

STROUD AREA SAFER STRONGER COMMUNITIES PARTNERSHIP THREE YEAR PLAN 2008-11



To support and encourage partners to be effective in working with our communities to actively engage in:

Reducing crime, anti social behaviour and the fear of crime

Combating drug and alcohol misuse and Building stronger communities

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1. Introduction

This Plan brings together a number of important elements:

- The results of a process of public engagement and the Perceptions of Crime Survey carried out in early 2007
- Stroud Safer Stronger Communities Partnership is compared with a group of similar partnerships nationally and that information is being used to formulate our plan and identify our priorities
- The priorities of the Local Area Agreement led by Gloucestershire Safer Stronger Communities Partnership

This plan builds on the 'strategic assessment', which sets out an analysis of crime and disorder and helped to identify the priorities upon which the partnership will focus its efforts. The partnership plan takes these forward and identifies the ways in which they will be delivered. This is in line with legislative requirements, and draws on the knowledge of those who live and work in the district.

This plan is designed around a performance management framework to ensure that it is a 'living' document that partners can use to review and monitor progress against targets.

This Action Plan, based on the findings of the Strategic Assessment, will supersede the three Crime and Disorder Strategies (three in total) written as a result of the 1998 Crime and Disorder Act which placed a legal obligation on the District Council, the Police and County Council to work together to address crime and disorder issues throughout the district. In 2002 The Police Reform Act added the Police Authority Primary Care Trusts and Fire Authority (where appropriate)

This publication is described as an "Action Plan". It will be the first three year plan of this kind. The Performance and Priorities contained herein and specifically the objectives and targets will be reviewed after six months and refreshed accordingly. The Plan incorporates short, medium and long term priorities is aligned with the Local Area Agreement Planning Process and will be merged with the targets and objectives of the Police Strategic Assessment for the Stroud area.

This new process follows the legal obligation placed upon the partnership as a result of The Crime and Disorder (Formulation and Implementation of Strategic Assessment) Regulations 2007.

The Stroud Area Safer Stronger Communities Partnership is working to:

- Reduce crime and anti social behaviour
- Reduce the fear of crime and disorder
- Strengthen our communities

Stroud Safer Stronger Communities Area

At mid 2006, the Stroud Safer Stronger Communities area had a population of 110,300 (Office of National Statistics; ONS).

Approximately 60% of Stroud Safer Stronger Communities Partnership residents live in what the ONS define as 'Urban' settlements, with 16% in 'Town & Fringe' settlements, another 16% in 'Villages', and the remaining 8% living in 'Hamlets and Isolated Dwellings'.

When compared to the South-West region the Stroud Safer Stronger Communities Partnership area has fewer young adults (15 to 34 years) and older people (over 65 years) in its population, but more children (under 15) and adults of parenting and early middle age (35 to 64). ONS population projections suggest that the population of the Stroud Safer Stronger Communities Partnership area is growing slowly, and that the population is 'ageing'.

Just 1.3% of Stroud residents (2001 Census) were of Black or Minority Ethnic origin, compared to 2.3% across the South-West region and 2.9% in Gloucestershire.

It is estimated that there are a little fewer than 1900 'migrant workers' who became resident in the Stroud Safer Stronger Communities Partnership area between 2003 and 2007. More than half of these migrant workers are aged between 18 and 34 years, with men outnumbering women by 3 to 1. Most migrant workers come from Eastern Europe, with more than 60% of all migrant workers having their origin in Poland. Migrant workers in the Stroud Safer Stronger Communities Partnership area are most commonly employed in manufacturing, building and horticulture.

In marketing terms (ACORN* classifications) the largest single group of households in Stroud Safer Stronger Communities Partnership area are 'Secure Families' (22.5%), followed by 'Wealthy Executives' (20.6%), 'Affluent Greys' (11.2%), 'Struggling Families' (10%) and 'Flourishing Families' (9.8%).

*ACORN is the leading geo-demographic tool used to identify and understand the UK population and the demand for products and services. Businesses use this information to improve their understanding of customers, target markets and determine where to locate operations.

In terms of official measures of deprivation (Indices of Multiple Deprivation 2007) the Stroud Safer Stronger Communities Partnership area is ranked at 280 out of 354 Local Authority Areas in England, thus placing it just within the most comfortable quarter of areas in England. There are, however, deprived neighbourhoods within the Stroud Safer Stronger Communities Partnership area. Part of Stroud Central ward is amongst the most deprived 10% of neighbourhoods nationally in terms of Crime and Disorder. Thirteen Stroud Neighbourhoods are amongst the most deprived 10% of neighbourhoods nationally in terms of access to services. There are Stroud Neighbourhoods amongst the most deprived quarter of England's neighbourhoods in terms of Education, Skills & Training (4 Stroud neighbourhoods), Employment (2), Income (2), and Living Environment (1).

Over the next 5 years the Stroud Safer Stronger Communities Partnership area will experience some significant housing development in the Dursley (700 plus dwellings) and Upton St. Leonards (160 plus dwellings) areas. There are smaller developments in Stroud Town (70 dwellings), Nailsworth (60 plus dwellings) and Woodchester (50 plus dwellings). Beyond the immediate 5 year planning horizon some major housing development is anticipated in Hardwicke (1500 dwellings).

An estimated 1200 homes and 2900 residents in the Stroud Safer Stronger Communities Partnership area lie within the '1 in 100 year' floodplain. Surveys following the flood event in July 2007 suggest that 161 residential properties experienced serious flooding. Whilst recognising that the experience for those residents affected was devastating, the total number of homes affected within the estimated area was 13.4%.

Over the past several years Stroud Safer Stronger Communities Partnership area has experienced steady economic growth and low rates of unemployment. Whilst most employment is in the service sectors, proportions employed in the Stroud Safer Stronger Communities Partnership area in manufacturing significantly exceed regional and national proportions.



