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### 1.0 Foreword

At the heart of Halton's Community Strategy is a priority to create a Safe Halton. Key to delivering this priority is partnership. Effective partnership with our communities and our public sector partners such as the Police, the Community Safety Team, Probation, the Youth Offending Team, the Third Sector and others is helping us to deliver real outcomes for local people and reduce crime.

Our approach has three important components:

- prevent & deter
- punish & protect
- rehabilitate

Data and research enables the Partnership to target its resources efficiently and intelligently to deter crime, improve community safety, detect crime and punish offenders.

The Strategic Needs Assessment provides an opportunity to refresh the Partnership's data set and validate this from survey data collected from the public. It is an important piece of work and will help the partnership develop how its resources are focussed to achieve the community aspirations to reduce crime and the fear of crime.



David Parr Chief Executive Halton Borough Council



David Bertenshaw (Acting) Chief Superintendent (Northern Area) Cheshire Constabulary

### 2.0 Introduction and Overview

We want to make Halton a great place to live with an attractive quality of life and excellent local environment. This is very much dependent upon reducing current levels of crime, tackling anti-social behaviour and improving the local environment in our neighborhoods.

In 2006, a review of the partnership provisions of the Crime and Disorder Act 1998 and the Police Reform Act 20024 lead to a series of recommendations. The 1998 Act included the requirement to produce a detailed crime and disorder audit; consult with key agencies and the wider community; use the findings to identify strategic priorities and set targets and performance measures. The review sought to strengthen and extend these requirements further based on the experience gained through partnership working. As a result, a new set of national minimum standards came into force in England in August 2007.

Responsible authorities have a legal obligation to comply with the requirements, which include the placing of the duty on the strategy group to prepare a strategic assessment on behalf of the responsible authorities.

A strategic assessment presents and interprets the summary findings of an intelligence analysis. The purpose of the strategic assessment is to provide knowledge and understanding of community safety problems that will inform and enable the partners to:

- understand the patterns, trends and shifts relating to crime and disorder and substance misuse:
- set clear and robust priorities for their partnership;
- develop activity that is driven by reliable intelligence and meets the needs of the local community;
- deploy resources effectively and present value for money; and
- undertake annual reviews and plan activity based on a clear understanding of the issues and priorities.

The introduction of strategic assessments is intended to move partnerships to a more intelligence-led business planning approach. By removing the requirement on partnerships to produce a three year audit and replacing it with strategic assessments that must be conducted at least annually, in accordance with statutory requirements, partnerships will improve their understanding of problems and their potential causes.

### Methodology

The Local Strategic Partnership tasked the Safer Halton Partnership with producing a strategic assessment and a multi-agency working group was formed to produce this draft. The working group comprised the following people from key agencies:

Name	Job Title	Organisation
Andy Williams	Community Safety Supervisor	Cheshire Constabulary
Peter Barron	Operational Director, Older People Services	Halton Borough Council
Chris Edwards	Assistant Chief Officer	Cheshire Probation
Mike Andrews	Community Safety Manager	Halton Borough Council
Simon Blackwell	Inspector Community Safety	Cheshire Police
Lorraine Crane	Commissioning Manager Children & Young People	Halton Borough Council
Steve Eastwood	Drug Action Team Co-ordinator	Halton Borough Council
Debbie Houghton	Policy Advisor	Halton Borough Council
Dwayne Johnson	Strategic Director, Health & Community	Halton Borough Council
Gareth Jones	Head of Service	Halton & Warrington Youth Offending Team
Nick Mannion	Neighbourhood Management Director	Halton Borough Council
Clare Myring	Anti-Social Behaviour Co-ordinator	Halton Borough Council
Nick Bailey	Chief Inspector (Northern Operations)	Cheshire Constabulary
Peter Howard	Group Manager Operational Preparedness	Cheshire Fire & Rescue Service
Richard Stevens	Head of Research & Intelligence	Halton Borough Council
Sue Milner	Deputy Director of Public Health	Halton & St. Helens PCT

A range of data streams were utilised, including National Indicators Performance information and consultation information from local communities. The data was analysed over a 3 month period between November 2007 and January 2008 and the analysis was used to highlight key areas which required addressing and are contained within this document.

The group then used this data to consult with key partners and the community.

### 3.0 Background

Halton is a largely urban area of 119,500 people. Its two biggest settlements are Widnes and Runcorn that face each other across the River Mersey, 10 miles upstream from Liverpool. The population of Halton was in decline for over a decade, but has recently started to increase. Between 1991 and 2002 the estimated Borough population decreased by 6,500 people from 124,800 to 118,300. However, in 2003 there was a small increase in the population and between 2003 and 2006 the estimated population increased by 1,100 people. This in part is due to a concerted effort to build new houses, particularly larger executive homes in Sandymoor (SE Runcorn) and Upton Rocks (NW Widnes) to try to stem population decline, to provide a more balanced housing stock, and retain wealth in the community. It is also in part due to increased net inward migration.

Runcorn and Widnes have a common heritage in the chemical industry. Widnes is regarded as the birthplace of the chemical industry, and its development soon spread to Runcorn in the 19<sup>th</sup> century. Quick, and sometimes environmentally damaging development took place up to the mid 20<sup>th</sup> century.

On the back of the still booming industry of the 1960s, Runcorn was designated as a new town. Roads and a unique busway system were constructed together with a new shopping centre (Halton Lea) to serve an influx of residents from Liverpool, many of whom were accommodated in new social housing. The New Town legacy is of a very well landscaped environment concealing residential areas in which the housing is becoming life expired and there are successive generations of unemployed.

The number of jobs in the Borough's largely the same as it was 10 years ago but the proportion employed in manufacturing has fallen and the reliance on a small number of large employers is beginning to be reduced. The wealth of the Borough has improved overall during the last 10 years as illustrated by rising numbers of detached houses, rising car ownership, increases in professional and managerial households in parts of the borough.

As a result of its past Halton has inherited a number of physical, environmental and social problems. The Council has been working hard to resolve these issues ever since the borough was formed in 1974. Gaining unitary status in 1998 has helped to co-ordinate more activity over a wider front and increased the resources the Council and its strategic partners have been able to invest in Halton. However, there still remains much to be done.

As this picture indicates, Halton faces many similar challenges to the Merseyside conurbation and since 1998 has worked closely with its Merseyside neighbours as part of "Greater Merseyside".

The latest Index of Multiple of Deprivation (IMD) for 2007, not only contains some of the latest data available, but also is one of the most comprehensive sources of deprivation indicators, as some 37 different indicators are used. It shows for example that overall, Halton is ranked 30<sup>th</sup> nationally (a ranking of 1 indicates that an area is the most deprived), but this is 3<sup>rd</sup> highest on

Merseyside, behind Knowsley and Liverpool, and 10<sup>th</sup> highest in the North West. St Helens (47th), Wirral (60<sup>th</sup>) and Sefton (83rd) are way down the table compared to Halton.

The new IMD suggests that levels of deprivation have decreased in the borough. Now the IMD ranks Halton as 30<sup>th</sup> most deprived Authority in England for rank of average score compared to a rank of 21st in the 2004 Index. The proportion of Halton's population in the top category (i.e. the top 20% of super output areas) has also decreased from 50% in 2004 to 48.5% in 2007. Halton's concentration of deprivation has gone down from 20<sup>th</sup> position in 2004 to 27<sup>th</sup> worst in England in 2007. Concentration is a key way of identifying hot spots of deprivation within an area. However, there is still room for improvement. Within Halton there are 8 super output areas within England's top 3% most deprived SOAs, up from 6 in 2004. The most deprived neighbourhood is ranked 306<sup>th</sup> out of 32,482 and is situated in the Windmill Hill area of Runcorn.

Bespoke research to get a better picture of life in Halton was commissioned through the Halton Data Observatory. This is based on the Local Futures Group data platform and has generated a 'State of the Borough' Audit of economic, social and environmental conditions (January 2008). This is a timely and necessary assessment of the challenges and issues that face Halton. Performance is assessed according to how well the borough scores on a range of carefully selected benchmark indicators of economic, social and environmental well being. It provides a perspective on the state of Halton by looking at how it compares with other districts, how it rates within the North West Region, and also how it performs compared to the country as a whole.

This evidence shows that the gap in prosperity between the richest and poorest neighbourhoods is widening. The policy implications of this audit are that a broad based approach to regeneration is still needed to deal with the depth and breadth of challenges in Halton. However, "poverty of place" issues need to be urgently addressed in terms of narrowing the gap between areas within the borough.

### 4.0 Closing The Gap

The publication of the Government's National Strategy for Neighbourhood Renewal in 2001 focused upon improving the quality of life for people living in disadvantaged areas. Issues around community safety, crime and anti-social behaviour feature prominently as well wider ones on health, worklessness etc.

A key aim embedded in the strategy is to 'narrow the gap' on key measures between those the most deprived neighbourhoods and the rest of our towns and cities, so that within 10 to 20 years no-one will be disadvantaged by where they live.

This means that improvements must to be quicker and greater against baseline starting positions in those places where there is a significant 'gap' with regard to key indicators including crime.

### **The Halton Story**

A range of robust baselines, both statistical and experiential, are in now in place and they are tracked, updated and reported regularly against baseline.

However, the publication of the national Indices of Multiple Deprivation ('IMD') in December 2007 showed that whilst overall deprivation had reduced in Halton between 2004 and 2007, the gap between our least and most deprived neighbourhoods has significantly widened.

There has been a big increase in the crime domain since 2004, when there were 10 SOAs in the top 20% nationally and only one in the top 4% - in Widnes Town Centre. By 2007, however, the number of Halton SOAs in the top 20% nationally with regard to crime had increased to 25 and the number in the top 4% to 3.

The crime domain includes recorded crime in burglary, theft, criminal damage and crimes involving violence. However, it must be noted that the data is rather 'elderly', being from 2004/5 and will therefore not take into account the significant falls in crime in Halton recorded over the past two years.

Therefore, the Safer Halton Partnership, whilst having have consistently set itself demanding targets with regard to reducing the overall crime and antisocial behaviour recorded for the Borough has been less successful in narrowing the gap between those neighbourhoods that experience the highest levels of crime and anti-social behaviour and the rest of Halton. Whilst work on this has started with the developing neighbourhood management partnerships in there pilot areas, the partnership now needs to embed the principle of 'closing the gap' in crime with regard to those communities, both geographical and of interest in Halton.

### **5.0 Community Perception**

Whilst the quality and speed of statistical data with regard to crime and antisocial behaviour has improved dramatically over recent years, they only make-up part of the story.

The views, opinions and priorities of the communities (both of geography and of interest) living and working in Halton about what the issues services and priorities around the crime and community safety agenda must be captured, analysed and embedded into our strategic planning processes if we are to have provide the best services to reduce crime and improve community safety.

### Major recent public consultation exercise in 2007

Halton Strategic Partnership commissioned a major telephone survey in the autumn of 2007. It contacted 2,500 people across the Borough at random meaning the results are well- representative, easily within acceptable confidence intervals - thereby enabling the results to be divided down to the seven forum areas in the Borough. The results can be used for other purposes such as background for this joint needs assessment. The survey used an almost identical questionnaire to previous years (2005 and 2003), to allow the benchmarking of results.

Questions explored why residents chose to live in their local area and whether they thought the area has improved over the past two years. Perceptions of safety, anti-social behaviour and drug use were also identified, along with what improvements residents' felt were most needed in their area. A series of demographic questions were also asked to enable the HSP to target resources at particular groups and/or locations as necessary.

Computer Assisted Telephone Interviewing (CATI) techniques were employed to obtain the information from residents; a total of 2,500 interviews were required, proportionally spread across Halton's seven Area Forum areas.

The Research and Intelligence Team provided a full list of postcodes to Swift Research Ltd to assist with the purchase of contact telephone numbers in each of the Areas. Residents were then randomly sampled for their participation, with interviewers asking to speak with the person in the household whose birthday was next in line.

Following data cleaning, all data was weighted in order to make it representative of the Borough as a whole. This provides a profile of the views of the general population of Halton, with a calculable confidence level. As in 2005, the data was weighted by age, gender and ward grouping.

### **Community Safety Results**

In six out of the seven areas (excluding Daresbury), 'more visible Policing/community Policing/security patrols' featured in the top four improvements most needed in the areas.

In all areas, more respondents stated that they feel safe then unsafe, when outside in their local area (within ten minutes walk of home) after dark. In areas 7 (Daresbury), 3 (Birchfield, Farnworth and Halton View) and 5 (Castlefields, Norton North, Norton South and Windmill Hill) the percentage of respondents feeling safe (very/fairly) has increased since 2005.

The highest percentages of those feeling unsafe were found in areas 2 (Appleton, Kingsway and Riverside), 1 (Birchfield, Ditton, Hale and Hough Green) and 4 (Mersey, Grange, Halton Brook and Heath). In each of these areas, these figures have increased since 2005.

More than nine tenths of respondents in all areas stated that they feel safe when outside in their local area during the daytime.

In all areas except Daresbury, the percentage of those stating that anti social behaviour is a problem in the area has increased since 2005. In areas 1 (Broadheath, Ditton and Hale), 2 (Appleton, Kingsway and Riverside) and 4 (Mersey, Grange, Halton Brook and Heath), more respondents stated that anti social behaviour is a problem (than is not) in their local area.

Area 2 (Appleton, Kingsway and Riverside) showed the highest percentages of respondents stating that illegal drug use and drug dealing is a problem in the area. Area 3 (Birchfield, Farnworth and Halton View) showed the lowest. All areas show an increase for perception of illegal drug dealing, since 2005 but interestingly a reduction in perception of illegal drug use.

More than a third of respondents in each of the areas agreed that they are kept informed about what is being done to tackle anti social behaviour in their local area. In areas 3 (Birchfield, Farnworth and Halton View), 6 (Beechwood and Halton Lea) and 7 (Daresbury), more respondents agree than disagree.

The overwhelming majority (70%) of residents are satisfied with the area where they live, a slight improvement since 2005 and over 30% say it has actually improved in the past two years.

**Fear of Crime**; over 90% of residents say they felt safe outdoors during daylight with little variation across the Borough. However, there was a direct correlation between the proportion of residents who felt unsafe during darkness and where they lived. The greater the deprivation score, the higher the levels of fear at night.

When asked about specific problems that affect them. The 2512 respondents placed issues that are either wholly or partially within the current remit of the Safer Halton Partnership in the top eight places;

Problem	(%)				
Teenagers hanging about on streets	52.8				
Parents not taking responsibility for children	51.0				
People not treating each other with respect and consideration	47.2				
Rubbish and litter lying around	45.2				
Vandalism, graffiti and other deliberate damage to property or vehicles.	42.9				
People being drunk & rowdy in public places					
Illegal drug use	32.4				
Illegal drug dealing	30.8				

### **Priorities for Change**

When asked what three things would be most effective in improving their local area. Five out of the seven areas stated that 'more visible policing and community policing either as their number one or second priority with the tackling crime and anti-social behaviour also featured strongly.

### **Gaps in Information**

The survey was by way of sampling a proportion of households by telephone. Therefore, whilst it fully complies with best practice with regard to sample size and statistical reliability, as with all such surveys it should be read with some degree of caution. One particular weakness is that younger less affluent households nowadays often rely on unlisted 'pay-as-you-go' mobile phones and would have been largely overlooked.

Also, some of the most vulnerable communities in Halton will have been under-represented. To an extent this will be addressed by survey work being done in the three pilot neighbourhood management areas (which are also the most deprived in Halton). The results are expected by the end of February 2008.

### 6.0 Community Cohesion

Community cohesion is a complex issue which touches on a range of inter related matters e.g. how cohesion impacts on community safety, educational standards, health improvement, community engagement in priority setting etc. The guidance on community cohesion (2002) published by the Local Government Association provides the commonly adopted working definition. A cohesive community is one where:

- There is common vision and a sense of belonging for all communities.
- The diversity of people's different background and circumstances are appreciated and positively valued.
- Those from different backgrounds have similar life opportunities.
- Strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods.

Hence, community cohesion is present when different groups interact peacefully and constructively in every day life - different age groups, people from different housing estates, different ethnic groups, groups from different faith backgrounds and so on. For communities to thrive people need to feel that the local environment provides safety, opportunity and belonging. The term community cohesion is used by Government to encapsulate these and other qualities of a good and local environment.

In recent times a number of major studies have been undertaken to underpin the Crime and Community Safety Audit and Priorities Process that led to the development of the new Community Strategy, Corporate Plan and Local Area Agreement. In addition a recent scrutiny group held a number of workshops with local groups in Halton to ask specific questions around community cohesion. Therefore, It is possible to analyse the findings from these consultations and focus group work through the lens of community cohesion to come up with some tentative conclusions about what cohesion means for Halton. (See Appendix A)

It is clear that in Halton the definition of community cohesion is not based around issues of race, ethnicity and faith. The key issues appear to be around inter-generational conflict, perceived inequalities between areas and estates, and worries about unequal access to services, transport, jobs, retail and leisure facilities etc.

In summary there is probably a perception that Halton has a friendliness and warmth about it that people appreciate and value. This gives a basis for building confidence and a sense of belonging for everyone, which is at the heart of community cohesion. There is a history of a "live and let live" philosophy among people, which at an individual level is about respect and being accepted for who you are. It is possible to draw out the following most common issues which have been mentioned through this consultation process. These include the need to:

- tackle broad social problems such as anti-social behaviour, crime and the fear of crime, poverty, and the differences and tensions between generations;
- strengthen social networks such as families, friends, neighbours and also ensure that activities are based within defined neighbourhoods;
- get people together to tackle local issues and problems and share experiences;
- address the decline in the quality of life due to the impact of wider decisions around schools, housing and the unreliability of funding to many local projects; and
- encourage and foster the role of the voluntary and community sector in Halton.

