, how much of a problem do you think groups hanging around the streets is?



### **Priority 2 – Strengthen and improve your local community**

The percentage of residents who feel people from different backgrounds get on well together in their local area reduced for the first time in 5 years from 65.2% to 64.4%. There was not a significant difference between the views of respondents from priority neighbourhoods and the rest of the district, gender or working age and non – working age.

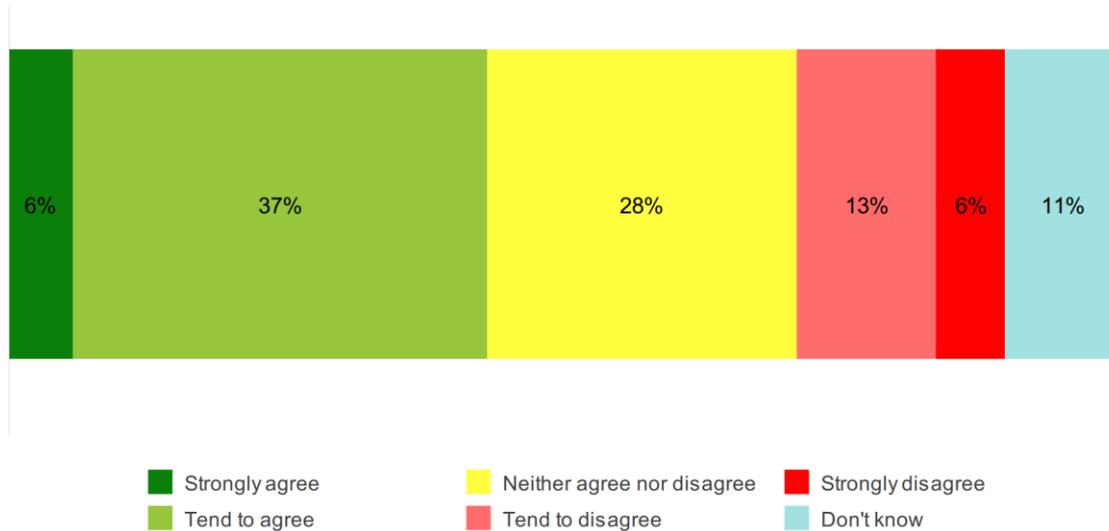
The proportion of residents who think there is a problem with people not treating each other with respect and consideration remained static at 8%. When compared to respondents from the rest of the district, respondents from priority neighbourhoods were significantly more likely to feel there was a fairly big problem with people not treating each other with respect and consideration (14% compared to 6%), whereas respondents from the rest of the district were significantly more likely to feel there was not a problem at all (31% compared to 16%). 71% of all working age respondents stated that they saw this as a problem, compared with 59% of non-working age participants. Respondents of non-working age were significantly more likely to feel this was not a problem at all (35% compared to 22%).

The proportion of residents feeling safe outside in their local area increased slightly from 78% in 2016/17 to 79%. However this difference is within the margin of error for this methodology.

When asked how safe they feel outside after dark, respondents from priority neighbourhoods were significantly less likely to feel very safe (12% compared with 2%) and were significantly more likely to respond that they felt very unsafe.

When asked how safe they feel when outside during the day, there was not a significant difference between the views of genders. Respondents from priority neighbourhoods were significantly more likely to feel fairly safe (53% compared to 40%), whereas respondents from the rest of the district were significantly more likely to feel very safe (50% compared to 34%). Whilst the majority of working age respondents replied that they felt either safe or fairly safe (90%), they were more likely than non-working age respondents to state that they felt fairly unsafe (3% compared to 1%)

There was a significant improvement of 10 percentage points in the proportion of people thinking the police and other public services are successfully dealing with ASB and crime which increased from 32.9% to 43%. This continues the trend set the previous year where this result rose from 28.9% in the previous year to 32.9%.



Men were significantly more likely to disagree with this statement with 26% of them disagreeing compared with 12% of women. Comparatively 47% of women agreed compared with 39% of men. It should be noted though that more men did still agree with the statement than disagree overall. Respondents of working age were significantly more likely to strongly disagree that the police and public services are successfully dealing with anti-social behaviour and crime than those of non-working age (9% compared to 4%), however overall those that disagreed were in a minority with most people of all ages agreeing or neither agreeing nor disagreeing

**Priority 3 – Working together effectively**

Over £258,000 external funding was secured by VCSE groups during the year to help support deliver of the Strategic Partnership’s objectives. This is in addition to ongoing projects using multi-year funds secured in previous years, adding up to over £500,000 known spend in the year raised externally.

**Community Trigger**

During 2017/18 five Community Trigger applications were received and information on these is included in Appendix 3 section B.

None of these met the threshold for a Community Trigger. However it is noticeable that many cases were still open with at least one agency, and that increasingly these are related to neighbour disputes.

**Police and Crime Grant**

Results from the work funded through the Police and Crime Grant is included in Appendix 3 Section C. In interpreting this data the following information may prove helpful:

### ***ASB Support Service***

The outcomes reported by victims supported through this service (as a percentage of those supported) remained very positive. This positive response was also evident in the descriptions provided by victims to the council's ASB team. Although the number of victims supported was slightly above the anticipated level, the number completing exit surveys was below expectation. This led to the absolute number demonstrably achieving measured outcomes being below target .

### ***Towards Freedom Programme***

Responsibility for delivery of this work was transferred from one provider to another after the first quarter of the year. While this led to reduced achievement of targets in the immediate aftermath of the transfer effective corrective action was taken and the vast majority of targets were achieved over the whole year.

### ***Complex Needs IDVA***

Responsibility for delivery of this work was transferred from one provider to another after the first quarter of the year.

Results achieved by the Complex Needs IDVA show that the Strategic Partnership's targets both for the number of cases dealt with, and the positive outcomes sought, were achieved.

### ***Youth Offending Service Substance Abuse Service***

The Strategic Partnership funds the Youth Offending Service's Substance Abuse Service. Results for the year show achievement of all targets established by the Partnership for this work.

## **LOOKING FORWARD TO 2018/19**

The Strategic Partnership remains extremely concerned about the impact of continuing reductions in funding for public sector partners, including that for the Police. This reduction in resources will inevitably reduce the ability to prevent or respond to crime, and will lead to further increases in crime.