2. Vision and Mission Statement

Vision

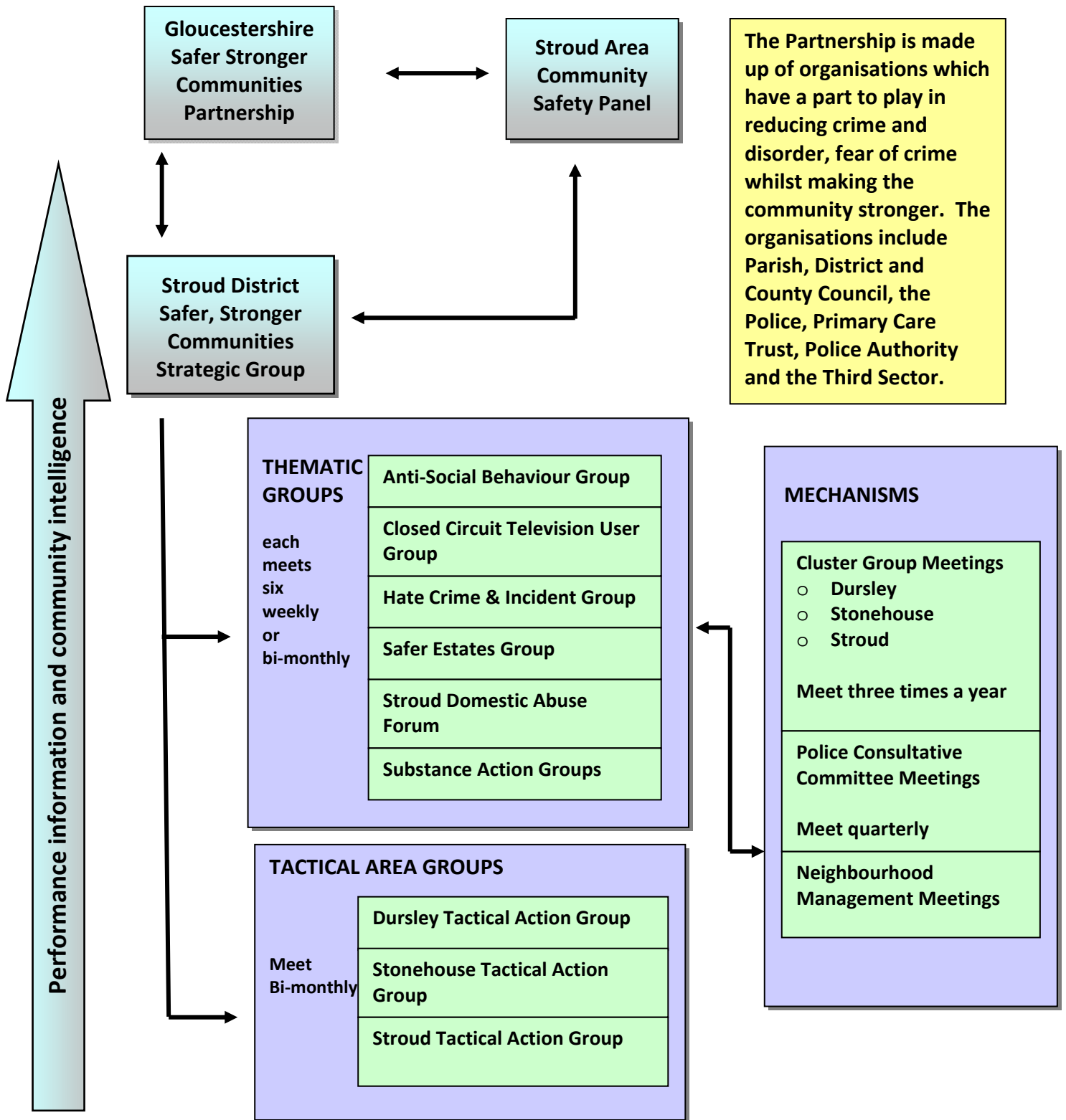
We remain optimistic that the collaboration will continue, be strengthened and that local communities will be encouraged to contribute to our goal of improving the quality of life for individuals and communities within the Partnership area.

Mission

To support and encourage partners to be effective in working with our communities to actively engage in:

- a) reducing crime, anti social behaviour and the fear of crime
- b) combating drug and alcohol misuse and
- c) building stronger communities

3. The Structure of the Stroud Safer Stronger Communities Partnership



4. The Membership of the Partnership

Stroud Area Community Safety Panel

The Community Safety Panel meets twice a year and is an overarching group for the Stroud Partnership. Here all agencies involved in the crime and disorder process throughout the district are able to attend a single meeting where they are updated as to the ongoing activities of the Safer Stronger Communities Partnership, whilst at the same time highlighting their own contribution to the process.

The range of people attending includes both statutory and voluntary agencies including:

- *Bromford Housing Group*
- *Chambers of Trade*
- *Churches Together in Stroud*
- *Community Integration Service*
- *Crown Prosecution Service*
- *District Council Services such as Community Safety, Development, Environmental Contracts, Environmental Health, Housing, Revenue and Benefits*
- *Elected Members of County, District and Parish Councils*
- *Federation of Small Businesses*
- *Gay-Glos*
- *Gloucestershire Association of Parish and Town Councils*
- *Gloucestershire Constabulary*
- *Gloucestershire County Council Services such as: Customer Support & Best Value, Education, Highways, Social Services, Street Lighting, Trading Standards, Transport Planning and Youth Service*
- *Gloucestershire DVACT*
- *Gloucestershire Domestic Violence Support and Advocacy Project*
- *Gloucestershire Drugs and Alcohol Team*
- *Gloucestershire Fire and Rescue Service*
- *Gloucestershire Housing Association*
- *Gloucestershire Police Authority*
- *Gloucestershire Primary Care Trust*
- *Gloucestershire Probation Service*
- *Gloucestershire Victim Support*
- *Kingshill Management Co-operative*
- *Nelson House Recovery Trust*
- *Painswick Inn Project*
- *Parentline Plus*
- *Prospects*
- *Residents and Tenants Associations*

- *Secondary Schools in the District*
- *Stroud Education Business Partnership*
- *Stroud Parent and Toddler Association*
- *The Door Youth Project*
- *Town Centre Manager*
- *Age Concern/Help the Aged*
- *Citizens Advice Bureau*
- *Gloucestershire Drugs and Alcohol Service*
- *Neighbourhood Watch Association*
- *Young Gloucestershire*
- *Youth Offending Services*

Gloucestershire Safer Stronger Communities Partnership

The Gloucestershire Safer Stronger Communities Partnership was formed from a group previously known as the Crime and Disorder Act Chief Officers' Group for Gloucestershire (CADACOG).

The group was formed in 1999 at the commencement of the Crime and Disorder Act 1998. It has evolved to represent each of the six districts Crime and Disorder Partnerships at varying levels from Chief Executive to Officer level and is now known as the Gloucestershire Safer Stronger Communities Partnership (GSSCP).

It draws its membership from the Police, Probation Service, County and District Councils and the Third Sector. The membership is limited to maximise effectiveness and is designed to support the work of the six district partnerships, in particular at joint working across the county and as the Executive Board for the County's Drugs and Alcohol Action Team; the GSSCP meets quarterly.