The individual sense of belonging in Halton largely comes from the presence of family and friends, but other important community ties included work, sports groups, crèches and children's groups, and other social links. These lead to values, which include security, a sense of belonging, a sense of support, comfort, self esteem, recognition and particularly the strength of action that could be achieved as a group. People believe that they have good caring neighbours, the feeling of security, and a sense of community spirit, a similar social background, similar houses and similar living experiences. People reported that their area was often full of people of similar ages and professions born of growing up with each other and shops and schools and public places that were shared.

The negative issues include the fear of crime, the lack of spirit, feeling unsafe, the anti-social behaviour of young people, lack of respect across generations, unequal access to schools and health facilities, and a general feeling that society did not care about them. On the whole there is a great deal of consensus amongst all people about the issues that drive communities apart and those that bring them together.

At a higher level there is widespread recognition that communities are often disconnected from the mainstream of life in Halton by social exclusion issues such as crime, disaffected youth, low standards of housing, high unemployment, poor education standards and degraded and unattractive environments. These contribute to a sense of poverty and deprivation that is difficult to address and in turn provide an environment where a sense of belonging would be hard to develop. The Community Strategy and Corporate Plan recognise the problems of crime and disorder, the lack of long term activities around community development and community engagement, problems of disaffected young people, lack of jobs and employment prospects, and indeed have long term plans in order to address them. Perhaps the greater difficulty is the perception of lack of trust and unkept promises by public agencies, the lack of understanding of others, ignorance, fear of isolation, the impact of drugs and alcohol and long term prejudice.

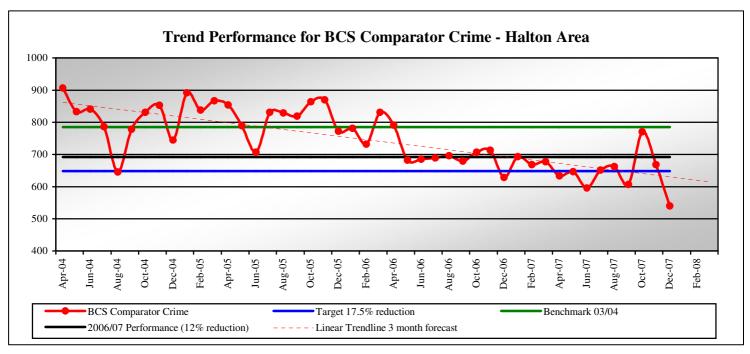
Certainly in the workshop sessions the core values at the heart of community cohesion were widely accepted by all people, i.e. the need for greater respect and tolerance, for mutual understanding and for greater fairness and equity in all that happens in Halton. In particular, it was recognised that communities need to integrate and collaborate more and especially that young people need support. Halton is a place undergoing rapid social change with greater social mobility, a faster turnover of population, and changing demographic make up with migrants from abroad joining our communities. It is perhaps an issue that the ingrained perceptions within Halton are not keeping speed with this agenda.

We have recently mapped services and facilities across Halton. In the evidence gathering it was clear that communities believed that across Halton there was a wide range of services and facilities on offer. However, given the geography and topography of Halton, low levels of car ownership, and poor public transport (especially after 6 pm) many people found it difficult to access the services available. In addition, the different lifestyles people now lead are sometimes out of kilter with the 9-5 availability of many services. It was also suggested that for some groups — especially the youth and the vulnerable — that there were a range of other barriers that prevented people accessing services.

The Strategy will be delivered through the Safer Halton Partnership Task Group and Delivery Group as identified at Appendix C. However, this model is currently being revised by the Community Safety Manager.

### 7.0 Performance Data

### **BCS Comparator Crime reported to Cheshire Police Halton Area**



	Fiscal Target	Monthly Target	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total	Projected Year End 2007/08
Total BCS Comparator Crime	7776	648		1979	1920	1875	5774	7699
Per 1,000 population	65.65	5.47		16.71	16.21	15.83	48.75	65.00
03/04 baseline target	9421	785		-376	-435	-480	-1291	-1722
Target LAA = 17.5% ↓	7776	648		+35	-24	-69	-58	-77
Performance 06/07 = 12% ↓	8308	692		-88	-147	-192	-427	-609

### **Analysis / Comparison**

Fiscally, during April to December 2007 Halton Area reported 5774 BCS Comparator Crimes achieving a <u>-8.0%</u> <u>decrease</u> when compared to the same period during the previous year (6270 to 5774). The North West Region achieved a -17% decrease and Cheshire Force achieved a -14% decrease. The forecast is following a decreasing trend therefore, we are currently in line and expected to meet the 17.5% reduction target with a projected year end of 7699 crimes equating to **-77 crimes (-1%)** below the target of 7776. When compared to our most similar CDRP family we are in 10<sup>th</sup> position out of 15 showing no apparent change.

- During April to June 2007 (Quarter 1) Halton Area achieved a <u>-13% decrease</u> when compared to the same period during previous year (2158 to 1875).
- During July to September 2007 (Quarter 2) Halton Area achieved a <u>-7% decrease</u> when compared to the same period during previous year (2064 to 1920).
- During October to December 2007 (Quarter 3) Halton Area achieved a <u>-3% decrease</u> when compared to the same period during previous year (2048 to 1979).

The 17.5% reduction target set for BCS crimes will be if achieved if individual reduction targets collectively are met, They consist of Theft Of Vehicle (22.0% reduction), Theft From Vehicle (32% reduction), Vehicle Interference, Domestic Burglary (40% reduction), Theft of a Pedal Cycle, Theft from Person, Criminal Damage (20.4% reduction), Common Assault & Wounding (10.3% reduction) and Personal Robbery Crimes.

All crime categories with individual reduction targets have achieved decreased comparative volumes from April to

December 2007 when compared to the same period during the previous year.

Within Halton the reduction in re-offending for all 64 POPO's we have dealt with is currently showing a reduction of 53.3% during April to December 2007. This figure shows a long term reduction of offending even following exit from the POPO scheme. Halton currently have 25 POPO's of which 20 are currently in custody.

<u>Domestic Burglary</u> is highlighted with exceptional comparative reductions achieving a -10.5% decrease during April to December 07 when compared to the same period during the previous year (484 to 433), however, we are unable to meet the high 40% reduction target of 356 crimes set under the LPSA 1 with a year end projection of 577 crimes (+62%).

Cheshire Police supported by CDRP Partners have continued border patrols on arterial routes into Widnes in order to address cross border offenders committing car and key burglaries. High visibility policing and increased stop search intelligence have assisted in reductions of crime under Operations Fortress and Enquire particularly within Birchfield ward. Ditton Ward within the Widnes area peaked during September and October 2007 highlighting Clapgate Crescent as a repeat location. Proactive policing, intelligence gathering and partnership working have identified a responsible offender and highlighted a further prolific offender.

Through partnership working and use of Partnership T&C, hotspot areas within Halton area have achieved exceptional reductions of Burglary crimes particularly within Birchfield ward resulting in a 61% decrease from April to December 2007 when compared to the same period during the previous year (44 to 17). Castlefield ward achieved a 48% decrease (44 to 23), Kingsway ward achieved a 37% decrease (41 to 26) and Riverside ward achieved a 32% decrease (38 to 26).

Criminal Damage crimes are responsible for the highest proportional volume of BCS crimes equating to 41% (2398 out of 5774). However, exceptional performance is highlighted on comparative reductions achieving a -7.4% decrease (2591 to 2398) from April to December 2007 when compared to the same period during the previous year. We are in line to meet the 20.4% LAA reduction target of 3462 crimes with year end projections of 3197 crimes (-8%). Through partnership working and T&C action plans linked to ASB hotspot areas, Halton has achieved exceptional reductions of Criminal Damage crimes in particular within Riverside ward resulting with a 36% decrease from April to December 2007 when compared to the same period during the previous year (259 to 166). Halton View ward achieving a 29% decrease (120 to 85) and Grange ward achieving a 27% decrease (192 to 141).

<u>Criminal Damage to a Dwelling</u> was highlighted as the most common crime type and Hough Green ward the most active area, through a Partnership T&C action plan we have successfully seen reductions, for example within the specific problematic location of Arley Drive.

Hough Green ward peaked during October and November 2007 specifically during Mischief, Halloween and Bonfire Nights with causation factors linked with ASB incidents of theft and combustion of wheelie bins, mini moto nuisance and deliberate fires. The Blue Lamp Team focused on this increase by liaising closely with Cheshire Fire and Rescue Service, Halton Borough Transport and Halton Borough Council. Under Operation Pistachio mobile telephone numbers were provided to each partner in order for the PCSO's and Police to respond immediately and effectively to reports of crime and disorder. Operation Theatre also commenced during October 2007 to tackle the increase in mini moto nuisance resulting in a number of mini moto's being seized by Blue Lamp officers within Hough Green ward. Criminal Damage to a Vehicle was also highlighted for high volumes and Appleton ward was identified as the most active area. Partnership T&C has enabled targeting of linked hotspot locations. Community Action Teams using high visibility policing and intelligence gathering, (for example from stop and search) have assisted with reductions in crime and disorder.

Vehicle Crime group (Theft Of Vehicle and Theft From Vehicle) has achieved a -6.9% comparative reduction from April to September 2007 when compared to the same period during the previous year (1048 to 975). We are in line to meet this 28% combined LPSA 2 reduction target of 1337 crimes with year end projections being 1300 crimes (-3%). Theft of a Vehicle is well within the 22% LPSA 2 reduction target of 588 crimes with a year end projection of 499 crimes (-15%). Kingsway ward within Widnes and Mersey ward within Runcorn were responsible for the highest volume crimes, theft of older vehicles created a problematic partnership concern due to vehicles left abandoned or burnt out. Through regular supply of weekly crime pattern analysis to NPU Inspectors and updates through Partnership T&C, hotspot areas were addressed. A media campaign relating to theft of older vehicles was run during June 2007 and deployment of high profile resources for stop checks and intelligence gathering continues to date. Of note a prolific offender within the Runcorn area was targeted and arrested for theft and burning out of older vehicles which had a positive impact. Scrap yards within Widnes have also been target patrolled for any older vehicles sold for their high scrap value, such action has assisted reductions. Operation Rocket was run during June 2007 in order to deter criminals traveling into the area from Merseyside resulting in two offenders being arrested and a stolen vehicle seized. The policing of traveling criminals from Merseyside continues and links have been made with Burglary key car crimes under Operation Fortress.

Through partnership working and T&C action plans hotspot areas within the Halton area have achieved exceptional reductions of Theft of Vehicle crimes within various wards e.g. Riverside ward resulting in a 47% decrease from April to December 2007 when compared to the same period during the previous year (34 to 18) and Hough Green ward achieving a 44% decrease (27 to 15).

Theft From a Vehicle crime type is unlikely to meet the 32% LPSA 2 reduction target of 749 with a year end projection of 801 crimes (+7%). Appleton Ward within Widnes is responsible for the highest volume of crimes and town centre car parks highlighted as active locations. A media campaign was run during June 2007 warning vehicle owners not to leave valuables on view and general tips on vehicle security. During July 2007 a vehicle was seized by Cheshire Police resulting from intelligence relating to theft of Satellite Navigation Systems which resulted in a number of arrests of offenders concerning theft from vehicles. Hotel car parks were also targeted during November 2007 and policed under Operation Gondola resulting in the highlighting and prioritisation of targets. During December 2007 through LPSA 2 crime prevention initiatives speaking message boards have been installed within both Runcorn and Widnes town centres advising members of the public not to leave valuables on show in their vehicles. Through partnership working and T&C action plans hotspot areas within the Halton area have achieved exceptional reductions of Theft from Vehicle crimes. Mersey ward has resulted in a 61% decrease from April to December 2007 when compared to the same period during the previous year (49 to 19), Halton Lea ward achieved a 53% decrease (36 to 17), Birchfield ward achieved a 33% decrease (48 to 32) and Kingsway ward achieved a 28% decrease (36 to 50).

Common Assault and Other Wounding crimes achieved a -5.9% decrease from April to December 2007 when compared to the same period during the previous year (1655 to 1557). However, we are above the 10.3% LPSA 2 reduction target of 1913 crimes with a year end projection of 2076 crimes (+9%) based on current performance. If all Domestic Violence related crimes were removed (due to the reverse implications of an additional target to increase volumes of Domestic Violence) we would project a year end performance below an adjusted reduction target of 1572 crimes to 1561 crimes (-1%).

Mersey, Appleton, Kingsway and Riverside wards are continually responsible for recording the highest volumes due to their geographical town centre locations surrounding a core area of licensed premises and fast food outlets, this is assisted by alcohol causation factors. Peaks were recorded during May to August 2007 assisted by longer hours of daylight, seasonal events and holidays.

Improved street lighting has been installed within Mersey ward supported by a Partnership initiative in order to reassure members of the public and also assist safety and improve the quality of CCTV images.

Blue Lamp staff were involved in Operation Trespass during the festive seasonal periods and supported the Police Force Wide Alcohol Arc Angel campaign. A joint covert operation with Trading Standards aimed at the supply / consumption of alcohol was also utilised. Increased patrolling of the of the night time economy within town centre areas occurred, with visits to all licensed premises.

Through partnership working and T&C action plans. Hotspot areas within Halton have achieved exceptional reductions of Common Assault & Other Wounding crimes. For example Daresbury ward resulted in a 40% decrease from April to December 2007 when compared to the same period during the previous year (48 to 29). Positive reductions during August 2007 also occurred at the Cremefields Festival Event. Whilst Castlefields ward also achieved a 31% decrease (97 to 67). Although town centre locations continue to be responsible for the highest volumes we have achieved an overall 8% decrease (653 to 600). Continued focus of attention is required within these areas particularly in relation to late night alcohol related violence.

### **Hate Crime**

During April to December 2007, Halton recorded 37 Hate Crimes with 8 being common assaults and other woundings. No hotspots were identified. The same period for 2006 saw 79 recorded Hate Crimes with 13 being common assaults and other woundings. Thus there has been a marked decrease of over 50% in Hate Crimes recorded in 2007. The 2006 figures included high proportions against 3 key families, which have now been addressed.

### **Data Sources**

Current data sources available and supplied to Halton CDRP are:

Cheshire Constabulary with regard to all volume crimes and incidents of disorder by location and identity type.

Halton Fire and Rescue Service with regard to all volume fires by location and identity type.

Halton Borough Council Environmental Services incidents of Abandoned Vehicles, Graffiti and Fly Tipping by ward.

Current data sources not supplied to Halton CDRP include Hospital Data, Ambulance Data, Youth Service data, Environmental data from RSL's and other local landowners.

Future data sources and analysis tools for Halton CDRP include CO –STAR, the Vulnerable Location Index and a Case Management System of web based databases regarding Anti Social Behaviour. All should assist with increased mapping knowledge and information with regard to Halton.

Criminal Damage is repeatedly responsible for the highest volumes of BCS Comparator Crimes and although reductions have been recorded. Problematic locations, linked via ASB incidents reported to Cheshire Police and reviewed through Partnership T&C are targeted in the context of a longer term problem solving approach. Future closer partnership working with for example RSL's should assist with establishing specific locations of concern and potential collaborative problem solving responses.

### **Action Plan / Strategic Priorities**

**Overview** - Key strategic priorities appear to reflect previous years. Effort continues to focus on problem locations, problem offenders and problem crimes. Our action plans to tackle problematic areas run via and report to our key themes of Current & Repeat, Engagement & Livability, Alcohol Harm Reduction, Domestic Abuse and Drug task groups. Focus on problems, emerging issues and seasonal planning also occurs through Partnership Tasking & Co-Ordination, with due cognisance given to public reassurance.

Ongoing action includes delivering additional CCTV cameras at designated hot spot locations, one at Albert Square town centre car park within Widnes to assist vehicle crimes and one at Grange Way shops within Runcorn to assist with tackling ASB and crimes of violence around Cherry Tree PH.

**Flexibility** - Currently, Widnes and Runcorn Police Neighbourhood Patrol Units are supplied with weekly Vehicle and Violent crime analysis reports highlighting hotspot areas, trends and causations. This enables concentrated targeted patrols at identified locations and outcomes are reviewed at Partnership T&C meetings. Partnership T&C will continue to link in with local Policing T&C to ensure maximum prioritisation and co ordination of resources and effort. Such continued flexible local focus will be used regarding any emerging problems.

**Crime Focus -** Ditton and Mersey wards were highlighted as hotspot location for crimes of Burglary within Halton during April to December 2007 and Partnership T&C action plans are focusing future operations and initiatives within these areas in order to achieve reductions. Similarly other areas of concern and particular focus / action via task groups and T&C are Ditton, Appleton, Farnworth and Norton South in relation to Theft of Vehicle crimes, Halton View and Daresbury in relation to Theft from Vehicle crime and town centre locations in relation to Common Assault & Other Wounding crimes.

**Planning** / **Interventions** - Future crime and disorder reduction and intervention programmes already planned through the Safer Halton Partnership include Summer Splash, Halton Bonfire / Mischief period initiatives and a future Safer Halton Week. In addition the Kooldown partnership initiative under Cheshire Fire and Rescue Service will also continue throughout 2008 to address crime reduction and reassurance.

The Safer Halton Partnership is in the process of re-launching the Community Watch Scheme and will continue to undergo a process of review regarding operations and strategic priorities.

The introduction of a web-based data base which all RSL's will access is currently under development, this will act as a case management system for all partners to ensure effective communication of relevant information and effective management of issues relating to identified persons and locations.