In such an environment it is essential to maximise the benefits achieved by our work together, by focussing relentlessly on priorities and by working effectively with partners and colleagues. The steps taken by the Strategic Partnership including:

- Aligning priorities through the Safer and Stronger South Gloucestershire Plan which incorporates the Local Police and Crime Plan.
- Using a risk management approach to objectively prioritise the allocation of effort and resources

have helped set the Strategic Partnership on this road. During 2018/19 and beyond the Strategic Partnership will need to continue this journey.

## **Risk Register**

The Risk register for the Strategic Partnership is attached as Appendix 4.

The most significant risks remain those the Strategic Partnership has no control over, including the impact of budget reductions on key front-line service delivery. The increased statutory obligations being placed on Community Safety Partnerships, following withdrawal of ALL funding for them also remains a significant concern.

During 2017/18 a number of major changes were made by the Strategic Partnership in response to Risks in the Risk Register where Inherent Risk scores had increased. For 2018/19 the Strategic Partnership will need to continue these actions in order to embed them into its work.

Beyond this there are no significant risk changes for 2018/19.

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

### **PARTNERSHIP FRAMEWORK 2018/19**

#### **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 In particular, to encourage, support and propose actions that will help achieve the agreed aims set out in the South Gloucestershire Community Strategy, namely: -
  - (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 people in existing and new communities in greatest need through targeted service delivery.

#### **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 Sustainable Community Strategy that relate to 'Our Communities'.
- 2.4 To monitor progress of the Partnership and its strategies and action plans and ensure equality of opportunity has been addressed on a 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 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 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.
- 3.2 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.
- 3.3 Proposals for the allocation of external funds held in the role of CSP will be made by the Senior Officer Group, for approval by the Strategic Partnership.
- 3.4 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**

- 4.1 The following organisations have formal spaces on the Strategic Partnership.

Avon and Somerset Police	• 1 member
Avon Fire and Rescue Service	• 1 member
Clinical Commissioning Group.	• 1 member
Community Engagement Forums	• 2 members (one from unparished area)
CVS South Gloucestershire	• 1 Member
National Probation service	• 1 member
Over 50s Forum	• 1 member
Police and Crime Commissioner	• 1 member
South Gloucestershire Race Equality Network	• 1 member
Southern Brooks Community Partnerships	• 1 member
Public Health	• 1 member
Registered Social Landlords	• 1 member
South Gloucestershire Council	• 1 elected Member and 2 observers
South Gloucestershire Equalities Forum	• 1 member
Town and Parish Council Forum	• 1 member
Working Links Secure (Community Rehabilitation Company)	• 1 member

- 4.2 The Partnership shall have the power to co-opt other members as appropriate, e.g. to represent young people or older people's organisations.
- 4.3 Each member of the Partnership shall nominate a Deputy who will attend in their absence.
- 4.4 Officers from organisations represented on 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 3 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 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 a third of partner organisations being represented.
- 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 if they are received at least seven working days prior to the despatch of the agenda.
- 6.7 While recognising that some topics are required to remain confidential, wherever possible 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 Partnership will ensure that it supports work towards the related outcomes of any themes in the Sustainable Communities Strategy.

## **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 required by the Localism Act 2011 as follows:
- Selflessness
  - Honesty
  - Integrity
  - Accountability
  - Openness
  - Leadership
  - Objectivity
- and to abide by the Members' Code of Conduct of South Gloucestershire Council as amended from time to time
- 8.3 Partners who consider that they have an interest to declare are asked to: a) State the item number in which they have an interest, b) The nature of the interest, c) Whether the interest is a disclosable pecuniary interest, non-disclosable pecuniary interest or non-pecuniary interest. Any partner who is unsure about the above should seek advice from South Gloucestershire Council's Monitoring Officer prior to the meeting in order to expedite matters at the meeting itself.

## **9 Scrutiny of Partnership**

- 9.1 The activities of the Partnership will be subject to scrutiny by the relevant committee of South Gloucestershire Council. This is currently the council's Scrutiny Commission. Scrutiny will be conducted in accord with the Protocol jointly agreed between the Strategic Partnership and South Gloucestershire Council.
- 9.2 As a minimum, an annual report of the Partnership will provide a basic opportunity for the scrutiny of partnership work to take place. However the Scrutiny Commission may wish to pursue additional and specific areas of scrutiny as it considers 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.

## Safer & Stronger Communities Partnership Partnership Meetings 2017/18

Date of the Partnership Meeting	Links to Agenda Papers
30 June 2017	<a href="https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=7791&amp;Ver=4">https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=7791&amp;Ver=4</a>
10 November 2017	<a href="https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=10282&amp;Ver=4">https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=10282&amp;Ver=4</a>
16 March 2018	<a href="https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=10283&amp;Ver=4">https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=10283&amp;Ver=4</a>

**SOUTH GLOUCESTERSHIRE SAFER AND STRONGER COMMUNITIES STRATEGIC PARTNERSHIP  
PERFORMANCE RESULTS 2017/18**

**SECTION A: PERFORMANCE MEASURES**

**Legend**

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

Indicator	2016/17 Result	2017/18 Target	2017/18 Actual	Whether target achieved	Comments
<b>Priority 1: Protecting people from harm</b>					
Repeat victimisation rate following a Multi-Agency Risk Assessment Conference for vulnerable victims of domestic abuse	17.9%	28%-40%	9%	✘	<p>Whilst a reduction in the number of repeat incidents should be viewed as a positive, there are concerns changes in practice by the MARAC Co-ordinators in the screening of cases may in fact skew the data.</p> <p>Overall referrals have increased, but fewer cases actually reach a MARAC, which is not to say that of those filtered out there are no repeat victims.</p> <p>The review into how MARAC operates going forward, in order to deal with the increasing demand, will need to consider how any changes may impact on this indicator to ensure it accurately reflects repeat victimization rates.</p>
Number of Neighbourhoods in the worst 20% nationally as measured through the Indices of Multiple Deprivation.	5	<5	N/A	N/A	The Indices of Deprivation are only published periodically and the result will be available when the next Indices of Deprivation results are released in the autumn of 2019.