Stroud Safer Stronger Communities Strategic Group

Membership is drawn from all the agencies involved in the crime and disorder process and meets six weekly. It includes:

- ◆ Drug and Alcohol Action Team
- ◆ Elected Members
- ◆ Gloucestershire County Council: Adult Care Services, Highways Department
- ◆ Community Safety Services, Children and Young People's Services including Stroud area Youth Service and Education
- ◆ DVACT
- ◆ Gloucestershire Domestic Violence Intervention Action
- ◆ Gloucestershire Drug and Alcohol Service
- ◆ Gloucestershire Fire Service
- ◆ Gloucestershire Police
- ◆ Gloucestershire Probation Service

- ◆ Gay-Glos
- ◆ Police Authority
- ◆ Primary Care Trust
- ◆ Probation Board
- ◆ Prospects
- ◆ Stroud District Council: Community Safety, Environmental Health, Housing, Leisure Services
- ◆ Stroud Victim Support
- ◆ Valleys and Vale Neighbourhood Watch Association
- ◆ Youth Offending Team

The Strategic group gives support and direction to those who are operating at a tactical level through the current strategy and will continue to do so for this new plan.

Tactical groups

The Tactical Groups meeting six weekly, and there are two main types:

1. Geographically based - Tactical Area Groups known as TAGs
2. Thematically based - Tactical Groups known by the subject name e.g. Anti-Social Behaviour Group, Safer Estates Group etc

Parish Cluster Groups

Parishes Cluster Groups are represented by a Parish Councillor or - by agreement - a Neighbourhood Watch Co-ordinator for a Neighbourhood Watch group that operates within that Parish. These individuals meet with the local Police Inspector or his/her representative and the Head of Community Safety or his/her representative.

They meet 3 times a year and are able to raise concerns from within their parishes. The Police and Community Safety Service respond to those concerns and raise awareness of the actions of the Partnership across the District.

- ◆ **Stonehouse Parish Cluster Group**

This group consists of representatives from the following parishes:

- | | |
|----------------------------|-------------------|
| ◆ Arlingham | ◆ Leonard Stanley |
| ◆ Brookthorpe with Whaddon | ◆ Longney |
| ◆ Eastington | ◆ Moreton Valence |
| ◆ Frampton on Severn | ◆ Nailsworth |
| ◆ Frethern with Saul | ◆ Slimbridge |
| ◆ Frocester | ◆ Standish |
| ◆ Haresfield | ◆ Stonehouse |
| ◆ Horsley | ◆ Whitminster |
| ◆ Kings Stanley | ◆ Woodchester |

◆ **Dursley Parish Cluster Group**

This group consists of representatives from the following parishes:

- | | |
|-------------------------|---------------------|
| ◇ Alderley | ◇ Hinton |
| ◇ Alkington | ◇ Kingswood |
| ◇ Berkeley | ◇ North Nibley |
| ◇ Cam | ◇ Nympsfield |
| ◇ Coaley | ◇ Owlpen |
| ◇ Dursley | ◇ Stinchcombe |
| ◇ Ham and Stone | ◇ Uley |
| ◇ Hamfallow | ◇ Wotton under Edge |
| ◇ Hillesley and Tresham | |

◆ **Stroud Parish Cluster Group**

This group consists of representatives from the following parishes:

- | | |
|-----------------------|---------------------------|
| ◇ Bisley with Lypiatt | ◇ Painswick |
| ◇ Cainscross | ◇ Pitchcombe |
| ◇ Chalford | ◇ Randwick |
| ◇ Cranham | ◇ Rodborough |
| ◇ Harescombe | ◇ Stroud |
| ◇ Minchinhampton | ◇ Thrupp |
| ◇ Misserden | ◇ Whiteshill and Ruscombe |

◆ **Hardwicke Parish Cluster Group**

This group consists of representatives from the following parishes:

- ◇ Hardwicke
- ◇ Elmore
- ◇ Upton St Leonards

5. The role of each partner

Within the Stroud Safer Stronger Communities Partnership, we have numerous partners. The following summary of each Partner's work will give a greater understanding of the Partnership:

- **Prospects Gloucestershire**
 - Provide information, advice and guidance for children and young people and provide specific programmes and projects with other youth related agencies.

- **Drug and Alcohol Action Team**
 - The DAAT is a small staff team working countywide on behalf of the GSSCP, with a lead role for coordinating and commissioning the national Updated Drugs Strategy and local Alcohol Strategy. It leads on the delivery of the Drug and Alcohol outcomes within the LAA.

- **Elected Members**
 - Elected members involved in the Safer Stronger Communities Partnership are drawn from District, County and Parish councils and in addition County Councillors who are members of the Police Authority. Councillors are able to bring local community concerns, local knowledge and the authority of their organisation to move the partnership activity to respond.

- **Gloucestershire Highways**
 - In April 2006 Gloucestershire County Council joined forces with Atkins to create Gloucestershire Highways. Gloucestershire Highways brings together for the first time all the highways and transport responsibilities for over 3000 miles of roads across the county, to improve highway safety and condition, as well as travel and customer satisfaction. However, the work we do every day includes:
 - technical surveys, safety inspections and traffic monitoring
 - schools travel plans
 - Structural maintenance
 - Routine maintenance of our roads and pavements etc
 - Emergency response eg Road Traffic Collisions
 - Winter Maintenance e.g. salting roads
 - Traffic Management, including traffic calming and speed limits
 - Bridge maintenance

- o **Gloucestershire Community & Adult Care**

- o The Community & Adult Care Directorate brings together the Libraries & Information Service (including Archives and Information Management) the Equalities Team, all of Adult Social Care, the Life Long Learning Service and the Customer Service Team. The broad scope of the services in the directorate gives us an opportunity to take a new approach to supporting communities and adults who need support. This is expressed in the core purpose statement:

The core purpose in the Community and Adult Care Directorate is to work with communities to help strengthen them and to enable individuals within them to live safe and satisfying lives. This should ensure that people can make decisions about their own lives and that the service can make the vision of independence, well-being and choice a reality for people in Gloucestershire.

- o **Gloucestershire Children and Young People's Services**

- o The Youth Service has a network of youth workers across the county offering young people, 13-19 years, wide ranging youth work programmes in the arts, awards, dance and music, sports and outdoor education, discussions and debates, information and advice, healthy lifestyles, youth participation in decision-making.

- o **Gloucestershire Youth Service and Education**

- o Has a network of youth workers across the district offering young people, 13-19 years, wide ranging youth work programmes in the arts, awards, dance and music, sports and outdoor education, discussions and debates, information and advice, healthy lifestyles, youth participation in decision-making.

- o **Gloucestershire Domestic Violence and Abuse Support and Advocacy Project**

- o The project provides a telephone helpline, advocacy and support service for women experiencing domestic violence, and temporary accommodation for women and children leaving refuges. The Project works directly with all victims of domestic violence and as a central referral point for the county's network of domestic violence support services.