### Recommendations / Outcomes based on Indicators

The Focus for Crime and Disorder reduction is on:

- **Prevention** Providing a visible, effective and flexible presence to deter crime and disorder through the deployment of resources and preventative partnership problem solving activity. Focus to include crime prevention, target hardening and effective planning / operational responses.
- **Intelligence** Increased and enhanced gathering and submission of intelligence / information on offenders, locations and trends. To assist the analysis of crime and disorder issues thus informing effective responses.

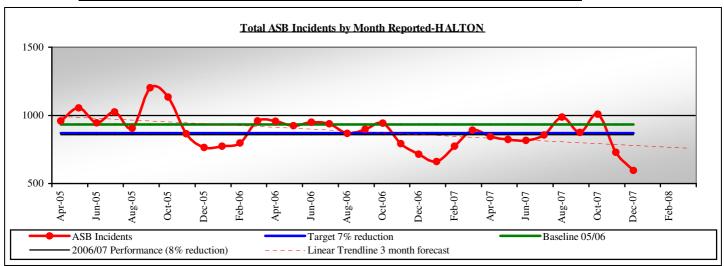
• **Enforcement** – Effective responses and targeting of identified offenders and locations with suitable enforcement options and use of appropriate legislation.

Close and continued partnership based activity and working utilising task groups and Partnership T&C are crucial to delivering Improved Prevention, Intelligence and Enforcement options both strategically and operationally.

### **Key Indicators**

- NI 15 Serious Violent Crime Rate
- NI 30 Re-offending rate of prolific and priority offenders

### **Anti-Social Behaviour Incidents reported to Cheshire Police Halton Area.**



	Fiscal Target	Monthly Target	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total	Projected Year End 2007/08
Total ASB Incidents	10423	869		2335	2717	2484	7536	10048
Per 1,000 population	88.0	7.3		119.7	22.9	21.0	63.6	84.8
05/06 baseline target	11207	934		-467	-85	-318	-870	-1159
2007/08 Target 7% ↓	10423	869		-272	+110	-123	-285	-375
Performance 06/07 = 8% ↓	10312	859		-242	+140	-93	-195	-264

(Data collection only started in 2005)

### **Analysis**

During April to December 2007 Halton area received 7536 incident calls relating to Anti-social Behaviour resulting in a <u>-5.6% decrease</u> when compared to the same period during the previous year (7982 to 7536). The Cheshire Area achieved a -9.6% decrease during the same period. The forecast trend is following a decreasing line and it is expected to maintain this reduction of incident calls. The projected year-end forecast is 10048 incidents equating to -375 or -4% below target of 10423.

- During April to June 2007 (Quarter 1) Halton Area achieved a <u>-12% decrease</u> when compared to the same period during previous year (2830 to 2484).
- During July to September 2007 (Quarter 2) Halton Area had a <u>+1% increase</u> when compared to the same period during previous year (2702 to 2717).
- During October to December 2007 (Quarter 3) Halton Area achieved a <u>-4.7 decrease</u> when compared to the same period during previous year (2451 to 2335).

During April to December 2007 Mersey Ward within Runcorn recorded the highest volume of ASB incidents, with peak volumes reported during October 2007. These incidents relate to either nuisance youth or alcohol problems in the lead up to Mischief, Halloween and Bonfire Nights. Further analysis identified High Street within Mersey ward as a problematic location, geographically running through Runcorn Town Centre housing a core of licensed premises and fast food outlets. The most common causation factor was Rowdy, Loutish & Drunken Behaviour in particular occurring outside on the High Street around New York Public House and Last Orders Public House during weekends between 11:00pm to 03:00am. "Don't Do Drunks" Campaign was run during December 2007under LPSA 2 funding to address the problem.

During April to December 2007 Hough Green Ward within Widnes recorded the highest volume of ASB, with peak volumes reported during October 2007. These incidents relate to nuisance youth in the lead up to Mischief, Halloween and Bonfire Nights. Further analysis has identified Arley Drive within Widnes as problematic street location (responsible for 34% of total incidents reported from Hough Green). Youth nuisance, neighbour complaints, criminal

damage and mini moto nuisance were highlighted as main causation factors around a concentrated location of council owned flats. Cheshire Constabulary is working closely with partner agencies to resolve problems and reassure members of the public.

Key activities in order to address ASB hotspots within Halton include:-

Operation Pickaxe during April 2007 and Operation Granite during October to November 2007 were run to tackle mini moto nuisance, resulting in reduced volumes of incidents and seizure of mini motos at identified hotspot areas. The On The Streets Project jointly worked with the community watch co-coordinators promoting safety messages to youths. Positive reductions of mini moto related ASB within Halton were recorded within the Halton View ward (-57%), Hale ward (-76%), Mersey ward (-41%) and Kingsway ward (-52%) during April to December 2007 when compared to the same period of the previous year.

Operation Yardman during July to September 2007 and Operation Pistachio during October to November 2007 were run to tackle youth nuisance related ASB. Positive reductions of youth related ASB within Halton were recorded within Farnworth ward (-24%), Riverside ward (-17%), Hale ward (-38%) and Appleton ward (-7%) during April to December 2007 when compared to the same period of the previous year.

Friday nights in the Parks project was a joint partnership approach and run during July and August 2007 in order to help engage and divert young people into positive activities, resulting in a -33% reduction of ASB incidents at Victoria Park.

Halton Strategic Partnership Consulting the Communities of Halton Report was commissioned during September 2007, resulting in

**39.2**% of residents sampled strongly agreed they were kept informed about what is being done to tackle ASB in their area.

**42.5%** of residents sampled strongly disagreed they were kept informed about what is being done to tackle ASB in their area

43.5% of residents sampled strongly agree that ASB is a problem in their area.

**48.6%** of residents sampled strongly disagree that ASB is a problem in their area.

**51.0**% of resident's sampled thought 'parent's not taking responsibility for their children' was the most frequently selected problem within Halton.

**47.2%** of residents sampled said 'people not treating others with respect and consideration' was within the top three most frequently selected problems within Halton.

**57.0%** of residents sampled felt safe when outside in their local area at night.

30.8% of residents sampled felt unsafe when outside in their local area at night

The Cheshire Fire and Rescue Service and the CLG have recognized an association between Arson and ASB therefore, through the introduction of a national framework they have been working together to enable accurate data capture of deliberate fires involving derelict buildings, vehicles, outdoor structures, refuse and grass regarding volumes relevance and association to ASB.

During 2006/07 the North West average for Deliberate Fires – ASB was 53.8 per 1000 population compared to Cheshire average of 38.3 per 1000 population and Halton average 93.9 per 1000 population. The figures reflect an increasing trend and reflect many of the North West priority cross cutting issues including ASB, young people, alcohol and drugs. This will involve community concerns resulting from seeing fires and fire appliances together with Cheshire Constabulary and dealing with fires started by ASB, due to the aftermath and image these regular incidents impact on community perception of safety and wellbeing such as burnt out vehicles, waste bins and rubbish.

Kooldown Plus schemes were run by Cheshire Fire and Rescue Service to engage with young people that were at risk of causing ASB at a retention rate of 84% against a 50% target. The Halton Lea, Castlefields, Windmill Hill and Widnes Central areas under Team 1 were run during Summer 2007. The Runcorn area under Team 3 and Widnes area under Team 2 were run during the Autumn 2007. The Kooldown Plus is now a fully accredited course with the Duke of Edinburgh (sectional awards being achievable towards the Bronze Award) and Life Routes (ASDAN Award via Nokia and The National Childrens Bureau) the Referral and Delivery Panels are jointly operated by the Police and Fire Service.

### **Data Sources**

Current data sources available and supplied to Halton CDRP are:

Cheshire Constabulary with regard to all volume crimes and incidents of disorder by location and identity type. Halton Fire and Rescue Service with regard to all volume fires by location and identity type.

Halton Borough Council Environmental Services incidents of Abandoned Vehicles, Graffiti and Fly Tipping by ward.

Current data sources not supplied to Halton CDRP include Hospital Data, Ambulance Data, Environmental data, RSL and Youth Services data.

Future data sources and analysis tools for Halton CDRP include CO –STAR, the Vulnerable Location Index and a Case Management System of web based databases regarding Anti Social Behaviour. All should assist with increased mapping knowledge and information with regard to Halton

Although positive reductions of Anti Social Behaviour incidents have been achieved via areas of concern highlighted through Tasking and Co-ordination Action Plans, in some cases particularly regarding youth related incidents problems are not completely removed but likely to be displaced onto another location, therefore, we are continually analysing youth related problems to quickly identify arising problematic concerns.

Seasonal problems of ASB is also identified for increased volumes of incidents for example around Mischief and Bonfire Night and therefore SHP run community initiatives in order to connect with the public to support, develop and implement a multi agency approach around the reduction of small deliberate fires and a reduction in youth related ASB incidents.

Due to the intensity and volume of Arson Secondary Fires within Halton, performance highlights an underlying problem against the North West Region average. Therefore, partnership engaged working within problematic areas needs more work to fully integrate information and intelligence in order to share collective and proactive practices in relation to Community Cohesion with sustainable outcomes.

### **Action Plan / Strategic Priorities**

Partnership T&C identify problematic areas of concern in order to take action and reduce both problems of ASB and provide reassurance to members of the public. The Mersey ward in particular has achieved an -4% decrease in incidents during April to December 2007 when compared to the same period of the previous year (619 to 594). However, the Hough Green ward had a +32% increase when compared to the same periods, identifying Arley Drive as the most common location and is currently on action plan. Further analysis has highlighted one specific caller of complaints whom is currently under a CDRP programme of assistance to re-house.

Future requirements to improve data collection from other sources in order to highlight ASB hotspot locations include RSLs and Youth Services data. Regular face the people sessions to will be run to improve mechanisms of engaging with the community.

Clearer mechanisms for victims of ASB to be supported.

Improved partnership working to pool resources and service delivery to target hotspot areas

The Fire and Rescue Service has developed a risk profiling and planning plan to show specific risk planes for performance and association of Arson and ASB by working together with partners through community engagement especially young people in order to start to reduce volumes. Through working together Halton Fire and Rescue Service have formed many successful partnerships with Local Authorities, Police, Probation, Health, Education, Youth, Housing and Prison Service's to directly target symptoms and their causes by working with empowered community groups in order to change attitudes and behaviors. This work will be a part of any future strategy and action plan.

### Recommendations / Outcomes based on Indicators

The focus for reduction of ASB is based on the current action plan within the ASB Strategy: Promoting Positive Behaviour

- Prevent and Deter improved data collection for better-targeted service delivery with partners, particularly with young people.
- Protect and Punish provide skills and knowledge to practitioners in order to use appropriate legislation,
   Decrease in the public perception of levels of ASB with improved communication methods and support packages for victims of ASB.
- Rehabilitate using different methods of support service delivery with individuals and families in conjunction with appropriate enforcement action

It is recommended to continually review current issues that the SHP are focusing on with an individual project plan and to show the impact on each of the chosen areas. The monitoring and effectiveness of the individual projects, can then be used to inform decisions on future programmes.

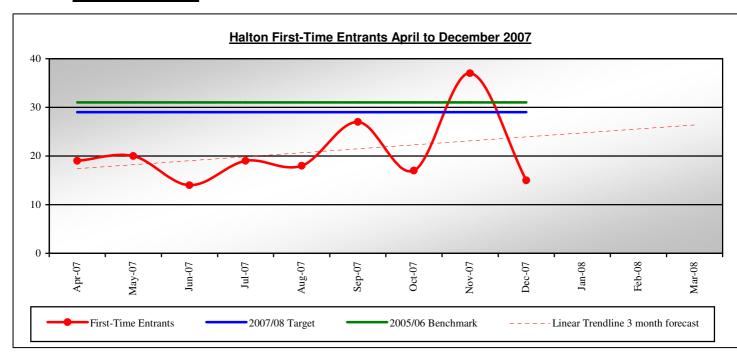
To continue and improve working with partners to combat areas of Arson fires and ASB activity which will fully cross cut emerging priorities associated with Youth Justice, Crime and Reducing Re-Offending strategies, linking with

Police, Probation, Fire and Youth Justice.

- Key Indicators
   NI 17 Perceptions of Anti-Social Behaviour
   NI 33 Arson incidents

# Youth Offenders and those Identified as at risk of Offending

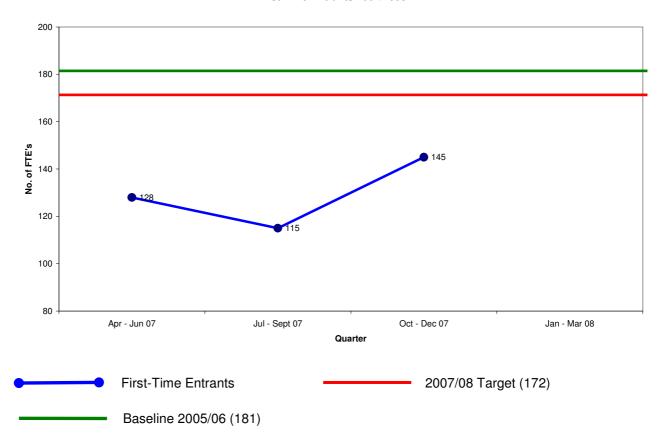
# **Halton Data only**



	Fiscal Target	Monthly Target	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total	Projected Year End 2007/08
First-Time entrants	343	29		69	63	53	185	247
Per 1,000 population								
05/06 baseline target	361	30		90	90	90	270	
2007/08 Target	343	29		86	86	86	258	

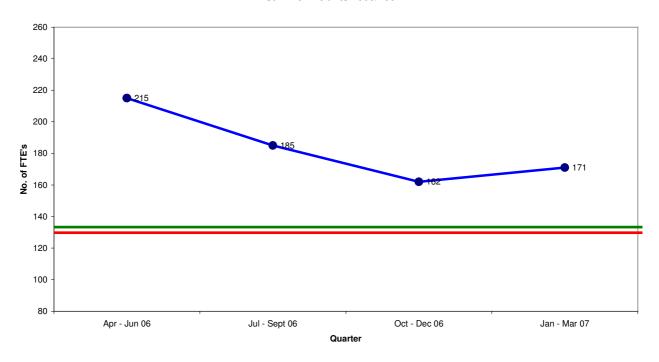
# **Halton and Warrington Data**

Halton & Warrington YOT First Time Entrants 2007/2008



	FISCAL TARGET	Q TARGET	Q1 TOTAL	Q2 TOTAL	Q3 TOTAL	Q4 TOTAL	FISCAL TOTAL	PROJECTED YEAR END 2007/08
Total FTE's	686	172	128	115	145	N/A	388	517
05/06 Baseline Target	722	181	181	181	181	181	722	-
07/08 Target 5% reduction	686	172	172	172	172	172	686	

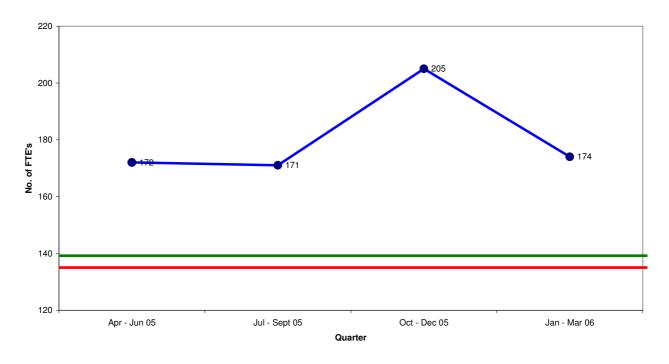
Halton & Warrington YOT First Time Entrants 2006/2007





	FISCAL TARGET	QUARTE RLY TARGET	Q1 TOTAL	Q2 TOTAL	Q3 TOTAL	Q4 TOTAL	FISCAL TOTAL
Total FTE's	533	133	215	185	162	171	733
05/06 Baseline Target	544	136	136	136	136	136	544
06/07 Target 2% reduction	533	133	133	133	133	133	533

Halton & Warrington YOT First Time Entrants 2005/2006





	FISCAL TARGET	QUARTE RLY TARGET	Q1 TOTAL	Q2 TOTAL	Q3 TOTAL	Q4 TOTAL	FISCAL TOTAL
Total FTE's	544	136	172	171	205	174	722
04/05 Baseline Target	555	139	139	139	139	139	555
05/06 Target 2% reduction	544	136	136	136	136	136	544

### **Analysis**

The review of the ASSET documentation indicates that, of 178 young people receiving statutory orders, i.e. sentenced at Court, 100 had an ASSET score of 2 or more for substance misuse with alcohol being the predominant feature.

In the same period, the Youth Inclusion Support Panel (YISP), who focus on interventions with young people identified by a multi-agency process as being at risk of offending, worked with 100 young people in Halton. The assessments of these young people showed that alcohol/substance misuse was identified as the primary risk factor for offending in 22% of cases. This is significant in that even prior to offending occurring the issue of significant alcohol misuse has been identified. The YISP in Halton has resulted in 75%+ of young people going through the programme as not offending within the 12 month period.

### **Intelligence Gaps**

Further drilling down of information is required to cross reference hot-spot areas by ward and service provision, i.e. Youth Service, DAAT data, Children's Services, schools etc.

Protocols to link referrals from 'emergency' services as A & E, Fire Service and Police regarding alcohol misuse need to be further and comprehensively developed to ensure access to appropriate services.

Detailed information from Police regarding young people and children as victims of crime where alcohol is a predominant feature is also required.

### **Action Plan / Strategic Priorities**

It is evident from both the local and national situation that alcohol misuse is a significant contributor to both crime and anti-social behaviour. It is also well documented (Newcastle University, September 2007) that early prevention measures such as YISP are successful in addressing risk factors which can lead to offending behaviour resulting in less offending, but also in positive outcomes for educational attainment, attendance and emotional well-being in particular.