Indicator	2016/17 Result	2017/18 Target	2017/18 Actual	Whether target achieved	Comments
Number of instances where LSOAs in priority neighbourhoods score in the worst 20% nationally in deprivation indices.	16	<16	N/A	N/A	The Indices of Deprivation are only published periodically and the result will be available when the next Indices of Deprivation results are released in the autumn of 2019.
<b>Priority 2 – Strengthen and improve your local community</b>					
% residents who think there is a problem with people not treating each other with respect and consideration in their local area.	8%	<10%	8%	✓	Derived from Feb. 2018 Viewpoint survey. Weighted result is 8.4% and the Confidence interval is +/- 2%. The true value therefore likely to be between 10.4% and 6.4% (at 95% level)
% residents who feel their area is a place where people from different backgrounds can get on well together.	65.2%	65.2%	64.4%	-	Actual value (based on weighted data) = 64.4%. 95% Confidence Interval = +/-3.4% therefore true value likely to be between 67.8% and 61.0% - therefore no change on previous year (65%).
Total recorded crimes per 1,000 population	60.7	No target set – results compared to those elsewhere	61.2	N/A	Based on South Glos mid-year population estimate for 2016 of 277,600 with 16,945 total crimes recorded in 2017/18
% residents who agree Police and other public services are successfully dealing with crime and anti-social behaviour in the local area	33%	33%	43%	✓	Actual weighted average 43.1%. CI +/- 3.5%. Significant increase from 2014 (33%) which was in itself an improvement in the low of 29% in 2015/16.
% residents feeling safe outside in the local area	78%	78%	79%	✓	Data derived from Feb 2018 Viewpoint Survey. 68.6% of respondents felt very or fairly safe after dark, with 90.2% feeling very or fairly safe during the day leading to an overall result of 79%. There is a +/- 2-3% margin of error on this figure.

Indicator	2016/17 Result	2017/18 Target	2017/18 Actual	Whether target achieved	Comments
Victim satisfaction with the handling of cases	75%	75%	76%	-	Data derived from Feb 2018 Viewpoint Survey - 74.7% (weighted) 'Agree' with the 9 Health and well-being statements. There is a +/- 2-3% margin of error on this figure.
% residents who feel anti-social behaviour is a problem in their area	7%	7%	8%	-	Data derived from Feb 2018 Viewpoint Survey. The change is within the margin of error +/-2-3%. Slight increase of 1% compared to the previous year. This is the first sign of an increase in this indicator in 5 years. Whilst an insignificant increase in real terms it is worth noting on the back-drop of savings programmes; changes within the Police, and national media attention on crime and knife crime.
Victim satisfaction with handling of ASB cases	N/A	First year of monitoring. Baseline to be set.	76.8%	N/A	The result is for Force level only as there were not enough respondents from South Gloucestershire to produce a valid result. (Jun17-May18)
% cases where positive outcomes are achieved for victims	N/A	First year of monitoring. Baseline to be set.	11.3%	N/A	Positive Outcome rate for all crimes in South Gloucestershire (Jun17-May18)
Recorded incidents of criminal damage per 1,000 population	7.3	No target set – results compared to those elsewhere	8.6	N/A	This result is used as an approximation of levels of Anti-Social Behaviour. Based on South Glos mid-year population estimate for 2016 of 277,600 with 2,385 total crimes recorded in 2017/18
Serious acquisitive crimes per 1,000 population	7.5	No target set – results compared to those elsewhere	5.5	N/A	Based on South Glos mid-year population estimate for 2016 of 277,600 with 1,518 total crimes recorded in 2017/18

Indicator	2016/17 Result	2017/18 Target	2017/18 Actual	Whether target achieved	Comments
Violence with injury per 1,000 population	4.3	No target set – results compared to those elsewhere	4.3	N/A	Based on South Glos mid-year population estimate for 2016 of 277,600 with 1,198 total crimes recorded in 2017/18
People contributing time to their community through local VCSE sector	New indicator	N/A	315	-	This figure represents the total number of volunteers brokered by the Volunteer Centres at Thornbury, Patchway Filton and the Stokes, Yate and Kingswood during 2017/2018 was 315.
Proportion of residents who report they are happy with aspects of community participation in their local area	27%	27%	28%	-	February 2018 Viewpoint survey. Actual value 28.3%. The change is within the margin of error, hence no conclusion has been drawn about whether the target was achieved.
Proportion of residents who report they are happy with aspects of health and wellbeing in their local area	75%	75%	76%	-	Feb 2017 Viewpoint survey - 76.0% (weighted) 'Agree' with the 9 Health and well-being statements. The change is within the margin of error, hence no conclusion has been drawn about whether the target was achieved.
<b>Priority 3 – Working together effectively</b>					
Amount bought in from external sources by the voluntary, community, and social enterprise sectors to deliver SSCSP objectives	New indicator	N/A	£258,000	-	

**SECTION B: COMMUNITY TRIGGER APPLICATIONS FOR ANTI-SOCIAL BEHAVIOUR**

<b>Application</b>	<b>Date Application Received</b>	<b>Trigger Activated?</b>	<b>Date Review Completed</b>	<b>Applicant Appeal?</b>	<b>Comments</b>
CT 07	20/08/2017	NO	N/A	NO	Trigger did not meet the threshold for a review due to there being an open case to one of the agencies.
CT 08	27/09/2017	YES	06/11/2017	NO	Applicant contacted with outcome of the review and reported to be satisfied. On-going issues with ASB currently being managed by the Councils ASB Team.
CT 09	23/11/2017	NO	07/12/2017	NO	Trigger did not meet the threshold for a review due to there being an open case in three of the agencies involved.
CT 10	19/02/2018	NO	06/03/2018	NO	Unable to establish if there were sufficient incidents of ASB reported due to the applicant refusing to give consent for data collection from agencies. Community Trigger Application withdrawn.
CT 11	08/03/2018	NO	26/03/2018	NO	Application relates to a long-running neighbour dispute that has taken a great deal of Police and council resource. There is a considerable amount of time wasting, false allegations and a refusal to enter into any form of mediation.