- o **Gloucestershire Domestic Violence and Abuse Coordination Team -**

- o DVAct replaced Gloucestershire Domestic Violence Intervention Project in 2006. The role of DVAct is to work to develop the Coordinated Community Response to domestic abuse, and serious sexual violence across Gloucestershire, across agencies and sectors. This is being achieved by developing a strategic focus for

domestic abuse and sexual violence in Gloucestershire, to target work on where it will be most effective; to increase identification of those victims at highest risk of harm from domestic abuse and serious sexual violence; to include the development of a strategic understanding of the needs of children and young people harmed by witnessing domestic abuse, and to provide a CCR to perpetrators of domestic abuse, whether they have been convicted or not. The work to develop a Sexual Violence Strategy is being done in partnership with the development of Sexual Assault Referral Centre (SARC), for the County.

- **Gloucestershire Drug and Alcohol Service**
- The service is a Gloucestershire based drug and alcohol charity offering advice, information and support for individuals, families and communities who are concerned about drug and alcohol use.
- **Gloucestershire Fire and Rescue Service**
- Promotes safer communities by preventing accidents and emergencies from happening, as well as protecting people and the environment from imminent danger.
- **Gloucestershire Police**
- Its purpose is to reduce crime and disorder and to promote safety and reassurance in the county of Gloucestershire.
- **Gloucestershire Probation Service**
- Carries out detail assessments of offenders, advising courts on appropriate punishments. It supervises people who have been given community sentences and strives to rehabilitate offenders, encouraging them to recognise the way their behaviour affects others.
- **Gay-Glos**
- Founded as a Helpline in 1989. They provide a range of services for anyone concerned about their sexuality or gender. They support people who are: gay, lesbian, bisexual, transvestite, transsexual, straight, not sure, questioning or exploring their sexuality, feeling isolated in a rural area, family members, friends.
- **Gloucestershire Police Authority**
- an independent body which oversees Gloucestershire Constabulary. The Authority consults across the county to find out people's views about policing and takes these into account when setting its budget and objectives.
- **Gloucestershire Primary Care Trust**
 - made up of 83 GP Practices and 11 community hospitals countywide. The main role of our PCT is to:
 - engage with the local population to improve health and well being
 - commission a comprehensive and equitable range of high quality, responsive and efficient services and;
 - directly provide services where this gives best value.

- **Gloucestershire Probation Board**
- Probation Board members are appointed by the Home Secretary and represent the local community. The Board acts as an employer of staff of the Probation Service in Gloucestershire, ensures that the Service works in accordance with national targets, and holds the Chief Officer (Yvette Ball) and staff to account.

- **Stroud District Council:**
 - ***Community Safety*** - To support and encourage partners to be effective in working with our communities to actively engage in:
 - reducing crime, anti social behaviour and the fear of crime
 - combating drug and alcohol misuse and
 - building stronger communities

 - ***Environmental Health*** - the main purpose of this service is to safeguard and improve public health and safety within the District. We do this by providing a wide range of services which are summarised here.

 - ***Housing Management*** is a division provides a range of housing management services to Council tenants. These include repairs, rent, sheltered housing and tenant participation. The Housing Strategy division measures the housing needs of the people in Stroud District. This includes looking at the quality and suitability of social housing, and the affordability of adequate housing.
 - ***Sports Development*** team with a variety of projects and delivery connected to sports, health and wellbeing, disability and social inclusion.
 - ***Regeneration and Culture*** team's aim is to assist businesses across the district, by improving the economic climate to increase the wealth, diversity, and sustainability of our industries and services. We offer a range of services and initiatives to support growth and development from small enterprises to large multinationals.
 - ***Anti Social Behaviour Co-ordinator*** - To proactively engage, through a multi-agency partnership approach, to those individuals and incidents, referred to the ASBO Group of the Stroud Safer Stronger Communities Partnership during the course of each year of the strategy, using a range of options and interactions listed but not limited to:
 - Issuing advice and guidance to perpetrators, victims and the community, through personal contact or the issuing of anti-social behaviour leaflets,
 - Warning notices or letters served on perpetrators,

- Intervention or targeted packages tailored to bring behavioural change,
 - Case conferences or actions plans to bring resolution,
 - Acceptable Behaviour Contracts,
 - Anti-Social Behaviour Orders – Civil or Criminal,
 - Other enforcement legislation which tackles the specific acts of the behaviour
- ***Abandoned Vehicles***
 - Stroud District Council has a statutory duty to investigate and remove abandoned vehicles from the highway and land in the open air.
- ***Careline***
 - This service is provided to older or vulnerable people who wish to remain independently in their homes and provides the means by which people can communicate by telephone with a central control room in the event of an emergency in or around their home. In addition older people are provided with Message in a Bottle and EPIC cards and the opportunity of a crime prevention service of their property.
- ***Health and Wellbeing Partnership Co-ordinator***
 - The PCT is a statutory partner of the SSCP and this post provides a link between health partners and the SSCP and in particular focuses on the work of the Substance Action Groups around drugs rehabilitation.
- ***Neighbourhood Wardens***
 - Neighbourhood Wardens provide a visual presence around the district in the form of mobile and foot patrols and their duties include a range of community initiatives including school visits, older or vulnerable people visits, school crossing patrols, basic water safety response, first responders, basic fire prevention and a range of other work in delivering safer, stronger communities.
- ***Car Parking Enforcement Officers***
 - Stroud District Council undertakes civil parking enforcement through an agency agreement from the County Council as Highways Authority for on-street parking contraventions and on a non-agency basis for off-street parking contraventions.
- ***National Victim Support***
 - Victim support for Stroud is provided in the following way. We are part of the South West Region managed from Somerset and there are three offices in Gloucestershire located in Cheltenham, Gloucester and Forest of Dean. These are operated by volunteer

managers and victim care officers who contact victims and allocate cases. The officers are networked and any one of the three can cover the Stroud district.

- **Stroud Valleys and Vale Neighbourhood Watch Association** - To encourage a community spirit, to develop crime reduction awareness and promote co-operation between the police, local authority and the community, in order to improve the quality of life for its 11,900 member households.
- **Gloucestershire Youth Offending Team** - The Stroud and Cotswold Team is currently located at Barton Street Police Station in Gloucester the team performs the following work:
 - Assessments of young people
 - Preparation Referral Order Reports
 - Court and Remand work
 - Intervention plans and Supervision of young people sentenced to community penalties
 - Through-care, of young people who have received a custodial sentence, and supervision upon their release, including the management of risk
 - Restorative Justice and Victim contact
 - Information about how the way in which performance against priorities will be measured

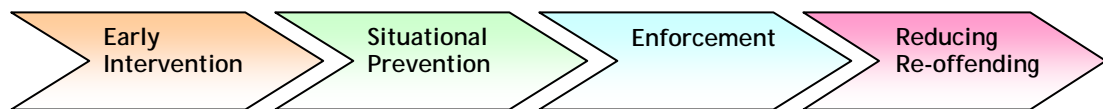
We will review the data contained in the strategic assessment at six monthly intervals in respect of iQuanta* and on an annual basis in relation to public perceptions. Compare our performance against other partnerships in similar partnership areas (e.g. a group of most similar partnerships).