The Children's Plan for Halton seeks to focus preventative activity on three specified areas:

- Substance misuse
- Teenage conception ratios
- Prevention of offending through development of YISP and other crime prevention projects and services.

### Recommendations / Outcomes based on Indicators

- That further linkages to the Halton Preventative Mini-Trust for Children and Young People ensure that duplication of process is avoided and that appropriate alcohol/substance misuse services are commissioned.
- The LAA to include:

NI 115 – Substance misuse by young people

NI 111 - Reduction in first-time entrants to the Youth Justice System

## **Probation Caseload and Criminogenic Needs Assessment**

Table 1

Halton Probation Caseload Data	Nov 2006	Halton Probation Caseload Data	Nov 2007
Community Orders	366	Community Orders	325
Custodial Sentences	332	Custodial Sentences	349
Total	698	Total	674

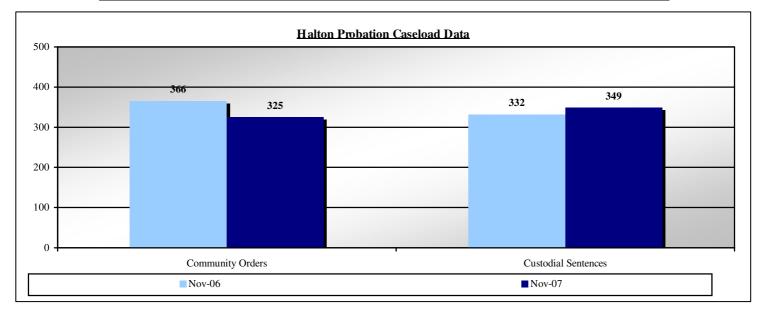
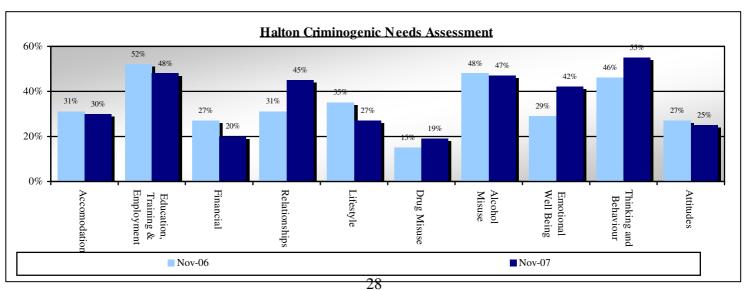


Table 2

Halton Criminogenic Needs	Nov 2006	Halton Criminogenic Needs	Nov
Assessment		Assessment	2007
Accommodation	31%	Accommodation	30%
Education, Training &	52%	Education, Training &	48%
Employment		Employment	
Financial	27%	Financial	20%
Relationships	31%	Relationships	45%
Lifestyle	35%	Lifestyle	27%
Drug Misuse	15%	Drug Misuse	19%
Alcohol Misuse	48%	Alcohol Misuse	47%
Emotional Well Being	29%	Emotional Well Being	42%
Thinking and Behaviour	46%	Thinking and Behaviour	55%
Attitudes	27%	Attitudes	25%



### **Analysis**

- Table 1 contains comparative data in relation to the Probation Caseload supervised by the team based at Runcorn covering the area of Halton. The team is comprised of two managers at Senior Probation Officer Grade, eleven Probation Officers and five Probation Service Officers. There are part time and full time staff across all grades.
- Caseload data comparison between November 2006 and November 2007 indicates that the total number of offenders being supervised has remained at a broadly similar number. Of note is the increase of custodial sentences versus community orders. Within this there has been an increase in Suspended Sentence Orders whereby offenders are required to undertake activity in the community in lieu of going to prison. However, the threat of custody remains if the individual fails to comply. There has also been a small increase in Indeterminate Public Protection Sentences where prisoners are only released from custody when risk assessment indicates that the individual can be satisfactorily managed in the community.
- Table 2 draws down a profile of criminogenic need for offenders supervised by Probation in Halton. The data is taken from the Offender Assessment System (OASys) which is a National Database shared by Prisons and Probation encompassing risk assessment and sentence planning details. Notable increases in offence related indicators in Halton during the period November 06 to November 07 are: relationships 31% to 45%; emotional well being 29% to 42%. The key indicators of accommodation and education, training, employment remain similar and significant. This profiling offers headline guidance as to the key areas to focus on in order to reduce the risk of reoffending.

### **Data Sources**

• OASys can be used to provide a number of reports against the Probation caseload to support priority setting for the Safer Halton Partnership. Table 2 is an example of headline figures but greater detail can be given. With development, the system has capacity to profile smaller geographical groups of offenders to fit with targeted activity linked to particular locations in Halton. Progress against specific resourcing to reduce reoffending can also be monitored e.g. the percentage of offenders in suitable accommodation at termination of supervision.

### **Action Plan / Strategic Priorities**

- To establish discussion and measurement of the reoffending rate for offenders under Probation Supervision within the Safer Halton Partnership.
- To give priority within current LAA negotiations, to National Indicator 18. Adult Reoffending Risk for those under Probation supervision. This Indicator has merit as being cross cutting into a range of other Safer Halton Priorities e.g. domestic abuse, substance misuse, worklessness.
- To establish the Regional Reducing Reoffending Delivery Plan as a mechanism by which the Probation Service can engage with partners to promote the reducing reoffending agenda. The delivery plan seeks to organise activity along 8 pathways: accommodation; attitudes, thinking and behaviour; children, families and community support; employment, learning and skills; physical and mental health; finances; drugs and alcohol; victims.
- To promote the use of the Unpaid Work resource to match Safer Halton priorities.

### **Recommendations / Outcomes based on Indicators**

It is recommended that reducing reoffending be given appropriate priority within the Safer Halton Partnership. By
targeting the Halton probation caseload it will be possible to tackle volume crime (as it encompasses a number of
Priority and Prolific Offenders) and the reducing reoffending agenda. It is hoped that this prioritisation will
facilitate consistent engagement by Key Partners (health, education, accommodation) towards reducing
reoffending.

NI 18 Adult reoffending rates for those under probation supervision.

# <u>Safer Halton Partnership: Strategic Needs Assessment.</u> <u>Alcohol Harm Reduction</u>

### **The Alcohol Profile for Halton**

Key Points for Halton:

- Halton had the fifth highest estimated prevalence of binge drinking in the North West (23.8%) to 2002.
- Between 2003/04 and 2004/05, Halton experienced the fifth largest decrease in the prevalence of alcohol specific hospitalised admission amongst males in the North West (by 0.17 per 1,000 population).
- For the prevalence of hospital admission for all conditions attributable to alcohol, Halton had the fourth highest rate in the North West for males and the third highest for females in 2004/05 (13.68 and 7.56 per 1,000 population respectively).
- Both males and females in Halton experienced some of the highest average numbers of months of life lost attributable to alcohol in the North West in 2004 (13.46 and 10.43 months respectively; both have increased overall since 1995 by 6.61 and 6.69 months).
- In 2004/05, Halton had the highest rate of less serious violence attributable to alcohol in the North West at 4.36 per 1,000 population, and this has more than doubled since 2002/03 (from 2.10 per 1,000 population the second largest increase in the region).

### **Alcohol-related indicators for Halton Local Authority**

	Indicators	Ī	imate For 04/05	f	riation rom th West	Change <sup>2</sup>
1	Synthetic estimate of binge drinking					
	Prevalence of hospitalised admission per		23.8		+0.8	N/A
	1,000 population					
2	For alcohol specific conditions					
	a) Males	a)	6.14	a)	+1.27	▼
	b) Females	b)	3.13	b)	+0.64	
3	All conditions attributable to alcohol:					
	a) Males	a)	13.68	a)	+2.77+	. ★
	b) Females	b)	7.56	b)	1.56	<b>↑</b>
4	Estimate of months of life lost attributable to					
	alcohol <sup>4</sup>					<b>A</b>
	a) Males	a)	13.46	a)	+2.66	
	b) Females	b)	10.43	b)	+4.33	
5	All recorded crime attributable to alcohol, rate					
	per 1,000		11.88		+0.46	<b>↑</b>
6	All violent offences attributable to alcohol, rate					
	per 1,000		8.63		+0.84	
	a) More serious violence	a)	0.17	a)	-0.02	<b></b>
	b) Wounding	b)	4.10	b)	-1.86	l <del>†</del>
	c) Less serious violence	c)	4.36	c)	+2.72	ĺ
	i) Assault on a constable	i)	0.12	i)	-0.05	<b>V</b>
7	Sexual offences attributable to alcohol, rate					
'	per 1,000		0.23		+0.08	
8	Number of sentences passed for driving (or					
	attempting to) with excess alcohol5		130		N/A	N/A
9	Number of premises licensed to sell alcohol		244		N/A	

A full explanation of each indicator is detailed in the main report – please see <a href="https://www.nwph.net/alcohol">www.nwph.net/alcohol</a>.

As a measure of the level of alcohol-related impact experienced, each of the 43 local authorities in the North West has been ranked by indicator. The chart shows Halton's rank for each indicator.

The direction of change detailed is taken from the earliest dataset used (see main report).

<sup>3.</sup> This estimate is for 2000 to 2002.

These data are for 2004.

<sup>&</sup>lt;sup>5</sup>. These data are for Halton Petty Session Division for 2004.

<sup>6.</sup> These data are for Halton Petty Session Division for July 2003 to June 2004.

### **Regional Ranking for Alcohol-Related Impact**

As a measure of the level of alcohol-related impact experienced, each of the 43 local authorities in the North West has been ranked by indicator. The chart shows Halton's rank for each indicator.

Synthetic estimate of binge drinking			•
Alcohol specific prevalence of hospitalised admission: Males			•
Alcohol specific prevalence of hospitalised admission: Females			•
Alcohol related prevalence of hospitalised admission: Males			•
Alcohol related prevalence of hospitalised admission: Females			•
Alcohol related months of life lost: Males			•
Alcohol related months of life lost: Females			•
Alcohol related recorded crime: All			
Alcohol related recorded violet offences: All			•
Alcohol related more serious violent offences			
Alcohol related wounding			
Alcohol related less serious violent offences			•
Alcohol related assault on a constable			
Alcohol related sexual assault			•
	1 Lowest	22	43 Highest
	Impact		Impact

**Key:** Symbols identify the rank position for that indicator. Those in the lowest quartile = and those in the highest quartile =

NOTES: Alcohol **specific** conditions are those in which alcohol consumption is thought to be a Contributory factor for all cases (e.g. alcoholic liver disease).

Alcohol **related** conditions are those in which alcohol consumption is thought to be a contributor factor for varying proportions of cases (e.g. stomach cancer and unintentional injury) and include alcohol specific conditions.

Main Report: Morleo M, Dedman D, Hughes K, Hooper J, Tocque K, Bellis MA (2006). Regional Alcohol Indicators for the North West of England 2006

### **Strategic Vision**

Halton aspires to be a place where:

- People can enjoy alcohol in moderation in a good quality environment that is safe and attractive, and is part of a healthy and pleasurable lifestyle.
- Alcohol is supplied responsibly, in a way that contributes to the quality of leisure, social life and a thriving local economy.
- Alcohol ceases to be a significant cause of crime or ill-health, anti-social behaviour, family disruption, abuse or neglect, violence, including domestic violence, or any other related harm.
- The costs to the general public from alcohol misuse are kept to a minimum and, where possible, eliminated.

### **Action Plan**

Halton has a Alcohol Harm Reduction Strategy. All partners involved in the implementation of this strategy have developed collaborative action plans to address its strategic priorities. Given the fact that alcohol harm reduction represents a significant challenge it will be necessary for the actions contained in these plans to be substantial, radical and effective – changing the way agencies respond individually and collectively to the problems associated with alcohol misuse.

The achievement of Halton's vision depends on certain guiding principles being recognised and adhered to:

- Everyone has responsibilities individuals for their own welfare and that of others, particularly vulnerable people; suppliers of alcohol for their customers and the management of their establishments; parents for their children and standards in the home.
- Co-operation and partnership is the key to success Local Authorities, such as the Police, Health, the Council, voluntary and community groups need to work together and with alcohol-related businesses to ensure a safe and well-managed environment in licensed and public places.
- Costs must be shared fairly alcohol consumers, via the businesses that supply them, need to contribute fairly to the actual costs of alcohol misuse.
- **Health and safety are paramount** if Halton is to be welcoming and accessible to all individuals and families and gain a reputation as "the safe place to have a great time".
- Clear regulations and enforcement set the standards rules, regulations and standards affecting the sale and consumption of alcohol must be clear, fair, respected by all and be effectively and consistently enforced.

This Alcohol Strategy sets out to achieve the following objectives:

- To increase people's awareness of the harms associated with alcohol misuse.
- To increase knowledge and understanding of what works to reduce the harms associated with alcohol misuse.
- To reduce the level of alcohol related health problems.
- To reduce alcohol related crime, disorder and antisocial behaviours.
- To prevent the harm caused to children and young people by alcohol misuse.
- To reduce the economic impact of alcohol misuse.
- To strengthen local communities to respond effectively to the problems caused by alcohol misuse.
- To increase the positive contribution of alcohol consumption to regeneration developments in Halton.

### **Intelligence Gaps**

Safe, Sensible, Social: The next steps in the National Alcohol Strategy has already identified that there are discrepancies between the different datasets pertaining to measure national trends in alcohol consumption. The Regional Indications Report (2007) also identified that, despite the wide range of other national sources containing data measuring alcohol consumption and attitudes towards alcohol use and its effects on communities, inconsistency between datasets and difficulties in accessing them severely hinder the production of good public health intelligence on alcohol. It is difficult to obtain a definitive picture of binge, harmful and hazardous drinking levels. Indicator production below regional level is currently problematic, since sample sizes are insufficient in any single year.

Despite these problems, good intelligence exists at the regional level on alcohol-specific indicators, such as mortality, hospital admission, consumption in adults, road traffic accidents, incapacity to work and alcohol sales. There are also some good intelligence measuring indicators where alcohol has an attributable influence, such as crime, anti-social behaviour orders and teenage conceptions.

For some of these potentially good intelligence could be generated but systems are not yet fully established or comprehensive; for example, treatment service and GP data, measuring alcohol consumption in children or school exclusions. For others, there is a distinct lack of good intelligence: alcohol economics, industry data on investment in marketing and promotion campaigns and information on the range and evaluation of local interventions.

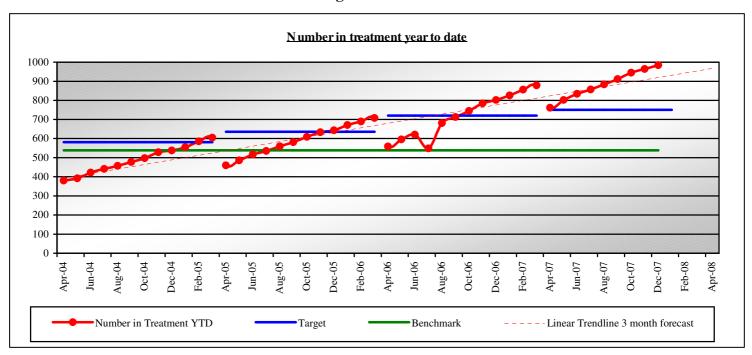
### Recommendations

A target has been set to reduce the rate of alcohol related admissions to hospital as part of the LAA process. The achievement of this target over the next three years will require the concerted efforts of all the key stakeholders.

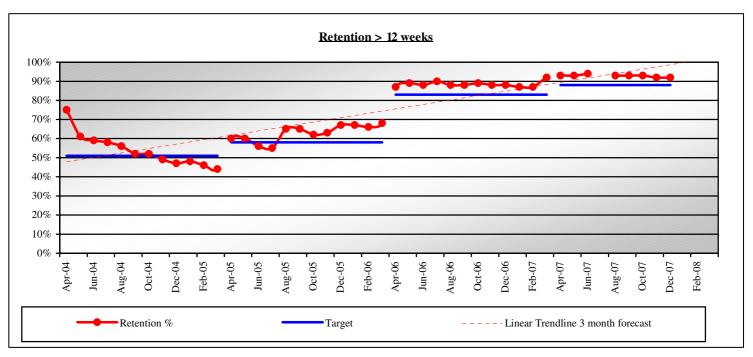
It is recommended that the current Alcohol Harm Reduction is revisited to ensure that the action plan is evidence-based and in line with national guidance. The terms of reference for the Alcohol Strategy Group (responsible for implementing the strategy) will be updated and the membership strengthened to ensure that all key stakeholders are involved.

There should be a thorough review of alcohol service provision and further investment should be made into primary prevention of alcohol misuse.