## SECTION C: WORK FUNDED THROUGH THE POLICE AND CRIME GRANT

### ASB Support Service

£25,000

### South Gloucestershire Community Safety Grant 2017/18

**Description:** Dedicated caseworker and volunteers assessing and supporting the needs of high risk victims of ASB

Summary	Q1	Q2	Q3	Q4
% of High Risk victims at reduced risk	100%	100%	100%	100%
% feeling their needs have been met	100%	100%	100%	100%
% reporting improved health and wellbeing	100%	100%	100%	100%
% feeling satisfied with the service they received	100%	100%	100%	100%
% feeling satisfied with Police / Local Authority	100%	100%	100%	100%

Aim	2017/18 Result	
85%	100%	
85%	100%	
85%	100%	
85%	100%	
85%	100%	

Activity	Q1	Q2	Q3	Q4
New referrals	29	22	14	13
- Self-referrals	9	2	2	3
- Referrals from partners	20	20	12	10
Number needs assessments completed	28	22	12	13
Number needs identified	28	22	12	13
Referrals assessed as high risk	28	22	12	13

Aim	2017/18 Result	
N/A	78	N/A
N/A	16	N/A
N/A	62	N/A
60	75	
60	75	
N/A	75	N/A

Outcomes	Q1	Q2	Q3	Q4
Cases closed / Exit surveys completed	12 / 1	20 / 9	23 / 1	15 / 7
- Number feeling their needs have been met	1	9	1	7
- Number reporting improved health and wellbeing	1	9	1	7
- Number feeling satisfied with the service they received	1	9	1	7
- Number feeling satisfied with Police / Local Authority	1	9	1	7
- Number at reduced risk	1	9	1	7

Aim	2017/18 Result	
	70 closed/18 surveys	N/A
40	18	
34	18	
34	18	
34	18	
40	18	

### Quarter 1 Commentary

306 phone calls made, 209 where contact achieved. 3 home visits. 4 community visits . 2 safeguarding meetings. Current active caseload 57. 9 x self referrals, 10 x lighthouse, 7 x council , 3 x housing association. I have made 1 x referral into Survive for DV support, 1 x referral into SARI for hate crime support. Lack of surveys completed as majority of cases closed due to loss of contact. Quote "You have a big role in South Glos ASB so I was wondering whether I could have an opportunity to shadow you to get an overview. We have such positive feedback from victims in terms of your support." Jacqueline Whale Victim & Witness Care Team Leader - Lighthouse Keynsham.

### Quarter 2 Commentary

347 phone calls made, 222 where contact was achieved. 1 x joint home visit with a housing officer. 1 x community visit to victim. 2 x safeguarding meetings. 2 x meetings with other professionals; on of which team leader of Lighthouse came to shadow my work. 7 x housing association referral. 4 x Lighthouse referrals. 8 x SGC referrals. 2 x self referrals. 1 x other police referral from Beat Mnager. 1 x referral to The Bridge for sexual abuse support. 2 x referrals to SARI for hate crime support. Quotes: ... "Feel the support was excellent, very professional and empathic. Built report and trust and provided practical support. Took all complex needs into account and supported around these. Felt really reassured with how fantastically we worked with Housing and Police and gave the most useful advice" ... CAS-532569-C6L6C3  
 ... "Very pleased with service from SGC and VS, felt issue taken seriously, dealt with empathy and compassion" ... CAS-807380-C8G1Z5  
 ... "Didn't expect to get any support and was very happy and felt very supported by this service" ... CAS-676782-X9B1Q9

### Quarter 3 Commentary

321 Phone calls attempted, 201 where contact was achieved. 1 x joint visit with Housing officer. 1 x home visit to victim. Current active caseload x49. New referrals x 14 this quarter; 3 x SGC, 7 x Lighthouse, 1 x Housing association, 2 x self referrals and 1 x referral from SARI. I made 1 x referral to SARI for hate crime support. Lack of surveys completed as majority of cases closed due to loss of contact; letters sent out to victims, no replies received: unable to complete exit survey in these cases.  
 Feedback from one of Merlin Housing's neighbourhood housing officers ..."Just thought I would feedback to you the compliments given by our resident who is being supported by you. She advised that you are great, was really grateful for your telephone call out of hours last night regarding the court case today. Thanks for going the extra mile" ...  
 Feedback from Lighthouse Keynsham Area Manager Robert Fortune ..."To whom it may concern, recently within the Lighthouse department I have received some very positive feedback about Jasmine and the work carried out in South Glos. The feedback has been verbal which covered the positivity and proactivity Jasmine has when dealing with vulnerable victims of ASB.  
 The team have noted that the service in South Glos seems to be very smooth and the relationship they have with Jasmine is great.  
 Thank you Jasmine for your hard work, it is clear that you are providing an efficient and effective service the victims in South Glos" ...

## Quarter 4 Commentary

287 phone calls made, 192 where contact was achieved. 3 x home visits, of which 1 was a joint visit with housing. 3 x multi agency meetings. 6 x SGC referrals, 1 x housing association referral, 3 x lighthouse referrals, 3 x self referrals. Testimonials :- CAS-1382033-H4C9N3 "I think that the decoy cameras you provided made more of an impact than any other intervention by any other agency, they have resolved the issue entirely, and after your support I feel able to move on."  
CAS-532568-Y2W1W4 "I found the caseworker and organisation very supportive and helped having someone to talk to on a regular basis. Found caseworker did more than the police, without the referral made by her to get my cctv installed for me I would still be suffering now."  
CAS-1041154-J4R1M9 "I felt the support excelled expectations and was extremely valuable to my recovery from incidents. Felt the support increased confidence and reduced anxiety greatly."  
CAS-669520-N9T6F5 "I don't think I could have coped without this support and regular contact. My caseworker has been very supportive and professional and I have felt understood and reassured by your support, thank you."  
CAS-532553-B0D8M7 "this support's been brilliant"

**South Gloucestershire Police and Crime Grant  
2017/18**

## Towards Freedom

Survive / Next Link £20,705

**Description:** Group work to support women who have experienced or are experiencing domestic abuse

Summary	Q1	Q2	Q3	Q4	Aim	2017/18 Result	
% Referrals engaging	100%	28%	58%	42%	50%	57%	
% Successful completions	100%	100%	100%	75%	75%	94%	
% reporting positive outcomes *	100%	100%	100%	75%	90%	94%	
% reporting improved health and wellbeing	100%	100%	100%	75%	75%	94%	
% reporting improved feelings of safety	100%	100%	100%	75%	75%	94%	
% reporting increased self-confidence	100%	100%	100%	75%	75%	94%	
% rebuilding networks of support	100%	88%	100%	75%	75%	91%	
% experiencing repeat victimisation	0	0	0	0	N/A	0	N/A