* iQuanta is an internet-based analysis tool developed by the Police Standards Unit to turn statistical data routinely collected by the Home Office into useful outputs for understanding and improving policing performance

We will also examine outputs and outcomes in respect of partnership activity.

6. Performance against Priorities – A strategy for tackling crime and disorder and making the Stroud District safer, stronger communities – April 2008-09

Our Strategy for Tackling Crime and Disorder - A rounded approach to the causes and drivers of crime:



- **Early Intervention** – Renewed focus on young people, intervening with young people who are potential offenders, victims or both
- **Situational Prevention** – National drive on designing out crime, engagement with business and industry national to design crime out of new products, services and buildings
- **Enforcement** – building on successful increases in bringing offences to justice, ensuring that penalties are appropriate to both the offence and the offender, supporting victims – including responding to prevent repeat victimisation
- **Reducing Re-offending** – continued focus on reducing re-offending, ensuring offender management activities are effective and aligned

Our objectives will be subject to the SMART objectives:

o SMART objectives

- ❖ **Specific** – Objectives should specify what they want to achieve
- ❖ **Measurable** – You should be able to measure if you are meeting the objectives
- ❖ **Achievable** – Are the objectives you set, achievable and attainable.
- ❖ **Realistic** – Can you realistically achieve the objectives with the resources available and
- ❖ **Timely** – when do you want to achieve these objectives

When monitoring the success, or otherwise, of actions and initiatives - aimed at achieving objectives - it is important to be able to apply relevant measurement criteria.

To achieve these reductions and respond to the local consultation and government strategies we have identified local objectives.

6.1 Summary of our Priorities

- 1 **Increase** the percentage of people who feel they can influence decisions in their locality Note: - This relates to National Performance Indicator Number 4
- 2 **Increase** the number of people who feel they have received fair treatment by local services Note: - This relates to National Performance Indicator Number 140
- 3 **Reduce** the incidence of public disorder, in relation to criminal damage, arson, graffiti, anti-social behaviour including unruly behaviour, anti-social use of motor vehicles, fly posting and fly tipping.
- 4 **Reduce** the number of offences of acquisitive crime specifically relating to burglary and vehicle crime.
- 5 **Reduce** the availability and use of illegal drugs and the misuse of alcohol.
- 6 **Reduce** the impact of crime and disorder on young people, by reducing the number of young persons who are victims of crime.
- 7 **Reduce** the incidence of violent crime in public places and in the home.
- 8 **Reduce** the incidence of hate crime and hate incidents
- 9 **Identify** and target prolific offenders in each year of this three year plan.
- 10 **Reduce** the fear of crime as determined by public consultation.

Objective 1 – Stronger Communities

To build on processes such as the Neighbourhood Management Teams to allow people to influence the Partnership's activities at a local level and to ensure that services are delivered by Partnership members in a fair and a consistent manner.

Target 1

- The percentage of people who feel they can influence decisions in their locality.

- Engage the general population in budget setting (e.g budget dilemmas)
- Run campaigns to encourage people to vote
- Run a consultation exercise with "seldom heard" members of the public on the new sustainable community strategy
- Consultation on the local development framework
- Encourage tenant participation across the district
- Consult with residents during a new waste trial within the district

Note: - This relates to National Performance Indicator Number 4

Target 2

- Fair treatment by local services.

- Produce an annual statement
- Produce frequent resident newsletters, which informs them on how we have taken on board their views and priorities
- Redesigning our services to put the customer first

Note: - This relates to National Performance Indicator Number 5

Objective 2 – To reduce the incidence of disorder

Disorder includes a variety of incidents from substantial criminal offences of disorder to reports of nuisance or noise. It may even be described as anything which impacts on the normal tranquillity of life within a community.

Anti-social behaviour is a diverse subject and within the Stroud District Safer Stronger Communities Partnership we employ multi-agency approaches to all issues that arise.

Partnership working is a very effective way to tackle problems and to supervise the progress of these issues to a satisfactory conclusion, irrespective of how long it takes.

Set out below are the targets to reduce the incidence of public disorder, anti-social behaviour such as unruly behaviour, anti-social use of motor vehicles and fly posting.

Target 1

Reduce the incidents of public disorder during the period 1st April 2008 and 30th September 2008, as set against the baseline for the same period in 2007.

Target 2

Reduce the public concern in relation to the anti-social use of motor vehicles. This will be measured by annual public survey.

Note: - This relates to National Performance Indicator Number 47 which relates to people killed or seriously injured in road traffic collisions

Target 3

Reduce incidence of fly posting - actions will be taken by our partners in line with our 'Factor 4' fly posting policy to reduce such activity across the District. This will be measured by annual public survey.

Target 4

Reduce the incidents of anti-social behaviour by interacting with at least 16 individuals between 1st April and 30th September 2008 with a range of interactions including:

- ◇ Giving guidance to those involved
- ◇ Raising awareness of the consequences of unruly behaviour for likely offenders
- ◇ Issue warning letters
- ◇ Provide one-to one support
- ◇ Issue Acceptable Behaviour Contracts
- ◇ Obtain from the courts Anti-Social Behaviour Orders or Post conviction Anti-Social Behaviour Orders

Note:- Above actions respond to National Performance Indicator Number 17 which is the perceptions of ASB and LAA SSCF4 Stretch Target of the total number incidents reported to the Police that are of an Anti Social Nature but do not constitute a criminal offence.

Objective 3 – Crimes of Local Concern

For the purpose of this action plan we will be targeting the following:

- A.** Domestic Burglary, where the offender enters a building as a trespasser and then steals or commits other offences, this category includes offences sometimes known as bogus caller offences
- B.** Car crime can be described as stealing a vehicle (sometimes known as 'joyriding') or alternatively stealing from a vehicle.
- C.** Criminal Damage consists of the unlawful damaging or destroying of property and includes damage by fire. Such damage can often be linked to drunken behaviour, and other forms of anti-social behaviour and disorder.

These offences are by their very nature often some of the most distressing of offences to befall a victim and are generally the most prevalent of offences in the District.

Target 1

To reduce by at least 2% the number of crimes of local concern compared to a base line of 2007/8

Note: - This relates to National Performance Indicator Number 33 which relates to Arson Incidents.

Objective 4 – To reduce the harm caused by the misuse of drugs and alcohol

Illegal drug use has a definite effect in respect of acquisitive crime in that persons who habitually use drugs are often prolific offenders who use proceeds of crime to fund their habit. It is therefore apparent that by dealing successfully with issues of drug abuse - including drug dealing – it will lead ultimately to a reduction in offending.