# Adult Drug Treatment 2008/09.



	Fiscal Target	Monthly Target	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total	Projected Year End 2007/08
Title	750	0		984	911	834	984	1058
Per 1,000 population								
03/04 baseline target	538			+446	+373	+296	+446	+490
2007/08 Target	750	0		+234	+161	+84	+234	+278
Performance 06/07	650			+182	+199	+214	+182	+179



	Fiscal Target	Monthly Target	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total	Projected Year End 2007/08
Retention > 12 weeks %	85%	85%		92%	93%	94%	92%	
Per 1,000 population								
05/06 baseline target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2007/08 Target	85%	85%		+7%	+8%	+9 <i>%</i>	+8	
Performance 06/07	82%	82%		0%	+5%	+6%	3%	+3%

### <u>Analysis</u>

Based on the headline measures throughout 2007/08 the drug treatment system has continued to make significant progress. As of October 07, the number in treatment (YTD) was 907, compared to 744 in October 06. An increase of 22% and in excess of the year-end target of 750 by 21% (129). The actual number of women entering treatment also improved by 54% between Q1 06/07 and Q2 07/08. However whilst Halton had a higher percentage of under 25 year olds in treatment than the regional average in 06/07, relatively few were identified as problematic drug users (PDUs). Only 20% of the total cohort of 15 to 24 year old PDUs was known to treatment services in 06/07, a decline from the previous year. Retention in treatment as of October 07 was 93% and has consistently been above the year's planned target of 85%. Planned discharges have risen from 50% in Q1 06/07 to 75% in Q2 07/08. Between April and October 07, 45 individuals were taken on to the DIP caseload at an average of 6.4 per month compared to an average of 4.3 per month in 06/07. The actual number of DRR commencements in 06/07 was 25, 66% of the target. DRR completions and commencements for 07/08 are on target. Waiting times across all modalities are consistently well within national targets. In a growing number of cases service users experience a same day service. Service users have also expressed a high level of satisfaction. A local survey of service users new to treatment shows that 73% agreed or strongly agreed that the service was 'friendly and welcoming' and 94% that the staff 'treated them with respect'.

There are constraints on the current data that do not allow for analysis of patterns of drug use by geographical location. Anecdotally service providers do not report differences in patterns of drug use between Widnes and Runcorn. Aged 25 and upward, the highest self reported primary problematic substance is heroin. Between 25 and 34 the next highest self reported problematic substance is cocaine. Under the age of 25 the highest self reported primary problematic substance is cannabis. There has been a sharp rise in the numbers of individuals in this age group presenting to services whose primary problematic substance is cannabis. There is strong regional evidence showing that in nearly half of cases this is associated with supplementary alcohol use. Halton has the highest number of individuals in the region in treatment that state alcohol as a supplementary problematic substance. Currently 67% of the total population of PDUs are either in treatment or have been in treatment over the past two years. Of women PDUs, 75% are known to treatment services. The current gap is around 15 to 24 year olds where the number known

to services has reduced slightly between 05/06 and 06/07. However, this may be because of changing patterns of drug use amongst this cohort. Of the individuals presenting to the Agency Syringe Exchange the majority were steroid users, outnumbering PDUs by some 3 to 1. These steroid users were always male and usually between the ages of 19 and 24. Of the opiate and stimulant injectors, the largest cohort, nearly half of all injectors, was between the ages of 35 and 44. Two thirds of those new to treatment reported never injecting, and of the remainder only 13% were currently injecting. A large number of individuals new to service are accepting and commencing hepatitis B vaccinations but acceptance and take up of hepatitis C screening is low. Between April 06 and March 07 there were 267 drug related admissions to hospital. 90% (240) of these were emergency admissions. 60% of admissions were male. The highest age band for emergency admission was 35 - 39, followed by 30 - 34, 25 - 29 and then 20 - 24. During 06/07 there was one report of a drug related death. From the limited data available it seems that of the current 'in treatment' population, around 300 service users are parents and that there are approximately 500 to 600 children identified on drug service's databases. In 06/07 there were 60 new registrations on the Child Protection Register. In 8 drugs were a factor, in 10 it was alcohol and in 6 both drugs and alcohol. Overall in 40% of new registrations substance misuse was identified as a factor. Between October 06 and November 07 there were also 66 referrals of Children in Need where substance misuse was a presenting issue. Of these 41 were as a result of drug use and 25 due to alcohol use.

### **Data Sources**

Data for this report has been sourced from John Moores University (National Drug Treatment Monitoring Service), Halton Borough Council Children & Young Peoples Directorate and Halton & St Helens PCT.

There are currently gaps in data provision around 'Prevalence rates of hepatitis & HIV infection' & 'Rates of sharing of injecting paraphernalia'.

### **Action Plan / Strategic Priorities**

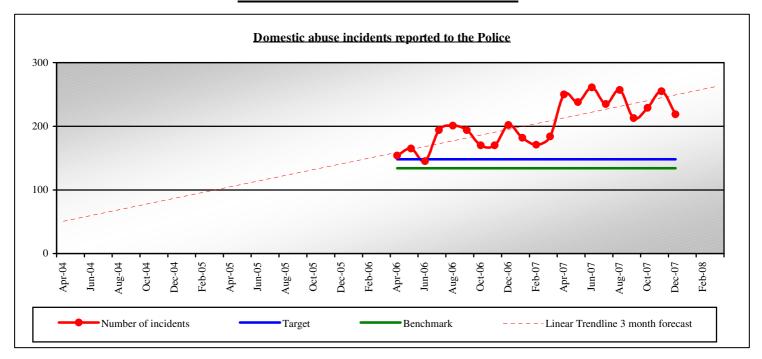
- 1. To improve the integration of service users, their children & carers into the community.
- 2. To reduce the crime committed by problematic drug users.
- 3. To develop a workforce with the appropriate skills, knowledge & expertise to improve the outcomes of drug treatment.
- 4. To reduce the physical, dental, sexual and mental health risks associated with problematic drug use.
- 5. To work with the Children & Young Peoples Directorate and the Safeguarding Children Board to improve the outcomes for the children of drug using parents.
- 6. To improve the involvement of service users in the decisions about their treatment.
- 7. To undertake a planned audit of clinical governance arrangements and prescribing practice together with the 5 Boroughs Partnership NHS Trust.

8.

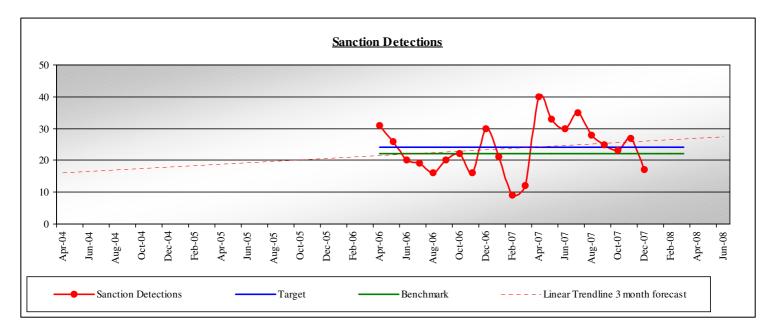
#### Recommendations / Outcomes based on Indicators

- 1. NI 40. Drug users in effective treatment
- 2. NI 152. Working age people on out of work benefits.

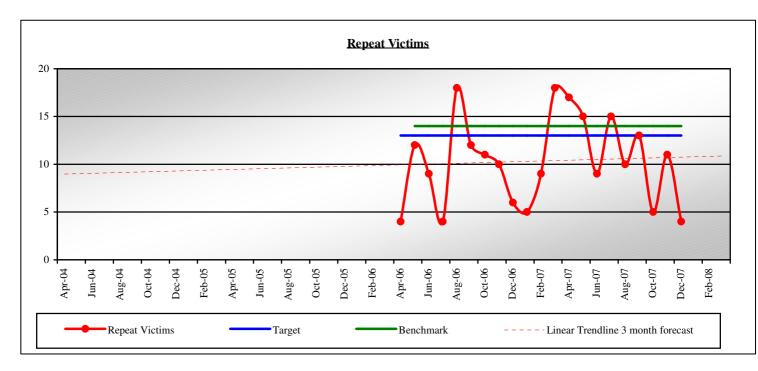
# **Domestic Abuse & Sexual Violence 08-09**



	Fiscal Target	Monthly Target	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total	Projected Year End 2007/08
Title	1774	148		703	705	749	2860	3813
Per 1,000 population								
05/06 baseline target	1613	134		+301	+303	+347	+951	+1268
2007/08 Target	1774	148		+259	+261	+305	+825	+1100
Performance 06/07				+161	+116	+285	+562	+749



	Fiscal Target	Monthly Target	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total	Projected Year End 2007/08
Sanction Detections	282	24		67	88	103	258	344
Per 1,000 population								
05/06 baseline target	269	22		+1	+22	+37	+60	+80
2007/08 Target	282	24		-5	+16	+31	+42	+56
Performance 06/07	282	24		-1	+33	+28	+60	+80



	Fiscal Target	Monthly Target	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total	Projected Year End 2007/08
Repeat Victims	154	13		20	38	41	99	132
Per 1,000 population								
05/06 baseline target	162	14		-22	-16	-1	-39	-52
2007/08 Target	154	13		-19	-1	+2	-18	-24
Performance 06/07	154	13		-7	+4	+16	+13	+14

### Analysis

Between April and October 20 there were 1727 domestic abuse incidents and domestic violence incidents. Domestic Incidents make up 78% of all this type of incidents reported to the police, 90% (1215) result in 'no action'. Domestic Violence Incidents account for 16% (281) of incidents. There was 'no action' in 19% (53) cases. 12%(34) were cautioned, 30% (83) charged and 1% (3) detected and summonsed. 28% (79) were undetected and closed. Where there was a power of arrest this was evenly spilt between Runcorn (168) and Widnes (16). Thursday through to Sunday had domestic violence incidents higher than the Halton average. Between January and December 2007 there were 91 sexual offences recorded by the police. The three highest number of offences were; 'sexual assault on a female aged 13 or over, 35 (38%). 'Other miscellaneous sexual offences, 16 (17%). 'Sexual activity involving a child under 16', 15 (16%). Friday, Saturday and Sunday were the peak days for sexual offences to be committed, between 4am and 4pm. Between April & October 2007, 59 cases, including 80 children, were discussed by the Multi Agency Risk Assessment Conference (MARAC). The police referred 84% of cases. Of these cases 3 were brought back for further review. Between April and September 2007 there were 94 cases prosecuted in the SDVC. 63 cases (67%) were 'successful. 31 cases (33%) were unsuccessful. Of the unsuccessful cases 8 were 'not guilty, 13 'dismissed no evidence', 7 were discontinued by the CPS and 3 'dismissed no evidence offered'. Between April and September 2007 there were 155 referrals made to the Independent Domestic Violence Advisor (IDVA). Of those, 8% (12) were male. 53 were 'very high risk' and 93 were 'high risk'. Between April & September 2007 there have been 40 referrals to the Independent Sexual Violence Advisor (ISVA). Just over half have been self-referrals, 5 of the referrals were from men.

### Intelligence Gaps

Data has been sourced from Cheshire Constabulary, the Home Office, The Relationship Centre and RASAC. There are currently gaps in data provision around 'post code data for incidents of domestic abuse reported to the police' & 'a demographic breakdown of individuals accessing support services.

# **Action Plan / Strategic Priorities**

- To increase access to support and health services for victims of domestic abuse & sexual violence.
- 2. To improve the criminal justice response to domestic abuse & sexual violence.
- To maximise the prevention of domestic abuse & sexual violence.
- 4. To improve data collection and information systems

# Recommendations / Outcomes based on Indicators

- NI 26. Specialist support to victims of a serious sexual offence
   NI 32. Repeat incidents of domestic violence
- 3. Reduce the number of children subject to a child protection plan as a result of domestic abuse

# Safeguarding Vulnerable Adults/Adult Protection

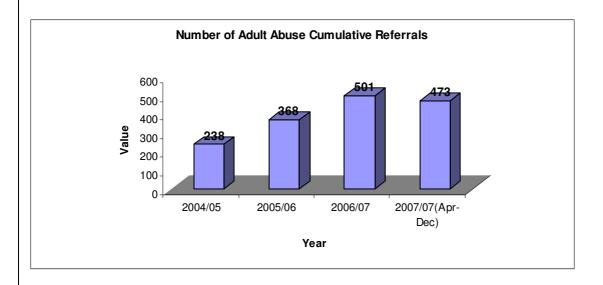
#### **Analysis**

Number of Referrals (Referrals of alleged abuse of vulnerable adults received by Halton Social Services)

#### Cumulative Number of Referrals

Year	2004/05	2005/06	2006/07	2007/07
				To end of quarter3
Figure	238	368	501	473

Referral levels have increased year on year. Publicity aims to raise awareness and encourage referral. Public awareness of abuse in care settings has also been raised by high profile television documentaries.



Adult Abuse Open Cases (from Carefirst Business Objects Report Adult Abuse open events)

At 31 December 2007, there were 98 cases that remained open to Halton Borough Council assessment teams. A number of these will be awaiting conclusion because they are open to other agencies (e.g. Police in the case of criminal proceedings). Changes have been made to Halton Borough Council's data collection system to provide details of what remains open to which agencies, to better facilitate follow up and expedite conclusion where possible, avoiding unnecessary delays.

Safeguarding vulnerable adults is the responsibility of all agencies, whilst Halton Borough Council has a lead coordinating role in developing policies and procedures for the protection of vulnerable adults from abuse, in accordance with 'No Secrets' (Department of Health 2000) guidance. Considerable progress has been made to encourage the recognition of those responsibilities and to support closer partnership working, developing joint strategies to improve the service provided to the people of Halton.

### **Raising Staff Awareness**

A number of training courses are provided, currently free of charge, to organizations in the public, private and voluntary sectors. A multi-agency sub-group supports the development of training, to raise awareness of safeguarding/adult protection issues and increase knowledge and skills. Attendance levels and feedback from participants are monitored in order to maintain quality and take-up, and attendance increased from 2005/06 to 2006/07.

#### Intelligence Gaps

Currently, there are no national dataset requirements in terms of safeguarding vulnerable adults and that makes it difficult to compare local data across local authorities accurately. Plans are in place for the introduction of a national collection system for data on the protection of vulnerable adults that will help to improve data analysis from April 2009:

- Who made the referral?
- Vulnerable adult, family member, friend/neighbour, other service user, care staff, NHS staff, housing agency, CSCI staff, other
- Total number of alerts
- Number of completed referrals
- Total number of referrals (open and closed)
- Number of referrals relating to people located in the council area who were placed from outside council area, ie lead is the hosting council

A comprehensive review of the Council's adult protection data collection system took place during 2006/07, incorporating the comments of managers and practitioners, national guidance and recommendations from the Action on Elder Abuse report on National Data Monitoring Requirements, along with findings from a research project carried out by Liverpool University. The revised data collection system was implemented on 2<sup>nd</sup> April 2007 with the intention of extracting more informative and reliable data, particularly about outcomes for alleged victims and perpetrators and multi-agency activities. E-forms are not currently available to the Council to record adult protection data, but if they were made available they could populate the Council's database and thereby enable best use of resources.

Independent research has been undertaken in the last 3 years, on the experience of people using Halton's adult protection policies and procedures. Findings are very positive with no major gaps identified during the research. The final report will be published widely within the next few months, along with Halton's response to the findings and learning opportunities that they afforded. Actions taken by Halton, as a result of the research findings, will be monitored.

### **Action Plan / Strategic Priorities**

The Annual Report 2006/07 of the Safeguarding Vulnerable Adults Partnership Board (SVAPB) (previously the Adult Protection Committee) outlines the operation of the arrangements for the protection of vulnerable adults in Halton, providing details of work undertaken from April 2006 to March 2007 and summarising planned activity for the forthcoming year that will be monitored through the SVAPB.

As the rates of referrals in Halton are higher than comparator authorities, this area has been chosen as a scrutiny topic area to clarify what these trends mean in terms of the level of adult abuse within Halton, and the operation of multi-agency adult protection policies and procedures. The outcomes from this scrutiny review will include an agreed set of recommendations for consideration by the Safeguarding Vulnerable Adults Partnership Board to put in place during 2008/09.

Key to the future is strengthening partnership working. The developing Local Area Agreement has an outcome dedicated to Dignity in Care, this is fundamentally about protecting the rights of the most vulnerable who use health and social care services.

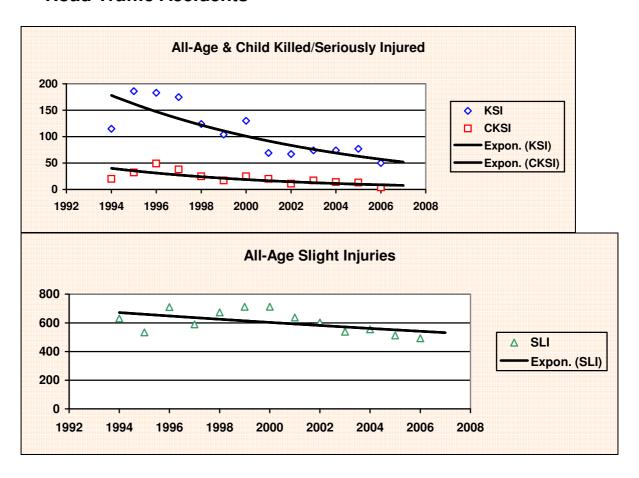
The independent research referred to above involved individual, comprehensive interviews and provided some powerful feedback on service users', carers' and providers' experiences in particular. The strengths of speed of response, training, effective procedures and co-ordination of services were recognized and a number of developments have arisen as a result of the learning gained from the research findings. Further work will be considered, to build on existing systems for gaining and utilizing customer comment.

### Recommendations / Outcomes based on Indicators

- A commitment to sustain and develop the role of Adult Protection Co-ordinator.
- Supporting the completion and successful implementation of inter-agency protocols and embed in practice
  through on-going liaison, further development and communication mechanisms to ensure that all agencies take
  on full responsibilities with safeguarding vulnerable adults.

- Further development of training with partner agencies to ensure staff awareness of safeguarding vulnerable adults is at its maximum and skills in identifying and assessing risks to vulnerable adults are improved across the board.
- Improvements in data collection and analysis, in line with national guidance, to enable Halton's local service to better benefit from the learning that data can afford, and to facilitate accurate comparisons with other local authorities.
- A business case has been made, to seek investment in the development of E-forms for recording adult protection data and populating the client record system.
- The interface and links between adult protection/safeguarding and allied services to continue to be strengthened, taking into account national good practice advice from the Elder Abuse Report on data monitoring.
- Improved understanding of and engagement in Multi-agency Public Protection Arrangements (MAPPA)
- MARAC

# **Road Traffic Accidents**



Casualty data supplied by Cheshire Police based on calendar years

#### **Analysis**

All-age killed or seriously injured 1994/98 baseline average 157, target is a 40% reduction by 2010 to 94, on target to achieve.