Activity	Q1	Q2	Q3	Q4	Aim	2017/18 Result	
New referrals	22	29	32	28	200	111	
Vicims supported / engaging	22	35	59	69	100	185	
Number group meetings held	13	12	6	12	30	43	

Outcomes	Q1	Q2	Q3	Q4	Aim	2017/18 Result	
Unsuccessful completions / unplanned exits	0	0	0	2	N/A	2	N/A
Successful completions / Exit surveys completed	22	8	7	6	50	43	
- Number reporting positive outcomes *	22	8	7	6	40	43	
- Number reporting improved health and wellbeing	22	8	7	6	40	43	
- Number reporting improved feelings of safety	22	8	7	6	40	43	
- Number reporting increased self-confidence	22	8	7	6	40	43	
- Number rebuilding networks of support	22	8	7	6	25	43	

Clients reporting repeat victimisation	0	0	0	0	N/A	0	N/A
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Quarter 1 Commentary

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Written feedback 1-Apr-17 to 12-May17: The session was very interesting. A lot of information given in a sensible way. I really enjoyed.  
Despite having come to all the sessions in the course, there's always something new to hear about being in an abusive relationship and how to deal with it, and so much support from course leaders and other ladies in the group.  
Great session  
As usual the session provided a perfect combination of a structured analysis of one of the personas, the bully, with the opportunity to air our own personal concerns with our perpetrators. Thank you!  
The session was great, always full of useful information. Makes us more confident how to handle the situation that all of us have been through.  
Good to be back after the break :-)  
Gives self believe in your own thoughts  
Very very helpful as always. Angsty that one week, I'll be told that I've had my allocated share of Freedom sessions -complete life line.  
I do like the session. It is helpful for me.  
Everything was helpful. Learned more than I realise.  
This weekly session is my lifeline - as I negotiate a way of separating from my emotionally abusive husband, Hilary & the Survive team have provided me with the very best possible opportunity to rid myself of a 25 year long abusive relationship and contemplate Freedom!!  
I love Survive  
Thank you!  
great session  
Always fantastic support  
Awesome class  
Love Survive Freedom Program  
Self believe  
Great session as always, lovely honest caring group  
As always enlightening and stopped me from slipping backwards at a difficult time.  
Always helpful and useful  
Always brings things back up but useful sessions.  
Will not be in after Easter due to a new job. Would like to do more in this area as I feel I have done a lot of things wrong in the past. Also lacking confidence in myself in this area.  
Related to it a lot  
Interesting  
Related to it a lot  
It made me very upset. It made me realise that I have been through it. I never realised he was sexually controlling. Which was quite hurtful - making me think can I ever be in a normal relationship.  
Absolutely gutted the Freedom Programme is ending through Survive as they have brought me through an awful time and it's a shame other girls and women won't have that chance.  
Couldn't do without the support

#### Quarter 2 Commentary

Context - Next Link took over the contract from SURVIVE on 1st July 2017. Next Link agreed that the participants of the group could complete the Freedom Programme from the week commencing 11/09/17 . There were 8 women who needed to complete this group. A new group will start the week commencing 30/10/17. % of referrals engaging - although only 28% engaged, 71% are on the waiting list for the group week 30/10/17.

\* - Victims engaging increase - This is now because we have decided to record each attendance (seats occupied) at each session, instead of counting an attendee once for that quarter, inc their feedback at the end of each session.

#### Quarter 3 Commentary

A new Freedom Programme Programme has started in Patchway, with 10 attendees attending all sessions. This programme will continue through to Q4. Another Freedom Group will be starting in Q4 in Yate. There will be two Freedom Groups running in Q4. Next Link Staff are completing recovery toolkit and CRUSH training in Q4. Creche facility has been an issue due to children centre no longer offering creche placements free or providing Creche workers that Next Link could pay as sessional workers. We are looking at avenues of funding to continue providing a Crech for the Freedom Programme. There will be 2 groups running in Q1 2018-2019, one in Patchway and one in Yate.

#### Quarter 4 Commentary

Percentage engaged - this was calculated from the 19 referrals to the Patchway programme as the Yate programme is starting early in Q1 2018-19 due to difficulties with providing a creche which has now been resolved. 5 participates didnt engage post referral, but all were engaged in the outreach service with Next link. 6 service users couldnt attend on the qarter but are hopng to attend in the next quarter. Outcomes - Of the 2 who didn't succefully complete the programme, they are on the attendance list for the new Patchway group.

## Complex Needs IDVA

South Gloucestershire Police and Crime Grant  
2017/18

Survive / Next Link £19,275

**Description:** Group work to support women who have experienced or are experiencing domestic abuse

Summary	Q1	Q2	Q3	Q4	Aim	2017/18 Result	
Number of cases	25	15	32	20	N/A	92	N/A
- Open cases	17	9	21	41	N/A	88	N/A
- Cases closed	8	6	11	32	20	57	
Number of clients with positive outcomes from the service.	25	5	9	23	15	62	

Activity	Q1	Q2	Q3	Q4	Aim	2017/18 Result	
New referrals	31	15	29	20	N/A	95	N/A
Number of clients worked with during the quarter	25	15	32	41	20	Average 28	
Number of open cases on last day of the quarter	37	9	21	28	N/A	95	N/A

Outcomes	Q1	Q2	Q3	Q4	Aim	2017/18 Result	
Successful completions / Exit surveys completed	8	5	11	19	20	43	
- Number clients reporting increased confidence in accessing the service	100%	71%	72%	68%	70%	78%	
- Number clients reporting increased personal and family safety	100%	71%	81%	79%	70%	83%	
- Number clients reporting positive outcomes from having accessed the service	100%	71%	81%	68%	70%	80%	