Alcohol abuse is frequently associated with both anti-social and criminal behaviour including the anti-social use of motor vehicles. Alcohol consumption is increasing and concerns have been raised in respect of under-age drinking and alcohol-related health problems. Anti-social behaviour caused by excessive drinking has an impact in many areas of community life.

In addition to the cost - in criminal terms - of people's addiction to drugs, there is a real cost to the health of those affected. This effect is passed on to those closely associated with them. In studies it has been found that in one third of all people arrested, alcohol was the main causal factor. People participating in schemes, such as the Alcohol Arrest Referral Scheme which address these issues, are 50% less likely to re-offend in the following twelve months.

For issues of drug misuse and alcohol misuse, offenders and victims alike must be supported in finding an alternative life style.

Target 1

To detect at least 10 offences of drug dealing in 'Class A' drugs between the 1st April and 30th September 2008.

The use of illegal drugs is frequently associated with other forms of criminal behaviour. In addition to it being a crime to possess and use the drugs, it is widely accepted that a large percentage of all acquisitive crime is committed to fund drug addiction. As shown by the survey and consultation, there is now real public concern about the availability and use of so called 'Hard' drugs.

Target 2

To increase the number of 'problem drug users' accessing treatment places which are provided by the Gloucestershire Drug and Alcohol Advisory Team.

Target 3

To increase the number of persons who are deemed to be suffering from the effects of alcohol misuse and who are receiving support each year.

Target 4

In line with our target of reducing violent crime fuelled by alcohol, the Partnership will be monitoring the market towns of the District and, where necessary, initiating appropriate action to prevent alcohol related disorder and assault such as the introduction of Street Drinking Prohibitions.

Note: - This relates to National Performance Indicator Number 42 which relates to perceptions of Drug use or Drug dealing as a problem.

**Objective 5 –
To reduce the impact of crime and disorder on young
people in the District**

Young people (who are for the purposes of this Plan under 25 years of age) are often seen as the perpetrators of crime and disorder. While statistics prove that the highest proportion of offenders fall within the 16 - 25 year age bracket, it must also be remembered that young people are disproportionately more likely to be the victims of crime.

In addition it should be noted that young offenders are a very small minority of the youth population of the District.

Target 1

Reduce the number of young people between 1st April and 30th September 2008, who become victims of crime, as set against a baseline for the same period in 2007.

As previously stated, young people are often the victims of crime and not the perpetrators. Any victim is likely to suffer either emotionally and/or physically from their experiences. Due to their age, experience and perceptions this is likely to have a more profound effect on young people who will consequently require more support.

Target 2

Reduce the number of people in the 15 to 17 year age group appearing before courts between 1st April and 30th September 2008, as set against the baseline for the same period in 2007.

Young people are often the most impressionable group in society. (Peer pressure and boredom have long been regarded as contributory factors to youth offending).

If they can be influenced with the correct intervention then this may reduce the number of these persons appearing before the courts. This will be achieved by engaging many agencies working in many areas.

Note: - This relates to National Performance Indicator Number 111 which relates to first time entrants to the Youth Justice System.

**Objective 6 –
To reduce the number of assaults with less serious injury rate within
the District**

Violent crime has a far-reaching and enduring effect on its victims and the fear of violent crimes within a community can greatly affect the way that community behaves and interacts. While the level of violence is low in the district the fear of being a victim of crime is disproportionate to reality.

Again these crimes by their very nature have an effect on the victim which is often traumatic and long lasting. Often a single encounter of a violent nature will cause an individual to change the way in which they conduct their lives, often to the detriment and hardship of the victim.

If we reduce the incidence of violent crime and advertise this then the 'fear of crime' could be greatly reduced.

Domestic abuse is defined as:

'Any incident of threatening behaviour, violence or abuse which is of a psychological, physical, sexual, financial, or emotional nature, between adults who are or have been intimate partners regardless of gender.

It also includes family members which are defined as mother, father, son, daughter, brother, sister, grandparents, in-laws and stepfamily '.

Target 1

The Partnership will be targeting Actual Bodily Harm (ABH) and other injury and racially or religiously aggravated actual bodily harm and other injury per 1,000 of the population as a proxy for alcohol related offences. To reduce offences in these categories by 5% between 1st April and 30th September 2008 as set against a baseline for the same period in 2007.

Note: - This relates to National Performance Indicator Number 15 which relates to serious violent Crime Rate.

Target 2

The Partnership will be targeting Domestic Abuse - to improve and enhance the delivery of service levels around the management of serious violence in line with saving lives, reducing harm and protecting the public.

Note:- This relates to National Performance Indicator Number 32 which relates to repeat incidents of Domestic Abuse.

**Objective 7 –
To build resilience to violent extremism which includes responding
positively to Hate Crime and Hate Incidents.**

The definition of 'hate crime' – (Association of Chief Police Officers)

'Hate crime' is taken to mean any crime where the perpetrator's prejudice against an identifiable group of people is a factor in determining who is victimised. This is a broad and inclusive definition. A victim of hate crime does not have to be a member of a minority or someone who is generally considered to be a vulnerable person. In fact, anyone could be a victim of a hate crime.

The definition of 'hate incident' – (Association of Chief Police Officers)

Hate Incident is similar to 'hate crime' but which does not amount to a hate crime.

Crime of a racist nature

A racist incident is one which is perceived to be racist by the victim or any other person.

It can take the form of:

- ◇ Damage to property
- ◇ Graffiti
- ◇ Harassment
- ◇ Malicious phone calls or mail
- ◇ Physical assault
- ◇ Threats
- ◇ Verbal abuse

Target 1

Develop, through community engagement and partnership working the capacity to prevent violent extremism within the district.

Target 2

Reduce the number of repeat victims of racist offences from 1st April to 30th September, as set against a baseline for the same period for 2007.

Note: this target relates to National Performance Indicator Number 1 – the percentage of people who believe that people from different back

grounds get on well together in their local area and Number 35 – building resilience to violent extremism.

**Objective 8 –
To continue to work to reduce the actions of prolific offenders**

Stroud Safer Stronger Communities Partnership is part of a nationwide initiative to reduce crime by targeting the prolific offenders who commit a large percentage of crime.

1. Prevent and Deter
2. Catch and Convict

These are designed to tackle both prolific and priority offending - through effective and positive partnership working. Each strand has its own objective.

The overall aim of this scheme is to enhance the prosecution process, and to reduce the re-offending of prolific and priority offenders and, consequently reducing crime and the number of victims of crime. Through effective partnership working, the Stroud Area Crime & Disorder Partnership continues to strive to make the Stroud District a safer place to live, work and visit.

Target 1

Prevent and Deter

The Partnership will deal with a minimum of 15 young people between 1st April and 30th September 2008 through a process of prevent and deter.