Children killed or seriously injured 1994/98 baseline average 33, target is a 50% reduction by 2010 to 16, on target to achieve.

All-age slightly injured 1994/98 baseline average 627, target taken as a 10% reduction by 2010 to 564, on target to achieve.

There has been a trend of reduced KSI incidents within Halton over a number of years. However there was an unprecedented reduction in KSI casualties from 2005 to 2006, which is not down to any identifiable reason and is probably due to a statistical 'blip' which may not be maintained. However Halton are currently on target to meet the national 40% reduction in casualties in 2010. A similar downward trend is also plotted for child KSI numbers, which has been brought about by development of school travel plans, safety cameras, road safety education, training, traffic calming and other engineering solutions. There has also been more recent work such as safe routes to schools and cycle training to the new national standards together with a number of projects undertaken by Cheshire Safer Roads Partnership, which will have beneficial effects, although these are difficult to individually evaluate. Halton are currently on target to meet the CKSI target reduction of 50% by 2010.

There is also a downward trend in the number of slight injuries and we are in a position to achieve a 10% reduction in slight casualties by 2010 over the 1994-1998 average.

### **Intelligence Gaps**

Data has been sourced from Cheshire Constabulary. There are no gaps in data provision although there can be a time delay before the data is received by the Council.

### **Action Plan / Strategic Priorities**

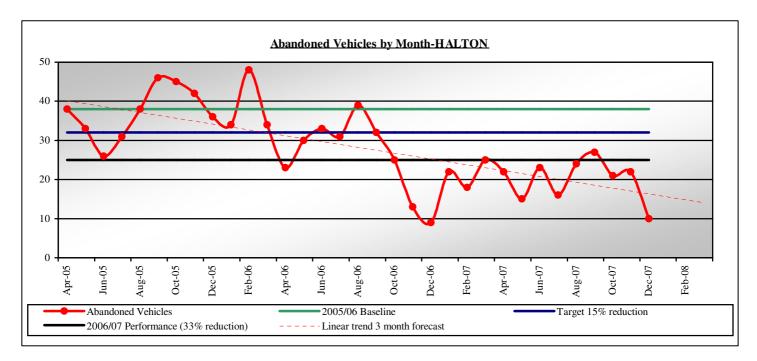
In future years all the above initiatives will be continued and developed as will the shift of emphasis of recent times towards carrying out a larger number of smaller local safety schemes coupled with greater efforts to change the attitudes and behaviour of adult drivers.

### Recommendations/Outcomes based on indicators

- NI 47 People killed or seriously injured in road traffic accidents
- NI 48 Children killed or seriously injured in road traffic accidents

# Liveability

The percentage of abandoned vehicles removed within 24 hours from the point where the local authority is legally entitled to remove the vehicle



	Fiscal Target	Monthly Target	Oct 07	Nov 07	Dec 07	Q4 Total	Q3 Total	Q2 Total	Q1 Total	FISCAL Total
Abandoned Vehicles	383	32	21	22	10		53	67	60	180
Per 1,000 population	3.23	0.27	0.18	0.19	80.0		0.45	0.57	0.51	1.52
05/06 baseline target	451	38	-17	-16	-28		-61	-47	-54	-162
Target LAA = 15% ↓	383	32	-11	-10	-22		-43	-29	-36	-108
Performance 06/07 = 33% ↓	301	25	-4	-3	-15		-22	-8	-15	-45

### **Analysis**

During QUARTER 3 2007/08 Halton recorded 53 abandoned vehicles achieving a <a href="https://decrease"><u>-12.8%</u></a>
<a href="https://decrease">decrease</a>
when compared to the same period during the previous year (47 to 53). Cumulative Performance during April to December 2007 Halton Area recorded 180 incidents equating to a <a href="https://decrease"><u>-23.4%</u></a> decrease</a>
when compared to the same period during the previous year (235 to 180). We are likely to meet and be well below targets of a 15% reduction set from 2005 baseline (451 to 383), based on current performance 07/08 projected year end performance is 240 equating to <a href="https://decrease"><u>-143</u> (-37.3%)</a> incidences of abandoned vehicles. We are also following a decreasing trend during the next 3 month forecast

During this year Murdishaw ward has recorded 22 incidents of abandoned vehicles, Norton ward had 19, Castlefields ward had 19 and Mersey ward with 17. This highlights RUNCORN area as hotspot for abandoned vehicles in line with increased Theft Of Vehicles recorded by Cheshire Constabulary and Deliberate Vehicle Fires attended by Cheshire Fire & Rescue Service.

#### **Intelligence Gaps**

Data is sourced from Halton Borough Council Environment Directorate

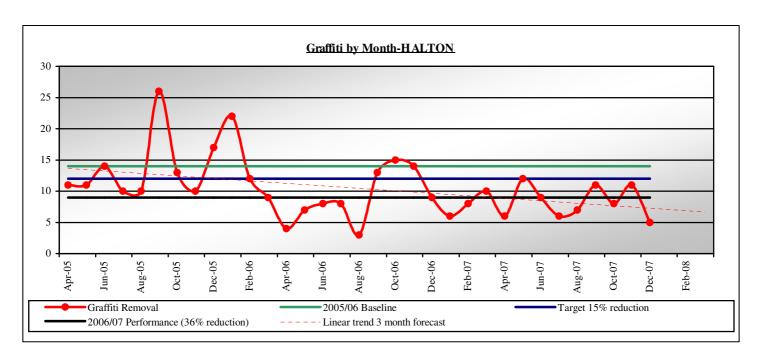
### **Action Plan/ Strategic Priorities**

The Council is working in partnership with the Fire and Police Services, and the Environment Agency, on a number of initiatives to tackle nuisance and abandoned vehicles.

# Recommendations/Outcomes based on indicators

Indicators are maintained to measure the following;

- Percentage of new reports of abandoned vehicles investigated within 24 hours of notification.
- Percentage of abandoned vehicles removed within 24 hours from the point at which the LA is legally entitled to remove.



	Fiscal Target	Monthly Target	Oct 07	Nov 07	Dec 07	Q4 Total	Q3 Total	Q2 Total	Q1 Total	FISCAL Total
Graffiti Removal	140	12	8	11	5		24	24	27	75
Per 1,000 population	1.18	0.10	0.07	0.09	0.04		0.20	0.20	0.23	0.63
05/06 baseline target	165	14	-6	3	9		-18	-18	-15	51
Target LAA = 15% ↓	140	12	-4	-1	-7		-12	-12	-9	-33
Performance 06/07 = 36% ↓	105	9	-1	+2	-4		-3	-3	0	-6

### **Analysis**

During QUARTER 3 2007/08 Halton recorded 24 graffiti cases achieving <u>-36.8% decrease</u> when compared to the same time during the previous year (38 to 24).

Cumulative Performance during April to December 2007 Halton Area recorded 75 incidents equating to a <u>-7.4% decrease</u> when compared to the same period during the previous year (81 to 75). We are likely to meet and well below targets of a 15% reduction set from 2005 baseline (165 to 140), based on current performance 07/08 projected year end performance is 100 equating to <u>-40 (-28.6%)</u> incidences of graffiti. We are also following a decreasing trend during the next 3 month forecast.

During this fiscal year Palacefields and Riverside Wards recorded the highest volume of graffiti incidences with 9 counts each closely followed by Ditton ward with 8 incidences.

### **Intelligence Gaps**

Data is sourced from Halton Borough Council Waste Management Environment Directorate.

### **Action Plan/ Strategic Priorities**

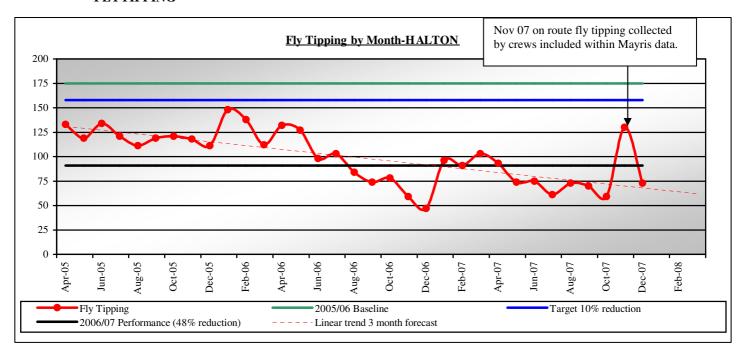
The Council will continue to deploy a specialist Graffiti Removal Team to ensure the provision of a rapid response to incidents within the Borough.

### Recommendations/Outcomes based on indicators

NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting).

A local Indicator is maintained to measure the % of incidents of offensive graffiti responded to within 24 hours of notification.

#### **FLYTIPPING**



	Fiscal Target	Monthly Target	Oct 07	Nov 07	Dec 07	Q4 Total	Q3 Total	Q2 Total	Q1 Total	FISCAL Total
Fly Tipping	1890	158	59	130	73		262	204	242	708
Per 1,000 population	15.96	1.33	0.50	1.10	0.62		2.21	1.72	2.04	5.98
05/06 baseline target	2100	175	-116	-45	-102		-263	-321	-283	-867
Target LAA = 10% ↓	1890	158	-99	-28	-85		-212	-270	-232	-714
Performance 06/07 = 48% ↓	1092	91	-32	+39	-18		-11	-69	-31	-111

### **Comments on Performance:**

A total of 1485 Fly Tipping cases were recorded during 2005/06 During QUARTER 3 2007/08 Halton recorded 262 Fly Tipping cases equating to a +42.4% increase when compared to the same period during the previous year (1841 to 262). However, cumulative Performance during April to December 2007 Halton Area recorded 708 incidents equating to a -11.7% decrease when compared to the same period during the previous year (802 to 708).

We are likely to meet and well below targets of a 10% reduction set from 2005 baseline (2100 to 1890), based on current performance 07/08 projected year end performance is 944 equating to <u>-946 (-50.1%)</u> incidences of fly tipping. We are also following a decreasing trend during the next 3 month forecast.

During this year Appleton ward was responsible for 177 incidents (25%), Riverside ward had 130 incidents (18%) and Mersey ward had 66 incidents (9%).

# **Intelligence Gaps**

Data is sourced from Halton Borough Council Waste Management Environment Directorate.

# **Action Plan/ Strategic Priorities**

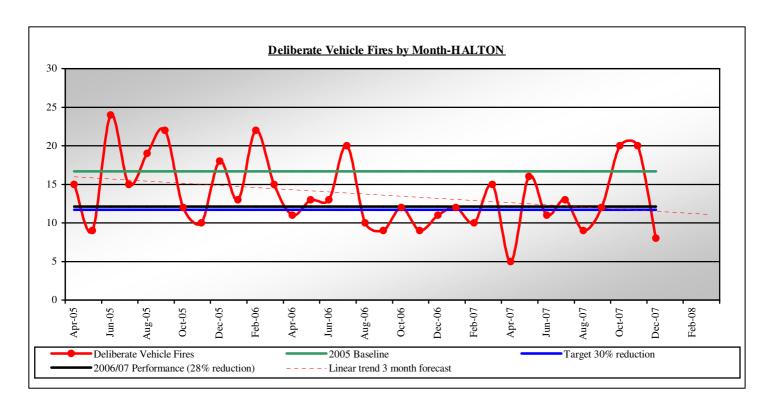
The Council will continue to deploy dedicated operational teams to ensure the provision of a response service to clear incidents of fly-tipping within the Borough.

The Council is developing further waste prevention and enforcement initiatives to deter fly-tipping and reduce the number of incidents further.

# Recommendations/Outcomes based on indicators

A local indicator is maintained to measure the % of incidents of fly-tipping responded to within 48 hours.

#### **Deliberate Vehicle Fires**



	Fiscal Target	Monthly Target	Oct 07	Nov 07	Dec 07	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total
Deliberate Vehicle Fires	140	12	20	20	8		48	34	32	114
Per 1000 population	1.18	0.10	0.17	0.17	0.07		0.41	0.29	0.27	0.96
2005 baseline target	200	17	+3	+3	-9		-3	-17	-19	-39
Target LAA = 30% ↓	140	12	+8	+8	-4		+12	-2	-4	+6
Performance 06/07 = 28% ↓	145	12	+8	+8	-4		+12	-2	-4	+6

### **Analysis**

During QUARTER 3 2007/08 Halton Fire and Rescue Service recorded 48 Deliberate Vehicle Fires equating to a +50.0% increase when compared to the same period during the previous year (32 to 48). Cumulative Performance during April to December 2007 Halton Area recorded 114 incidents equating to a +5.6% increase when compared to the same period during the previous year (108 to 114)

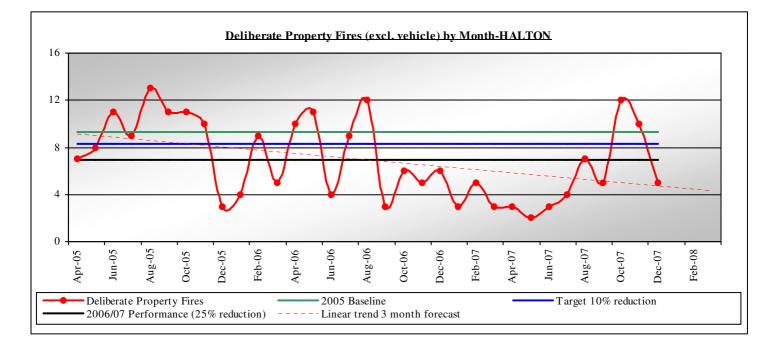
We are unlikely to meet the targets of a 30% reduction set from 2005 baseline (200 to 140), based on current performance 07/08 projected year end performance is 152 equating to +12 (+8.6%) deliberate vehicle fires. However, we are following a decreasing trend during the next 3 month forecast.

Within Widnes there were 19 deliberate fires attended with 16 car fires, 1 motor cycle fires, 1 LGV and 1 transit van fire, however no hotspot location was identified.

Within Runcorn there were 29 vehicle fires attended with 27 car fires and 2 motor cycle

# **Intelligence Gaps**

Data is sourced from Halton Borough Council Waste Management Environment Directorate.



	Fiscal Target	Monthly Target	Oct 07	Nov 07	Dec 07	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total
Deliberate Property Fires	100	8	12	10	5		27	16	8	51
Per 1000 households	2.06	0.16	0.25	0.21	0.10		0.56	0.33	0.16	1.05
2005 baseline target	111	9	+3	+1	-4		0	-11	-19	-30
Target LAA = 10% ↓	100	8	+4	+2	-3		+3	-8	-16	-21
Performance 06/07 = 25% ↓	83	7	+5	+3	-2		+6	-5	-13	-12

# **Analysis**

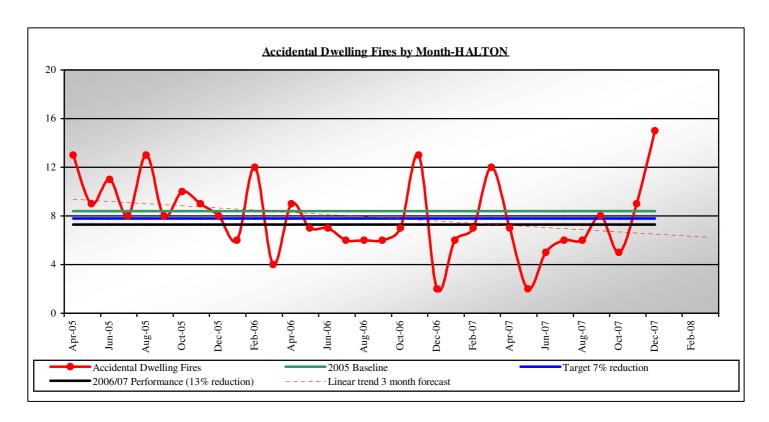
During QUARTER 3 2007/08 Halton Fire and Rescue Service recorded 27 Deliberate Property Fires equating to a <u>+58.8% increase</u> when compared to the same period during the previous year (17 to 27). However, cumulative Performance during April to December 2007 Halton Area recorded 51 incidents equating to a <u>-22.7% decrease</u> when compared to the same period during the previous year (66 to 51)

We are likely to meet and below targets of a 10% reduction set from 2005 baseline (111 to 100), based on current performance 07/08 projected year end performance is 68 equating to <u>-32 (+32.0%)</u> deliberate vehicle fires we are also following a decreasing trend during the next 3 month forecast.

Within Widnes there were 12 deliberate fires. Within Runcorn there were 15 deliberate fires attended, no hotspot location was identified however, bin cupboards and storage shed fires were repeat common themes of incident description.

### **Intelligence Gaps**

Data is sourced from Cheshire Fire Service



	Fiscal Target	Monthly Target	Oct 07	Nov 07	Dec 07	Q4 Total	Q3 Total	Q2 Total	Q1 Total	Fiscal Total
Accidental Dwelling Fires	94	7.8	5	9	15		29	20	14	63
Per 1000 households	1.94	0.16	0.10	0.18	0.31		0.60	0.41	0.29	1.30
2005 baseline target	101	8.4	-3	+1	+7		+5	-4	-10	-9
Target LAA = 7% ↓	94	7.8	-3	+1	+7		+5	-4	-10	-9
Performance 06/07 = 13% ↓	88	7.3	-2	+2	+8		+8	-1	-7	0

### **Analysis**

During QUARTER 3 2007/08 Halton Fire and Rescue Service recorded 29 Accidental Dwelling Fires recording a **+31.8% increase** when compared to the same period during the previous year (22 to 29). However, cumulative Performance during April to December 2007 Halton Area recorded 63 incidents equating to **NO CHANGE** when compared to the same period during the previous year (63 to 63)

We are likely to meet and below targets of a 7% reduction set from 2005 baseline (101 to 94), based on current performance 07/08 projected year end performance is 84 equating to -10 (-10.6%) accidental dwelling fires, we are also following a decreasing trend during the next 3 month forecast.