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Quarter 1 Commentary

“Anna (Survive) is an amazing person and I couldn’t have got through the last months without her support, advice and presence during my court appearances. The service Survive provide is brilliant and one that is so important and beneficial to Victims of Domestic Abuse.  
I cannot thank everyone enough for their kindness, support and help.  
I am attending the Freedom Programme which has also been a very important part of my recovery/coming to terms with the situation I have been in, again I could not have got to where I am without the Help and support of Hilary and Annabel, they are both amazing people also”

Quarter 2 Commentary

Quarter 3 Commentary

Quarter 4 Commentary

## Youth Crime and Substance Misuse Prevention

## South Gloucestershire Police and Crime Grant 2017/18

Youth Offending Service £28,000

**Description:** Work with young offenders including those abusing substances

Summary	Q1	Q2	Q3	Q4
First Time Entrants Rate (Number per 100,000 young people)	65	57	57	53
Percentage planned (successful) completions	100%	100%	100%	100%

Aim		2017/18 Result
≥300	232	
95%	100%	

NI111: First Time Entrants to the criminal justice system per 100,000 10-17 year olds	Q1	Q2	Q3	Q4
First Time Entrants (Number of young people)	16	14	14	13

Aim		2017/18 Result
≥74	57	

Young People Discharged from Treatment Through Planned Completions (YOT managed caseload)	Q1	Q2	Q3	Q4
Number of young people discharged from treatment	19	13	25	26
- Number that were planned (successful) completions	19	13	25	26

Aim		2017/18 Result
N/A	83	N/A
95%	100%	

### Commentary

During this year 80 young people were referred in to the service and the service completed work with 83 young people. 47 of the young people exiting the service were pre and post court cases (the starting point being a caution) and 36 young people were referred to the Drug Diversion Project or the Drug Education Programme (which results in a community resolution or NFA outcome).

In terms of gender the referrals to the project were representative of the criminal justice system as a whole with young women representing approximately 20% of the service caseload.

The average age of the clients were 14 years plus with 16 and 17 year olds being most represented. The ethnicity of the young people was generally representative of the S. Glos population.

Many of the young people referred to the pre and post court team had a number of substance specific and wider vulnerabilities. This is especially noticeable this year in the number of young people subject to Child Protection Plans.

There was an increase in number compared to the previous year's referrals which is most likely due to the Police no longer issuing simple cautions for first time drug offences and the Force's buy in to the DDP and the DEP.

I would anticipate that the numbers of these referrals will fluctuate from year to year as with all referrals to the YOS given its role as a statutory service.

**SECTION D: DELIVERY OF ACTION TARGETS 2017/18****Legend**

- ✓ = Target achieved  
 ✗ = Target not achieved

Objective	Actions 2017/18	Summary of Progress
<b>Priority 1: Protecting people from harm</b>		
Extend support for victims of Domestic Violence and Abuse to provide specialist provision for male and LGBTQ victims.	Service extended in 2017/18 and provides specialist provision for male and LGBTQ victims	✓
Support the introduction of a Multi-Agency Safeguarding Hub (MASH) in South Gloucestershire	The MASH became operational in 2017/18, however police presence at the moment is 'virtual' and not co-located – co-location remains the aspired outcome	✓
Implement plans to improve effectiveness of Multi-Agency Risk Assessment Conference for vulnerable victims of domestic abuse	Review of MARAC by the Police is not yet completed.	✗
Raise awareness of 'hidden harm' crimes such as hate crime, modern slavery and domestic abuse Train staff and the public in how to identify and report cases of modern slavery, and carry out multi-agency operations in response to reported cases.	SSCSP briefed on hate crime, CSE, and modern slavery during 2017/18. Police and Council staff trained in identifying and reporting modern slavery.	✓
Tackle offenders that commit crimes against vulnerable people	Disruption Panel to co-ordinate a multi-agency response to Organised Crime Gangs introduced 2016/17.	✓

Objective	Actions 2017/18	Summary of Progress
Identify areas that require additional resources to address deprivation and develop and implement targeted plans to reduce inequalities	Council Scrutiny Commission carrying out project to identify issues of inequality that impact within communities and propose new programme of work is not yet completed. Target delayed and so not achieved, but end results may be improved as a result.	-
<b>Priority 2 – Strengthen and improve your local community</b>		
Develop and implement a comprehensive and integrated programme to improve community cohesion	Integrated programme agreed by the Strategic Partnership.	✓
Review the operation and impact of Community Engagement Forums	Achieved during 2017/18	✓
Improve the effectiveness of taxi marshals in responding to late night trouble in Kingswood and Chipping Sodbury.	Achieved 2017/18. Service re-procured and CCTV monitoring introduced.	✓
Develop and implement plans for our key hot spot areas	Plan for Chipping Sodbury achieved December 2017	✓
Implement a multi-agency night time economy project to target problem locations associated with licensed premises	Night Time Economy operations achieved in Kingswood and Chipping Sodbury 2017	✓
Conduct targeted operations to utilise the surveillance ability of the council's community safety CCTV network to tackle ASB hotspot	Targeted operations were carried out by end March 2018 as agreed by SSCSP.	✓
Use new ASB Tools and Powers to tackle a range of issues of community nuisance.	Community Protection Warnings and Notices now used by a range of council services, dealing with property related concerns ("the broken window syndrome") as well as people related issues.	✓
Agree and implement a multi-agency response to the issue of flygrazing	Agreement of protocol not completed during 2017/18	✗

<b>Priority 3 – Working together effectively</b>		
Increase insight of the SSCSP and other agencies into work that contributes to the safety and strength of local communities such as Safeguarding, Youth Offending Management, and areas of work around Child Exploitation, and Mental health	Analysis of one of these topics presented at all meetings of the Strategic Partnership in 2017/18. Both Safeguarding Boards and Health & Wellbeing Board attended SSCSP development day.	✓
Improve practical and working links with other partnerships leading work in areas such as Safeguarding, Youth Offending management, Child Sexual Exploitation, and modern slavery in order to improve the effectiveness of our joint response to both victims and perpetrators	Practical working links reviewed during 2017/18 and changes implemented including council Safeguarding Service Manager becoming member of SSCSP SOG, and joint Council policy to address modern slavery.	✓
Map and understand the role and responsibilities of different bodies which deliver work that results in safer and stronger South Gloucestershire communities.	Document describing current responsibilities agreed 2017/18	✓
Undertake a benchmark assessment of partnership maturity in the first six months of 2017-18 using a proven maturity method then develop and implement plans to improve effectiveness in response to the results of this assessment	Benchmark completed 2017/18 and action plan agreed	✓
Make the Partnership representative of the community it serves	Place on the Strategic Partnership taken up by the Race Equality Network June 2017.	✓
Introduce Risk Management processes to more objectively direct prioritisation and the allocation of resources and effort	MORILE (Management of Risk Assessment in Law Enforcement) risk management process used to establish priorities as part of the 2017/18 Strategic Assessment of Crime and Disorder, and results of this used to prioritise future allocation of the Police and Crime Fund March 2018.	✓