Target 2

Catch and Convict

The Partnership will deal with at least 15 young people between 1st April and 30th September 2008 through a process of catch and convict.

**Objective 9 –
To reduce ‘fear of crime’ as determined by public consultation**

To reduce the ‘fear of crime’ is a desired outcome of the work of the Partnership. If we reduce the incidence of crimes committed in the area and publicise that fact, then ‘fear of crime’ could be greatly reduced.

To this end, it is essential to ensure that every opportunity is taken to keep people informed of the true position of crime and criminality in the area. We must take every opportunity to maximise our impact on the environment with such initiatives such as Closed Circuit Television, Street Lighting, and numerous other crime prevention initiatives.

In our annual survey - to measure our community's perception of crime - we will look at 2 targets in respect of 'fear of crime'.

Target 1

Increase the number of people who feel very safe and fairly safe walking alone in the area where they live.

Target 2

Increase the number of people year on year, who do not feel that crime is adversely affecting their lives.

7 Projects

- **Abandoned Vehicles** continue to be a threat to community safety and they are a focal point for criminal activity and detrimental to the lives of residents of the Partnership area. We continue to work in partnership with the County Council, the Police and the Fire Service to provide a speedy response to such vehicles.
- **Adoption of Article 12 on the United Nations' Convention of Human Rights by Stroud District Council** – it is the intention of the local authority for this district to adopt Article 12 thus ensuring that young people within our community have access to the Partnership to focus partnership work where necessary on the needs and concerns of young people.
- **Alcohol Harm Reduction** – work in partnership with the county Alcohol Harm Reduction Group introducing initiatives locally such as the regular social café evenings for rehabilitated drug and alcohol users.
- **Arson Task Force** working in partnership across the district in respect of unoccupied premises that represent a risk from fire in terms of boarding up and making secure.
- **ASBOs, ABCs, NOSPs - Anti Social Behaviour Co-ordinator** - To proactively engage, through a multi-agency partnership approach, to those individuals and incidents, referred to the ASBO Group of the Stroud Safer Stronger Communities Partnership during the course of each year of the strategy, using a range of options and interactions listed but not limited to:

- Issuing advice and guidance to perpetrators, victims and the community, through personal contact or the issuing of anti-social behaviour leaflets,
- Warning notices or letters served on perpetrators,
- Intervention or targeted packages tailored to bring behavioural change,
- Case conferences or actions plans to bring resolution,
- Acceptable Behaviour Contracts,
- Anti-Social Behaviour Orders – Civil or Criminal,
- Other enforcement legislation which tackles the specific acts of the behaviour
- **BOBS scheme** – Behave or Be Banned means that if you are banned from one premises in one area of a scheme then you will be banned from them all. Operating in Stroud area and Wotton Under Edge it is intended to roll out the scheme to other areas of the district.
- **Bullying Project** – Stroud Youth Service will produce a video for distribution throughout the Partnership to young people in identifying and dealing with victimisation of young people in the form of bullying.
- **CHIP and PIN (Community Help in Partnership People in Neighbourhoods)** is a multi agency 2 day event carried out in targeted areas of the district providing focused activity in relation to rubbish collection, home safety checks, replacement recycling boxes, smoke alarm fitting, housing advice, car seat safety checks, street cleaning, vehicle removal, crime prevention advice, energy advice, advice from dog wardens, tenant’s participation, lifestyle checks, Care and Repair, street lighting and health checks.
- **Closed Circuit Television** – operates in Stroud and Dursley Town Centres and are monitored from Stroud Police Station. In addition 29 sheltered housing schemes of the District Council have been provided with closed circuit television and finally there are portable CCTV systems which are moved to hot spots around the district. We continue to monitor these schemes, modify or update as and when required.
- **Criminal Damage Project** - funded by Government Office South West, research has been carried out in partnership with the University of Wales, Cardiff, Community Support Officers of Stroud Police and Neighbourhood Wardens, Stroud District Council into the nature of such damage and organisations’ responses to it. An action plan will be developed to respond to the findings in the early part of this year, with a series of actions.
- **Directed Patrols** – the Police will continue to provide directed patrols under the SARA process to ensure that high visibility patrols are in the right place at the right time.
- **Drop in Café** – as a result of one our SDC councillor’s involvement in the county Health Overview and Scrutiny Committee and the

Stroud Substance Action Group, a link was made to the need for a social venue within the district for recovering addicts and alcoholics. Consequently commencing on the 5th April 2008 a new café provision opened within the district where partners, clients and volunteers can mix in a social context.

- **Factor 4** – a publicity leaflet giving guidance to those planning to advertise an event or function by fly posting. The leaflet outlines how to avoid prosecution or penalties under the Anti Social Behaviour Act 2003. A fly poster will be permitted within the Stroud district:
 - Not more than 4 weeks before the event
 - Must be within 4 miles of the venue
 - Removed within 4 days after the event and must be on demountable display boards
 - Not displayed on any form of road sign

- **Fire Prevention Advice and Guidance** - Gloucestershire Fire Service continues to provide advice and guidance on fire prevention, fire escape and the provision of smoke detectors through events such as Fire Service events, CHIP and PIN and publicity campaigns.
- **Good Trader Scheme** - The Good Trader Agreement approaches anti-social behaviour through engagement with the traders, education, prevention and by adopting an holistic approach. Although the scheme is voluntary and non-enforceable, the sale of alcohol and other age restricted products to juveniles will be reported to the relevant agencies for enforcement. Traders signing up to the agreement are re-visited regularly either in person or by telephone, and the response has been very positive. They were under no illusion that they can wipe out anti-social behaviour within shopping areas, instantly. But through sheer diligence, enthusiasm and hard work, we feel that each day we are moving towards this as a far more achievable goal.
- **Graffiti Wall** – locations being identified across the district where projects can be developed for controlled and appropriate wall painting to allow legitimate outlets for what can be artistic talent.
- **Hate Crime Group** – Cotswolds and Stroud Hate Crime Group continue to promote the Helpline number 0800 0778460 through a series of events and publicity campaigns.
- **Memocams** - to introduce across the district the use of ‘memocams’ as one of the tools in our armoury against burglaries which as colloquially known as ‘bogus caller offences’.
- **Neighbourhood Management Teams** – Further develop the concept of NMTs - These exist as a result of the efforts of our Police partners working within the district. The intention is to further develop these schemes by encouraging membership from representative partners as well as the community.