Within Widnes there were 16 accidental fires attended, no hotspot location was identified however, common themes of incident description was initiation of electrical appliances in particular washing machines.

Within Runcorn there were 13 accidental fires attended, no repeat locations were and most common theme of incident description was initiation of unattended cookers.

# **Intelligence Gaps**

Data is sourced from Cheshire Fire Service.

# Parks and green spaces with Green Flag Award

The Green Flag Award Scheme for parks is run by the Civic Trust and is the national industry quality standard for public parks. In order to achieve an award an individual park must prove to external judges that it is clean and tidy, safe and attractive, recognises the need for conservation, is sustainable, meets the needs of local people and is welcoming. The award of a Green Flag lasts for one year after which the individual park has to be judged again. Halton Borough Council is committed to achieving Green Flag Awards for all of its public parks but in a sustainable way. It is the aim of the Council to keep a park flying a Green Flag after it has achieved the award in the following years.

Currently Halton has six Green Flag Award Parks (Year 2007/08).

# Residents satisfaction rates of local parks

Halton Borough council is a member of 'Greenspace' a national charity that promotes public parks and open spaces to the public generally and lobbies Government in order to keep parks on the political agenda. Greenspace has developed a national database called 'Greenstat'. The Greenstat system allows public feedback about their local park to be given directly online, or through face to face interviews, or on paper sheets located at visitor centres. Halton has subscribed to the Greenspace database and the Landscape Services Division and the Parks & Countryside Division monitor the system to ensure that at least 40 questionnaires are completed in each quarter. The data from the questionnaires is used to provide the satisfaction rates for local parks. Specifically the question 'How do you rate the general standards of maintenance and cleanliness' is used.

# **Strategic Needs Assessment – Terrorism – Emergency Preparedness**

# **Current position**

The council, along with other statutory partner agencies, have certain duties under the Civil Contingencies Act 2004. One of the duties calls for an assessment of risk in county police force areas, leading to the publication of the Local Resilience Forum Community Risk Register. Cheshire Halton and Warrington LRF have published their register and it is available for viewing on the Cheshire Fire and Rescue web site.

Terrorism features as a high risk on the register. However the content of risk allied to the type of attack, varies. Currently much of the council's preparedness has stemmed from a national initiatives being taken forward in county areas. The focus has been less on Bomb attacks, although recognising that they will always feature in an assessment, and more on Chemical, Biological, Nuclear and Radiation (CBRN).

The council, as a member of the LRF has attended, took part in awareness raising exercises, as well as testing of the CBRN multi agency response plan. This plan is attack specific and would be used alongside the council's major emergency plan. In addition, we work closely with COMAH chemical company sites (Top tier) to ensure production and testing of off site emergency plans. All companies have received visits at the appropriate time from the counter terrorist squad.

Recently the council's Risk and Emergency Planning Division has lead the way in Cheshire supporting Cheshire Police by piloting town centre briefings for businesses on the theme of terrorist attack and the need for preparedness, vigilance, roles and responsibilities.

At the present the council are installing a public address system in each town centre location, which will enhance the preparedness of agencies, and the ability of the borough to manage such unlikely incidents.

### **New Risks to Halton**

Clearly the council is well placed to respond to a variety of emergencies based on the current threat assessment. However the council are not complacent are have reviewed the risks to the borough. Whilst the threat assessment from Cheshire Police remains the same the council has recognised the changes in the demographic landscape. There has been a noticeable increase in Eastern European workers, and families in the borough. This has led to increased, changing demands on Health, Education, and other services. It is this area that the strategic needs assessment requires further work, especially the risks to the whole population of the changes in demography.

### What are the "new" risks?

- An increase in the number vulnerable people. The Civil Contingencies Secretariat is still determining the definition for "vulnerable person". However in the absence of definitive guidance, from an emergency planning point of view, the is a need to consider the impact of vulnerable people on evacuation, public warning plans, especially if English is not the first language. In addition there are faith, personal needs, and welfare that require assessment.
- The potential for increased racial attacks, particularly following a national terrorist incident. There is also the potential for inter community attacks between eastern European nationals
- The lack of a cohesive community safety strategy that encompasses the threat of terrorism, the role and impact of emergency planning in the community, and the changes in demography of the local population.

# **Future Working**

A strategic needs assessment approach needs to be undertaken in the light of the new risks to Halton as outlined earlier. The LSP, and the LAA should reflect the need for this work to be undertaken. This work should be undertaken by a multi agency approach to the risks and issues raised. In addition the community safety objectives of the council should seek to embrace the role of emergency planning in its "Safer Halton" priorities. This will ensure a more cohesive approach to ensuring Halton's preparedness for responding to any incident, not just terrorism.

# **8.0 Performance Management Arrangements**

The Strategic Needs Assessment will inform the LAA targets, ensuring that targets set reflect the identified priorities. The data analyst for the Safer Halton Partnership produces a quarterly performance monitoring report, which updates performance across all of the SHP identified indicators. This report is discussed at the SHP performance management task group, which is attended by all the task group chairs, who each have responsibility for an identified number of targets. In particular this group focuses on those indicators, which are not on target and works with the task group chair to look at the underlying causes and what partners can do to set the targets back on track. Each task group chair has responsibility to report on performance and actions taken to the Safer Halton Partnership in more detail. In this way the partners are kept fully informed about the performance of associated LAA targets and other targets which they have identified.

The LAA is about what is most important for Halton and about working together to improve the quality of life for all who live and work in the Borough. It sets out key priorities and shows the direction we need to progress in together. It sets challenging improvement targets. It provides the framework for the activities of all partners in Halton. An annual delivery plan and a whole range of more specific plans and initiatives will underpin the LAA. These will translate the broad aims and objectives of the LAA into action on the ground.

We recognise that to make real progress we need to pool ideas and resources and work even more closely and effectively together. All the objectives and targets outlined in the LAA are achievable. A key purpose of the LAA is to ensure that the resources available are targeted and used effectively to bring about improvements in the Borough. This means:

- Being clear and agreed about what we need to achieve so we are all pulling in the same direction.
- Maximising the funding we can generate or draw in to benefit Halton and developing our own resources and the capacity to help ourselves
- Co-operating to be more effective, cutting out duplication and waste, and pooling the budgets, knowledge and efforts of different organisations and groups where this makes sense
- Listening and responding to what matters most to people locally
- > Targeting what we do to where it can make most difference
- > Doing the kind of things that experience has shown will really work and be successful
- Checking on progress, letting people know how we are doing, and adjusting where necessary to keep on track

The LAA sets out clear targets for focusing partner efforts and resources towards meeting the most pressing local needs. Our thematic partnerships – which includes the Safer Halton Partnership - will be responsible for the delivery of the LAA. Responsibility for individual targets will be clearly designated in their action plans, with designated lead partners and named lead officers.

# 9.0 Resources Management

Halton has in place an established mechanism for managing its neighbourhood renewal programme. Since 2002, the Halton Strategic Partnership Board has ensured that there is a Specialist Strategic Partnership (SSP) for each of the five priorities. The Safer Halton Partnership being responsible for community safety. These partnerships were commissioned to produce the original Strategies and Action Plans and have produced updated Action Plans setting out their activities and investment proposals for 2007/08. They set out a programme of activity to deliver the thematic elements of the Community Strategy, and in particular to address the key measurable outcomes set out within it. Proposals within the Action Plans are expected to:

- address the priorities;
- be based on evidence of need and best practice;
- focus on prevention;
- have an exit strategy;
- help the most disadvantaged;
- be cost-effective and good quality; and
- bring an appropriate level of match funding

The Action Plans utilise Neighbourhood Renewal Fund (NRF), and in the case of the Safer Halton Partnership Safer and Stronger Communities Fund (SSCF) as well. In addition the Council has committed a substantial amount of resources through the Priorities Fund (PF). The Council monies are aimed at supporting neighbourhood renewal activity by match funding initiatives within the Action Plans.

For 2007/08 the Local Area Agreement will be in force, as the operational plan for the Community Strategy. A number of existing funding streams will be pooled by Government in the form of Local Area Agreement grant to help fund this. The two general funding pots – NRF and SSCF – are still be the subject of an allocations process through the LSP's SSP Action Plans.

The Safer Halton Partnership has been allocated £903,440 of Working Neighbourhoods Funding, £172,000 Safer and Stronger Communities Fund, £413,000 Neighbourhood Element SSCF and £235,000 Priorities Funding

The Specialist Strategic Partnerships are responsible for regular and careful monitoring of expenditure and progress will be reported to the Halton Strategic Partnership Board. Before individual projects contained within the Action Plans can proceed, a service agreement must be entered into with the relevant Specialist Strategic Partnership and the Halton Strategic Partnership Board. These service agreements set out the expected outcomes and outputs together with quarterly expenditure forecasts. The Specialist Strategic Partnerships are responsible for monitoring progress on a quarterly basis, and progress is reported to the Halton Strategic Partnership Board.

# 10.0 Managing Risk

The Partnership recognises the scale of its ambition and is realistic in its expectations of what can be achieved given the scale of resources being deployed. It also recognises that risk management must be an integral part of the performance management framework and business planning process. This will increase the probability of success (and reduce the likelihood of failure) by identifying, evaluating and controlling the risks associated with the achievement of its objectives.

The risk management process focuses attention and resources on critical areas, provides more robust action plans and better informed decision-making. It also fosters a culture where uncertainty does not slow progress or stifle innovation and ensures the commitment and resources of the Partnership to produce positive outcomes.

The Halton strategic Partnership has already established a Strategic Risk Register looking at all aspects of delivery of LAA objectives. This includes targets for which the Safer Halton Partnership has responsibility. This sets out the risk management objectives and categorises the risks and the approach to risk management action plans. The Halton Strategic Partnership Board adopted this in November 2007.

The Partnership's risks can be broadly categorised as either "strategic" or "operational". Strategic risks cover those threats or opportunities, which could impact upon the achievement of medium and long-term goals. A further review of strategic risks will be carried out when the LAA has been adopted.

The Partnership recognises the scale of its ambition to narrow the gap for Halton's residents. Everything done under the Partnership umbrella, in delivering the local area agreement, involves a degree of risk. Whether it is about managing delivery and performance strategically or for individual projects, determining priorities, taking decisions about the future or even deciding not to take any action. In this scenario risk is defined as the chance of something happening and the impact that will have on service delivery.

Therefore, it is an essential part of good governance that this risk is managed effectively. Risk management is an integral part of the performance management framework and business planning process. As part of this process the Partnership has established a Strategic Risk Register and a Framework which sets out the objectives, roles and responsibilities for both the Board and individual SSPs.

A framework for the risk register has been developed, which is in six sections – an overall corporate section looking at high level and cross cutting risk; and individual sections for all five LAA priorities focusing on the relevant key objectives from the Community Strategy.

The risk register for the Safer Halton Partnership has been attached in **Appendix B.** 

#### 11.0 Conclusions

The Safer Halton Partnership has a wide-ranging remit focused on crime and the local environment. These issues have consistently been two areas the public have raised as high priorities in successive consultations over the last few years. We want to make Halton a great place to live with an attractive quality of life and excellent local environment. However, this is very much dependent on reducing current levels of crime, tackling anti-social behaviour and improving the local environment in our neighbourhoods. Recent years have seen reductions in total recorded crime and for key crimes such as burglary and car crime. However, this remains the most pressing problem for most people in Halton, and fear of crime remains at unacceptable levels and impacts upon too many lives. At the same time, whilst general satisfaction levels are rising with Halton as a place to live, it is the condition of the local environment, which is of most concern to residents.

Therefore, we need to increase the confidence of communities in their neighbourhoods. This is about improving local conditions and encouraging people to get involved in helping to shape what happens in their local area. We want to encourage active citizenship, volunteering and community activism. Tackling the causes as well as the symptoms of neighbourhood distress is a responsibility shared by all partners. Increasingly, we will look to better co-ordinate activity through neighbourhood management arrangements for greater impact. This will increase the effectiveness of work that can prevent and intervene early in the conditions that lead to dissatisfaction.

The development of neighbourhood management in Halton has been underway since late 2006 and is initially being has been focused on the three most deprived parts of the borough;

- Central Widnes
- Hallwood Park & Palace Fields
- Castlefields & Windmill Hill

The primary importance of creating safer and stronger neighbourhoods is a central priority for all three neighbourhood partnerships, with Cheshire Constabulary a key partner and the Halton Community Safety Partnership supporting wider partners in helping to deliver on this commitment.

Indeed, the development of neighbourhood management received high level endorsement with the publication of Sir Ronnie Flanagan's final review of policing in February 2008. His report says that policing is much too important "to be left to the police alone," and emphasises the "crucial role" that "working in partnership with other agencies to develop effective neighbourhood management has in fulfilling the police service's role in community safety."

Here in Halton we would like to think that we have already recognised this and that neighbourhood management is already in integral part of the way the partnership is working and delivering real and sustained improvements at the neighbourhood level for all our communities.

Below is a summary of the performance management of the Safer Halton Partnership

### Crime and Disorder

We are in line and currently below targets for BCS Comparator Crime of a 17.5% reduction set from 2003/04 recorded crime. We are not likely to meet targets for Common Assault and Other Wounding of a 10.3% reduction set from 2003/04 recorded crime baseline. We are likely to meet targets for Criminal Damage of a 20.4% reduction set from 2004/04 recorded crime baseline (4349 to 3462), based on current performance 07/08 projected year end performance. We are unlikely and have already exceeded targets for Household Burglary of a 40% reduction set from 2003/04 recorded crime baseline (593 to 356), based on 07/08 projected year end performance.

We are likely to meet and are well below targets for Theft OF A Vehicle of a 22.0% reduction set from 2003/04 recorded crime baseline (753 to 588), based on current performance. Also, if we were to combine Vehicle Crime (Theft Of Vehicle and Theft From Vehicle) we are also likely to meet and be below targets of a combined 28% reduction set from 2003/04 recorded crime baseline (1861 to 1337), based on 07/08 projected year end performance. We are not likely to meet targets for Theft From A Vehicle of a 32% reduction set from 2003/04 recorded crime baseline (1108 to 749), based on current performance 07/08 projected year end Performance. However, if we were to combine Vehicle Crime (Theft Of Vehicle and Theft From Vehicle) we are likely to meet and below targets of a combined 28% reduction set from 2003/04 recorded crime baseline (1861 to 1337), based on 07/08 projected year end performance.

We are likely to meet and well below targets for Anti Social Behaviour of a 7% reduction set from 2005/06 baseline (11207 to 10423), based on 07/08 projected year end performance.

#### Cheshire Fire and Rescue Service

We are unlikely to meet and above targets for Deliberate Vehicle Fires of a 30% reduction set from 2005 baseline (200 to 140), based on 07/08 projected year end performance.

We are likely to meet and are below target for Deliberate Property Fires of a 10% reduction set from 2005 baseline (111 to 100), based on 07/08 projected year end performance.

One Accidental Fire related Death occurred within Runcorn Brookvale Area within Halton. This area is now targeted for a hotspot H.S.A initiative. We are likely to meet and be below Accidental Dwelling Fire targets of a 7% reduction

set from 2005 baseline (101 to 94), based on 07/08 projected year end performance.

### **Domestic Abuse**

We are likely to meet and be well above target for incidents of Arrest for Domestic Abuse of a 5.5% increase set by LAA baseline (432 to 456), based on 07/08 projected year end performance. We are likely to meet and be well above target for Domestic Abuse (Domestic and Domestic Violence) of a 10.0% increase set by LAA baseline (1613 to 1774), based on 07/08 projected year end performance. We are likely to achieve and well above Sanction Detections targets of a 5% increase set by LAA baseline (269 to 282), based on 07/08 projected year end performance.

We are likely to meet and well below targets of Repeat Victims of a 5% decrease set by LAA baseline (162 to154.) based on current 07/08 projected year end performance.

# Safe Guarding Adults

Abuse, and the fear of abuse, has a significant impact on a person's ability to maintain and maximise their health, wellbeing and potential. Halton's Local Area Agreement has committed the partners to working on a number of crosscutting themes including Well-being. No single agency or individual can act in isolation to ensure the welfare and protection of adults who are vulnerable to abuse, exploitation or mistreatment because of their disability, impairment, age or illness. All have a role to play in protection from abuse and dealing with it effectively, whilst Adult Social Services have a coordinating role in terms of local policies and procedures. System-wide ownership and a commitment to cooperative inter-agency working are essential to ensure the effective protection of vulnerable adults. Considerable progress has been made locally over the last four year (see the APC's Annual Report for the year 2006/07). Efforts need to focussed on strengthening multi-agency ownership of adult protection and promoting effective inter-agency working.

Just seven cases concluded between 1.4.05 to 31.3.06 were recorded as having an outcome of "Criminal Proceedings" with six cases progressing to criminal proceedings during the year 2006/07. Improved sanction detection rates therefore need to be considered as part of the process to improve inter agency working. Liaison meetings between Social Services and the Police will further review this outcome to ascertain whether any further developments are needed in supporting pursuit of this outcome.

### **Drugs Action Team**

During April to November 07, Halton area exceeded baseline target (604) and 2008/09 target (790) with 956 individuals in treatment. During April to November 07 Halton area exceeded baseline (80%) and 2008/09 targets (88%) with 92% individuals starting treatment and retained for over 12 weeks.