## Safer & Stronger Communities Partnership Risk Register 2018/19

Low Risk		<b>I</b>	1 – 3	Impact * Likelihood = Risk score
Medium Risk		<b>L</b>	4 - 6	
High Risk		<b>S</b>	7 - 9	

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				
<b>STRATEGIC PLANNING - Risks associated with the particular nature of the Partnership and Division</b>									
S1	<b>Inadequate engagement of statutory partners</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>Conflicting priorities</li> <li>Lack of resources</li> <li>National restructuring of statutory partners</li> </ul>	<ul style="list-style-type: none"> <li>Breach of the Crime &amp; Disorder Act 1998/ Police Reform Act 2004</li> <li>Inability to achieve priorities</li> <li>Non-compliance with National Standards</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Roles and responsibilities clearly defined in the Terms of Reference and Partnership Plan</li> <li>Partnership maturity review carried out in 2017.</li> </ul>	<ul style="list-style-type: none"> <li>On-going monitoring of partner involvement.</li> </ul>	Chair of Strategic Partnership	Annual
	<b>Inadequate engagement of non-statutory partners</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>National priorities conflicting with local priorities</li> <li>Lack of implementation of Compact</li> </ul>	<ul style="list-style-type: none"> <li>Disengagement by VCSE sector</li> <li>Non compliance with National Standards</li> <li>Reduction in service provision</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Periodic review of Compact Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring voluntary and community sector are aware of pressures and timescales imposed on the public sector by external forces On-going monitoring of partner involvement.</li> </ul>	Chair of Strategic Partnership	Annual

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				
S2	<p><b>Ineffective Partnership Function/Performance</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li><i>Lack of processes</i></li> <li><i>Lack of skilled and knowledgeable staff</i></li> <li><i>No review process</i></li> </ul>	<ul style="list-style-type: none"> <li>Unskilled and incompetent members of the partnership</li> <li>Lack of appropriate representation at senior level</li> <li>Failure to foster respect and trust amongst partners</li> <li>Ineffective decision making process</li> </ul>	2	1	2	<ul style="list-style-type: none"> <li>Governance structure</li> <li>Ability to identify and review performance.</li> <li>Annual review of effectiveness as part of annual report.</li> <li>Induction for new members</li> <li>New Safer and Stronger South Gloucestershire Plan</li> <li>Partnership Maturity Assessment carried out 2017/18</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of Action Plan agreed following Partnership Maturity Assessment</li> </ul>	Chair of Strategic Partnership	Annual
S3	<p><b>Mishandling and/or mismanagement of information</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li><i>Inappropriate behaviour by Partnership representative</i></li> <li><i>Partner giving message without prior consultation</i></li> </ul>	<ul style="list-style-type: none"> <li>Loss of reputation</li> <li>Loss of public confidence</li> <li>Split partnership</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Confidential reports clearly marked as such</li> <li>Members required to sign Confidentiality agreement for DHRs</li> <li>Secure access arrangements for DHR reports</li> <li>SSCSP signed up to formal Information Sharing Agreement</li> </ul>		Chair of Strategic Partnership	Annual

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				
S4	<p><b>Ineffective setting of priorities and resource allocation</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li><i>Lack of robust methodology</i></li> </ul>	<ul style="list-style-type: none"> <li>Difficulties in comparing different crime types</li> <li>Difficult to justify decisions</li> <li>Decisions not taken on basis of evidence.</li> <li>Priorities based on loudest voices</li> <li>Challenge to Partnership's prioritisation and allocation of resources</li> </ul>	1	3	3	<ul style="list-style-type: none"> <li>Risk Assessment process to be used for annual Strategic Assessment</li> </ul>		Strategic Partnership	31/03/19

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
<b>PERFORMANCE AND DELIVERY – Risks related to standards and provision of service</b>									
P1	<b>Non-supply of depersonalised data</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>Misunderstanding of the Data Protection Act</li> <li>Partner's staff unwilling to co-operate</li> <li>Not aware of the requirements under S.115 of the Crime &amp; Disorder Act 1998 and the Police and Justice Act 2006.</li> <li>Changes in IT make exchange of data physically impossible regardless of willingness to do so.</li> </ul>	<ul style="list-style-type: none"> <li>Inability of CSP to carry out statutory Strategic Assessment</li> <li>Non-compliance with S.115 of the Crime &amp; Disorder Act 1998</li> <li>Information Officers unable to provide statistical information and analysis</li> <li>Operational Case Review Panels unable to make decisions through lack of information</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Crime &amp; Disorder Act 1998 and Police and Justice Act 2006 require data to be shared to prevent or solve a crime or criminal act</li> <li>Partnership has signed up to new Information Sharing Agreement</li> <li>Implementation of access to depersonalised Police data for SGC data officer</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Senior Officer Group	Ongoing
P2	<b>Partners ability to provide quality data</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>Non-collection of minimum data set</li> </ul>	<ul style="list-style-type: none"> <li>Risk that relevant intelligence will be missed</li> </ul>	3	1	3		<ul style="list-style-type: none"> <li>Ensure partners know the minimum data sets required and timescales for provision</li> </ul>	Senior Officer Group	Quarterly