#### YOT

During April to December 2007 Halton area achieved a 62% completion rate proportion of youth offenders subject to ISSP completing their order against a 60% target set by the Youth Justice Board

# Environmental - Halton Borough Council

We are likely to meet and well below targets for Fly Tipping cases of a 10% reduction set from 2005 baseline (2100 to 1890), based on current performance 07/08 projected year end performance.

We are likely to meet and well below targets for Abandoned Vehicles of a 15% reduction set from 2005 baseline (451 to 383), based on current performance 07/08 projected year end performance.

We are likely to meet and well below targets for Graffiti of a 15% reduction set from 2005 baseline (165 to140), based on current performance 07/08 projected year end performance.

# DRAFT Designated LAA Targets

- NI 15 Serious violent crime
- NI 17 Perceptions of anti-social behaviour
- NI 30 Re-offending rate of prolific and priority offenders
- NI 32 Repeat incidents of domestic violence
- NI 33 Arson incidents
- NI 39 Alcohol-harm related hospital admission rates
- NI 40 Drug users in effective treatment
- NI 111 First time entrants to the Youth Justice System

### DRAFT Non-Designated targets

- NI 26 Specialist support to victims of a serious sexual offence
- NI 47 People killed or seriously injured in road traffic accidents
- NI 48 Children killed or seriously injured in road traffic accidents
- NI 18 Adult reoffending rates for those under probation supervision.
- NI 142. Number of vulnerable people who are supported to maintain independent living

# 12.0 Information Sources

Cheshire Constabulary Information Systems:

- Atlas
- Business Objects
- NSPIS Command and Control
- Police National Computer

Local Strategic Partnership Community Survey 2007

Cheshire Fire and Rescue Service data Cheshire Probation Service data (OASYS)

# Comparative analysis of Halton's self assessment with their profile

# 1. Understanding the complexity of Community Cohesion

Overall Halton sees Community Cohesion as a complex issue centred around access and opportunity, which matches our understanding from the research undertaken.

#### 2. Factors

The key issues identified by Halton in the self assessment broadly match those in our profile.

Self Assessment	Profile
Poverty and deprivation – key issue	agree
Deprivation impacting on participation	agree
Access to services	(not measured)
Anti-social behaviour	agree
Intergenerational myths and conflicts	agree
Pace of demographic change re Eastern	query: as data shows increase
Europe	comparatively lower than others in region
(not mentioned)	Young people counted as NEETs
(not mentioned)	Coping with change: reliance on
	manufacturing sector creates a risk of
	future employment sector change

### 3. Evidence

The evidence they have based their assessment on has been consultative rather than statistical, which may account for the slight differences in emphasis.

### 4. Strategic objectives

Halton aims to use the Community Strategy to achieve community cohesion objectives. Some of the current Community Strategy objectives focus on the factors identified.

The factors are listed below, against which the strategic aims have been matched. Where a strategy may impact but isn't directly about the factor, this is in *italics*.

Factor	Strategy
Poverty and deprivation	Improving educational attainment across
	the borough
	Tackling worklessness
Deprivation impacting on participation	Increasing focus on community
	engagement
Access to services	Improving amenities for all age groups
Anti-social behaviour	Reducing crime and anti-social behaviour
Intergenerational myths and conflicts	Supporting an ageing population
Pace of demographic change re Eastern	n/a
Europe	
Young people counted as NEETs	Improving educational attainment across
	the borough

68

Coping with change: reliance on	Improving the skills base in the borough
manufacturing sector creates a risk of	Creating employment opportunities for
future employment sector change	all
	Tackling the low wage economy

In addition to the strategic objectives a community cohesion dataset is planned (contents not explicit from the self assessment). A data observatory exists to carry out this work.

In addition, Halton's inclusion of facilities for Gypsy and Traveller groups and reports of active work to dispel tensions may be a valuable aspect of working on community cohesion but is not mentioned as a factor (and is not included in the profile as data is scarce).

### 5. The current situation

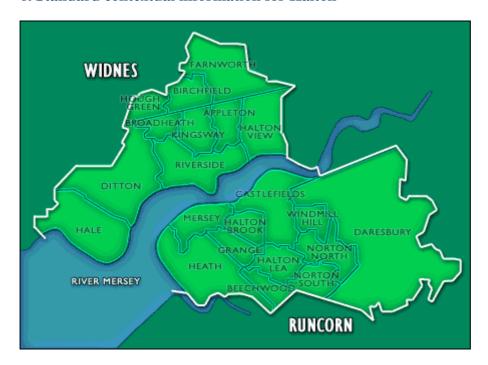
The self assessment judges Halton to be "a fairly cohesive place".

The satisfaction rate is noted as evidence of cohesion – the PIs show that satisfaction from residents and tenants generally is high, but satisfaction with participation from BME tenants is the lowest of all metropolitan authorities.

The number in the general user survey who stated that they are "satisfied with the area as a place to live" was exactly average for metropolitan authorities.

Together with the risks identified I would be cautious about an overly positive assessment.

### 6. Standard contextual information for Halton



From Halton Council website

**Age Groups – Summary Period: Apr01** 

		Halton	North West	England
Age Groups - Summary; All People (Persons) <sup>1</sup>	Count	118,208	6,729,764	49,138,831
Age Groups - Summary; Aged 0-4; years (Persons) <sup>1</sup>	%	6.06	5.88	5.96
Age Groups - Summary; Aged 5-15; years (Persons) <sup>1</sup>	%	15.64	14.81	14.20
Age Groups - Summary; Aged 16-19; years (Persons) <sup>1</sup>	%	5.56	5.12	4.90
Age Groups - Summary; Aged 20-44; years (Persons) <sup>1</sup>	%	34.42	34.05	35.31
Age Groups - Summary; Aged 45-64; years (Persons) <sup>1</sup>	%	24.79	24.15	23.75
Age Groups - Summary; Aged 65; years and over (Persons) <sup>1</sup>	%	13.54	15.99	15.89

**Source: ONS** 

Ethnic Group - Percentages (UV09P)
Period: Apr01

		Halton	North West	England
Ethnic Group - Percentages; All People (Persons) <sup>1</sup>	Count	118,208	6,729,764	49,138,831
Ethnic Group - Percentages; White (Persons) <sup>1</sup>	%	98.79	94.44	90.92
Ethnic Group - Percentages; White; British (Persons) <sup>1</sup>	%	97.62	92.17	86.99
Ethnic Group - Percentages; White; Irish (Persons) <sup>1</sup>	%	0.70	1.15	1.27
Ethnic Group - Percentages; White; Other White (Persons) <sup>1</sup>	%	0.48	1.11	2.66
Ethnic Group - Percentages; Mixed (Persons) <sup>1</sup>	%	0.60	0.93	1.31
Ethnic Group - Percentages; Mixed; White and Black Caribbean (Rooms) <sup>1</sup>	%	0.19	0.33	0.47
Ethnic Group - Percentages; Mixed; White and Black African (Persons) <sup>1</sup>	%	0.13	0.15	0.16
Ethnic Group - Percentages; Mixed; White and Asian (Persons) <sup>1</sup>	%	0.14	0.26	0.37
Ethnic Group - Percentages; Mixed; Other Mixed (Persons) <sup>1</sup>	%	0.14	0.20	0.31
Ethnic Group - Percentages; Asian or Asian British (Persons) <sup>1</sup>	%	0.23	3.42	4.58
Ethnic Group - Percentages; Asian or Asian British; Indian (Persons) <sup>1</sup>	%	0.13	1.07	2.09
Ethnic Group - Percentages; Asian or Asian British; Pakistani (Persons) <sup>1</sup>	%	0.03	1.74	1.44
Ethnic Group - Percentages; Asian or Asian British; Bangladeshi (Persons) <sup>1</sup>	%	0.04	0.39	0.56
Ethnic Group - Percentages; Asian or Asian British; Other Asian (Persons) <sup>1</sup>	%	0.04	0.22	0.48
Ethnic Group - Percentages; Black or Black British (Persons) <sup>1</sup>	%	0.11	0.62	2.30
Ethnic Group - Percentages; Black or Black British; Caribbean (Persons) <sup>1</sup>	%	0.05	0.30	1.14
Ethnic Group - Percentages; Black or Black British; African (Persons) <sup>1</sup>	%	0.05	0.24	0.97
Ethnic Group - Percentages; Black or Black British; Other Black (Persons) <sup>1</sup>	%	0.02	0.08	0.19
Ethnic Group - Percentages; Chinese or Other Ethnic Group (Persons) <sup>1</sup>	%	0.27	0.60	0.89
Ethnic Group - Percentages; Chinese or Other Ethnic Group; Chinese (Persons) <sup>1</sup>	%	0.20	0.40	0.45
Ethnic Group - Percentages; Chinese or Other Ethnic Group; Other Ethnic Group (Persons) <sup>1</sup>	%	0.06	0.20	0.44

**Source: ONS** 

Key Objectives	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
						Impact	Likelihood	Risk Score		
Cross- cutting partnership risks	Change in government policy, emphasis or political control.	3	3	9	Ensure that strategic leads keep up to date and align strategy.	3	2	6	Strategic lead officers for all partners and CST/DAAT	Annually
	Lack of accountability within partnership or by individual partners.	4	3	12	Nominate lead officers to be accountable to SHP. Agree roles & clear terms of reference for partnership gps	4	2	8	Lead officer for each agency.	Annually
	Lack of leadership in some areas.  Failure to build trust in	4	3	12	Nominate lead officers for all areas.  Ensure all agenices honour their section 17 responsibilities. Regularly review objectives & reprioritise where appropriate	4	2	8	SHP to ensure commitment from nominated lead officers.	Annually
	partnership or lack of commitment to objectives.	3	2	6	Regular press releases throughout agencies and local media.	3	1	3		Annually
					Ensure organisational					

		<b>t</b>	po	ore	Risk Control Measures	Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact	Likelihood	Risk Score		Impact	Likelihood	Risk Score		
					commitment to SHP in line with section 17.				SHP/LSP/CST/DAAT	
	Failure to communicate key messages so that perceptions are not challenged.	3	3	9	Ensure organisational commitment. Review budget & resource allocations & re-prioritise where necessary	3	1	3	SHP/LSP	Quarterly
	Failure to bend core service delivery around agreed priorities.	3	3	9	Ensure CST/DAAT are involved in all work undertaken for SHP.	3	1	3		Annually
	Lack of resources and capacity deployed compared to ambitions.	4	3	12	Ensure agency commitment to providing data in line with requirements of performance management framework.	4	1	4	SHP/LSP	Annually
	Poor execution of plans from failure of action planning, commissioning, or project management.				Continue to develop cross border working.  Ensure that posts on offer are core funded				SHP/LSP/CST/DAAT	

		t	po	core	Risk Control Measures	Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact	Likelihood	Risk Score		Impact	Likelihood	Risk Score		
	Lack of timely or accurate shared data and intelligence to inform decisions.	3	2	6	and permanent.  Compile a list of quality approved suppliers to be used partnership wide.	3	1	3	SHP/LSP	Quarterly
	Failure to build and exploit relationships with agencies or organisations outside of Halton that impact on work.	3	2	6		3	1	3	SHP/CC/CST/DAAT	Quarterly
	Difficulties in recruiting/retaining staff or continuity.	2	2	4		2	1	2	SHP/Statutory agencies	Quarterly
	Difficulties in sourcing services from quality suppliers.	4	3	12		4	1	4	SHP/LSP/CST/DAAT	Annually

		+	pod	core		Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Impact	Likelihood	Risk Score		
		3	3	9		3	1	3		Annually
To create and sustain better neighbourhoods that are well designed, well built, well maintained, safe and valued by the people who live in them, reflecting the priorities of residents.	Lack of funding	4	3	12	To liase with appropriate staff & external agencies to identify funding opportunities, and proper budgetary bidding process to be followed to ensure adequate mainstream funding is available.	4	2	8	SHP/HBC	Annually
	Negative press image	3	3	9	Commitment from press agencies to provide a balanced	3	2	6	SHP/HBC	Quarterly

		t t	po	ore		Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Impact	Likelihood	Risk Score		
					coverage of news items and to investigate all negative issues with appropriate agencies before publication.					
	We need to better understand residents' priorities	3	3	9	Ensure effective community consultation and engagement	3	2	6	SHP/HBC	Quarterly
	One size fits all approach to service	4	3	12	Identify local circumstances and deliver services on an area by area basis  Ensure effective community engagement	4	2	8	SHP/HBC	Annually
	delivery or a neighbourhood approach?	3	4	12	to raise awareness and understanding	3	3	9	SHP/HBC	Annually
	Public need to understand that they are responsible				Ensure sufficient resources available and					

		#	Likelihood	core		Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact		Risk Score	Risk Control Measures	Impact	Likelihood	Risk Score		
	for problems such as litter and not the Council. They need to value the area where they live				effective systems in place to gather data  Ensure sufficient					
	Poor or missing baselines	3	2	6	resources available and effective systems in place	3	1	3	SHP/HBC	Annually
					Prioritising of budgets to deliver services to meet public priorities					
	Lack of community engagement	3	2	6	Identify local need and follow proper budgetary bidding process	3	1	3	SHP/HBC	Quarterly
	Reluctance to mainstream successful services leading to dependency on grants such as NRF	4	3	12	Relevant individuals identified within organisations and made accountable	4	2	8	SHP/LSP	Annually

Kay Objectives		t t	po	core		Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Impact	Likelihood	Risk Score		
	Lack of investment in some areas on physical infrastructure	3	3	9		3	2	6	SHP/HBC	Annually
	Lack of emphasis on building social capital  Lack of ownership	3	3	9	Liaison of relevant agencies to deliver an holistic approach to service delivery	3	2	6	SHP/HBC	Annually
	Regeneration issues such as the number of voids  Different partners responsible for service delivery which isn't always joined up	3	3	9		4	2	8	SHP/HBC SHP/HBC	Quarterly Annually

		t t	po	Risk Score	Risk Control Measures	Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact	Likelihood			Impact	Likelihood	Risk Score		
To investigate and tackle the	Vacant posts in community safety team	4	3	12	Ensure key staff are on permanent contract.	4	2	8	SHP/HBC/CC	Annually
underlying causes of crime and disorder and respond effectively to public concern by	Recruitment of staff with right skills and experience	4	1	4	Offer roles on permanent contracts to ensure ability to attract the best applicants	4	3	12	SHP/HBC/CC	Annually
reducing crime levels.	Need to drive from community level up not top down and understand what	3	1	3	Ensure effective community consultation and accountability	3	3	9	SHP/HBC/CC	
	communities want	3	1	3	Regular press releases of good news stories, using other media other than local press, web-	3	3	9	SHF/HBO/OC	Annually
	Public perception of crime is high				sites, Community Watch etc.					
		4	4	16		4	2	8	SHP/HBC/CC	Quarterly
	Negative publicity in press Level of reporting of				Nominated liaison officers to ensure cross border working.					

		act	pod	core		Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Impact	Likelihood	Risk Score		
	crime in some areas is poor  Cross border issues need to be addressed eg sharing	4	4	16	Dedicated officers liaising with immigrant groups.	4	2	8	SHP/HBC/CC	Quarterly
	data and better communication  Increasing immigrant population issues such as hate crime and violence	3	2	8		3	3	9	SHP/CC	Quarterly
	riate crime and violence	3	3	9		3	2	6	SHP/HBC/CC	Quarterly
To improve the understanding of alcohol and drug/substance misuse problems, their impact in Halton, and reduce the harm they cause.	Lack of resources to develop alcohol treatment system	3	4	12	Implement Government guidance when issued on review of NHS spending on alcohol  Support establishment of volunteer groups. Good news stories on	3	3	9	H & StH PCT/DAAT	Annually

		t	po	ore		Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Impact	Likelihood	Risk Score		
	Involvement & support of the community	4	3	12	users of services. identify and support carers	3	3	9	HBC/DAAT	Annually
					Workforce development strategy. Service specifications					
	Lack of skilled workforce	3	3	9	-ditto-	2	2	4	DAAT	Annually
	Lack of quality providers from which to commission services	3	3	9	Improved information sharing exchange. Establish memorandum of understanding with key wrap around services	3	3	9	DAAT	Annually
	Wrap around services such as housing, benefits, employment need to be more involved in providing services	3	3	9		2	3	6	DAAT	Annually

		act	po	ore		Assessment of Residual Risk when Control Measures Implemented			Responsible Person (s)	Timescale for Review
Key Objectives	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Impact	Likelihood	Risk Score		
To understand and tackle problems of	Funding needed to sustain services	4	3	12	Allocation of funds from mainstream	3	3	9	SHP	Annually
domestic abuse in all its forms.	Partnership working accountability for targets	3	4	12	Review & re-negotiation of targets at end of LPSA2 period	2	2	4	SHP	Annually
	Hidden crime and need to encourage reporting	2	3	6	Positive publicity & marketing Introduce a one-stop shop approach	2	2	4	DA Forum	Annually
					Training for key CJ staff Key priority in delivery of court services					
	Improve criminal justice system	4	3	12	Publicity campaigns	3	2	6	SHP/LCJB	Annually
	Public perception that domestic abuse is just physical  Lack of quality workforce & providers	3	3	9	Workforce development strategy. Service specifications Establish memorandum of understanding with key wrap around services	2	2	4	DA Forum	Annually
	providers	4	3	12		2	2	4	DA Forum	Annually

Key Objectives			po	ıre		Residi Contr	sment of ual Risk ol Meas mented	when	Responsible Person (s)	Timescale for Review
	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Impact	Likelihood	Risk Score		
	Need for other services for services for vulnerable people	3	3	9		2	2	4	DA Forum	Annually

## **APPENDIX C**