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
			3	2	6				
P3	<p><b>Partners non-allocation of resources</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li>Capacity in conflict with priorities</li> </ul>	<ul style="list-style-type: none"> <li>Reduced resources would limit sustainability of services, projects or initiatives</li> <li>Adverse impact on partnership's reputation – partnership working; public perception</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Partnership Plan includes statement of partners resource allocation</li> <li>Allocation of joint funds continues to be agreed by Partnership</li> </ul>		Chair of Strategic Partnership	Annual
P5	<p><b>Mismatched demands placed on Community Safety Partnerships</b></p> <p><i>Partnership operates at a strategic rather than operational level.</i></p> <p><i>Increasingly, the Government is placing more operational responsibility – such as the commissioning and overview of Domestic Homicide Reviews – on Community Safety Partnerships, which are inconsistent with this approach to their work.</i></p>	<ul style="list-style-type: none"> <li>Members of the Partnership required to carry out roles they are not trained or equipped to do.</li> <li>Possible negative impact on individuals</li> <li>Possible negative impact on actions and decisions of the Partnership</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Monitor impact</li> <li>Ensure Members of Partnership have opportunity to alert someone to any personal concerns</li> <li>Secure support on individual case basis if and when required.</li> </ul>		Chair of Strategic Partnership	Annual

P6	<p><b>Responsibilities for dealing with community safety issues not clear across Boards / Strategic Partnership</b></p> <p><i>. Triggered by:</i></p> <ul style="list-style-type: none"> <li><i>Lack of clarity over responsibilities</i></li> </ul>	<ul style="list-style-type: none"> <li>Duplicated effort</li> <li>Failure of strategic oversight</li> <li>Multiple reporting leading to ineffective governance and direction</li> <li>Gaps in provision</li> <li>Failure to understand full extent of crime and disorder</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Development workshop with Health and Wellbeing Board</li> <li>Report on Responsibilities for Personal and Community Safety used as basis for discussion and agreement.</li> <li>Inclusion of Strategic Safeguarding Manager on SOG</li> <li>Presentation on different crime-type at each SSCSP meeting in order to build understanding</li> <li>Inclusion of Safeguarding and hidden crimes in Strategic Assessment 2017/18</li> <li>SSCSP Development Day held 19 Jan 2018</li> </ul>	<ul style="list-style-type: none"> <li>Domestic Violence and Abuse Audit</li> </ul>	Chair of Strategic Partnership	Annual
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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
<b>LEGAL – Risks related to possible breaches of legislation</b>									
L1	<b>Failure to meet statutory requirements of relevant legislation (Crime &amp; Disorder Act 1998, Police Reform Act 2002, Police &amp; Justice Act 2006, etc)</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>Loss of knowledgeable partners</li> <li>Loss of key management</li> <li>Perverse decisions by the Strategic Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Home Office intervention</li> <li>Loss of reputation</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Induction Guide for new partners</li> <li>Induction event for new partners</li> <li>Annual Delivery Plan clarifies requirements and operating arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>Review and briefing paper on all new relevant legislation for partners to be produced when required</li> </ul>	Chair of Strategic Partnership	Annual
<b>RESOURCES – Risks associated with financial planning and control; internal and external funds; personnel</b>									
R1	<b>Reduced funding</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>Reduced core funding from Partners</li> </ul>	<ul style="list-style-type: none"> <li>Staff cuts could result in serious impacts to service delivery</li> <li>Reduced funding would limit sustainability of services, projects or initiatives</li> <li>Adverse impact on reputation – partnership working; public perception</li> <li>Inability to deliver key aspects of agenda, e.g. ASB, Alcohol Services</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Annual Strategic Assessment indicates trends and priorities</li> <li>Performance reports to Strategic Partnership</li> <li>Strategic Partnership to scrutinise and challenge clearly identify priorities</li> <li>Partnership representative on LSP to champion Community Safety spend</li> <li>Joint consideration of potential reductions to</li> </ul>		Head of Safe and Strong Communities  Deputy District Commander	Annual

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
						understand impact of individual organisations changes and mitigate impact on other partners and service			
R2	<p><b>Unfunded statutory obligations:</b> <i>Triggered by:</i> <i>New obligations imposed by HM Government such as Domestic Homicide Review</i></p>	<ul style="list-style-type: none"> <li>The Strategic Partnership has had statutory obligations such as funding Domestic Homicide Reviews placed on it but no longer has any funding of its own.</li> <li>External (Govt) funding has been passed to the PCC and the Partnership therefore has no funding of its own.</li> <li>Unless funding is secured for individual cases the Strategic Partnership will be unable to meet legal requirements.</li> </ul>	3	3	9		<ul style="list-style-type: none"> <li>Agree protocol between statutory Responsible Authorities for split of costs</li> </ul>	Chair of Strategic Partnership	Annual

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
R3	<b>Contracts/Commissioning price</b> <i>Triggered by: Incompetence Poorly priced work</i>	<ul style="list-style-type: none"> <li>Financial loss</li> <li>Potential deficit</li> <li>Damage to reputation</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Ensure compliance with commissioning organisation's procurement and contracting procedures and processes</li> <li>Formal decision making route agreed by the Strategic Partnership.</li> <li>Effective scrutiny of performance by services commissioned</li> </ul>	<ul style="list-style-type: none"> <li>Proper costing of proposed services or interventions undertaken</li> </ul>	SSCSP	Ongoing
<b>PERSONNEL</b>									
Pe1	<b>Inappropriate personnel recruited</b> <i>Triggered by: Not following recruitment procedures Job Description/Person Description not including DANOS/SJNOS</i>	<ul style="list-style-type: none"> <li>Inability to provide services</li> <li>Under-performing staff</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Managed within each employing organisation's management procedures</li> </ul>	<ul style="list-style-type: none"> <li>Managed within each employing organisation's management procedures</li> </ul>	SOG	Ongoing

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
Pe2	<b>Loss of key staff</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>• <i>Short-term contracts</i></li> <li>• <i>Relocation</i></li> <li>• <i>Reorganisation</i></li> <li>• <i>Uncertainty over future of posts</i></li> <li>• <i>Reduced public sector finance</i></li> </ul>	<ul style="list-style-type: none"> <li>• Continuity of service lost with direct impact on key areas of work</li> <li>• Loss of local knowledge and understanding</li> <li>• Loss of expertise, networking/ partnership working skills</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>• 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</li> <li>• Contingency arrangements include use of specialist agency, agency staff and interim managers.</li> </ul>	<ul style="list-style-type: none"> <li>• Managed within each employing organisation's management procedures</li> </ul>	SOG	Ongoing