- **Neighbourhood Warden Service** has been operating since 2002 and they are easily recognised by their green and beige uniforms and this year the number of wardens will be increased by two, to a total of 12 to provide cover across the district.
- **Older Persons' Forum** – This brings together people over 50 who will form a sounding board that will be available to the Partnership to ensure appropriate provision of service in terms of Safer Stronger Communities to this client group.
- **Prolific Offenders Scheme** will continue to operate in the district searching out new clients and building on processes that are seen already with the rest of Gloucestershire as some of the best practices of this type of work.
- **Street Drinking Prohibitions** – Stroud Town has had a Street Drinking ban within public places within the Town Centre for some time and as a result of the apparent success, Stonehouse and Dursley Towns are actively engaged in introducing a similar process.
- **Stroud Valleys and Vale Neighbourhood Watch Association** - To encourage a community spirit, to develop crime reduction awareness and promote co-operation between the police, local authority and the community, in order to improve the quality of life for its 11,900 member households and to increase the membership wherever possible and also continue introduce where appropriate 'no cold calling' zones.
- **Validate Proof of Age Cards** – Validate is a voluntary proof of age card and aims to ensure that age restricted products are only sold to those legally entitled to purchase them. It also assists those people who may look younger than they are to prove their age.
- **Virtual Enforcement Team** is a cross cutting team of officers joined by a senior Police officer which tackles the issues of clean, green and safe throughout the partnership area. It builds on the CHIP and PIN process and aims to provide help to those people who wish to clear up their areas and ultimately where there is resistance to this partnership approach, provides an enforcement team to pursue the irresponsible few, to prosecution.
- **Youth Council** – is a young people's council that that represents the views of 10,000 11-18 year olds in the Stroud District, and whose Cabinet structure mirrors that of Stroud District Council.

8 How the Partnership will Engage with Communities

- **CHIP and PIN (Community Help in Partnership People in Neighbourhoods)** is a multi agency 2 day event carried out in targeted areas of the district providing focused activity in relation to rubbish collection, home safety checks, replacement recycling boxes, smoke alarm fitting, housing advice, car seat safety checks, street cleaning, vehicle removal, crime prevention advice, energy

advice, advice from dog wardens, tenant's participation, lifestyle checks, Care and Repair, street lighting and health checks.

- **Parish Cluster Groups** are representatives of the Parish Councils or Neighbourhood Watch Schemes in each of the Inspector Neighbourhood Areas who meet the local Police Inspector and the Head of Community Safety or their deputies on a regular basis.
- **Surveys**
 - The SSSCP carried out a MAIDeN (2007) survey to 3,000 households based on randomly selected post codes and to 500 individuals who are members of hard to reach groups
 - Stroud District Council Best Value General Survey 2006/07
 - Budget Survey (residents) 2007-08
 - Budget Survey (businesses) 2007-08
- **Neighbourhood Management Teams** - These exist as a result of the efforts of our Police partners working within the district. The intention is to further develop these schemes by encouraging membership from representative partners as well as the community.
- **Stroud Valleys and Vale Neighbourhood Watch Association** - consult with the membership of the Association with 11,900 member households and to increase the membership wherever possible.

PARTNERSHIP RISK REGISTER

Risk Ref No	Risk (Threat/ Opportunity to achievement of business Objective)	"Assessment of Inherent Risk [if there are no controls in place]"				Current controls in place	Assessment of Residual Risk [With control measures implemented]				Further Action(s) Required: In this section the risk owner needs to identify any additional actions/controls that are going to be implemented to reduce further the residual risk rating. Given that the residual risk rating is based on the listed and new control operating effectively	Risk Owner	Timescale/ Review Frequency
		Likelihood (Probability)	Impact (severity)	Risk Score	Rating		Likelihood Probability	Impact severity	Risk Score	Rating			
SSSCP 1	Unnecessary Partnering	1	1	1	Low	Key Control Systems/Processes: Partnership was developed on the basis that all agencies involved were necessary, and had compatible aims and objectives	1	1	1	Low	Further Action(s) Required: Regular monitoring that all agencies are striving for the same goal.	Current Chair	Biannually
SSSCP 2	Activity doesn't represent value for money	3	3	9	Mod	Key Control Systems/Processes: Ensure best value practice is always sought. The agencies should continue to work effectively together than they would separately	2	2	4	Low	Further Action(s) Required: Review regularly that practices are value for money, commission work from best value providers where necessary.	Current Chair	Biannually
SSSCP 3	Partnership fails to deliver	2	2	8	Mod	Key Control Systems/Processes: Ensure all partners know what they need to do to achieve the aims and objectives of the partnership	1	1	1	Low	Further Action(s) Required: Ensure regular monitoring; set milestones and targets to track progress of partnership.	Current Chair	Quarterly
SSSCP 4	Activity is not of the quality required	2	4	8	Mod	Key Control Systems/Processes: Ensure partners know what is required of them, and that performance management is imperative.	2	3	6	Low	Further Action(s) Required: Regular review of the Partnership's expectations and requirements	Current Chair	Quarterly

Risk Ref No	Risk (Threat/ Opportunity to achievement of business Objective)	"Assessment of Inherent Risk [if there are no controls in place]"				Current controls in place	Assessment of Residual Risk [With control measures implemented]				Further Action(s) Required: In this section the risk owner needs to identify any additional actions/controls that are going to be implemented to reduce further the residual risk rating. Given that the residual risk rating is based on the listed and new control operating effectively	Risk Owner	Timescale/ Review Frequency
		Likelihood (Probability)	Impact (severity)	Risk Score	Rating		Likelihood Probability	Impact severity	Risk Score	Rating			
SSSCP 5	Risk sharing or ownership	2	3	6	Low	Key Control Systems/Processes: Agree arrangements on risk sharing and the responsibilities which lie with each partner	1	2	2	Low	Further Action(s) Required: Discuss amongst the partnership who owns which risks, or if they are shared risks whether the ownership is proportioned	Current Chair	Annually
SSSCP 6	Sharing the risk of success	1	1	1	Low	Key Control Systems/Processes: Agree arrangements for positive outcomes	1	1	1	Low	Further Action(s) Required: Ensure all partners are aware of appropriate methods of claiming risks, as a partnership or as a partner.	Current Chair	Annually
SSSCP 7	Regulation risk	2	3	6	Low	Key Control Systems/Processes: Ensure all partners are aware of legislation affecting the partnership, and their responsibilities	1	2	2	Low	Further Action(s) Required: Agree an appropriate approach to affecting legislation	Current Chair	Quarterly
SSSCP 8	Risk of partner default	2	4	8	Mod	Key Control Systems/Processes: Ensure partnership is beneficial to all partners, and they are aware of their responsibilities	1	3	3	Low	Further Action(s) Required: Agree an exit strategy in Partnership Agreement, and maximise the effectiveness of the partnership for all members.	Current Chair	Annually
SSSCP 9	Political Business Risk	1	2	2	Low	Key Control Systems/Processes: Ensure each partner is aware of responsible for risks of political embarrassment if the partnership fails to deliver	1	1	1	Low	Further Action(s) Required: Recognise risks for potential political embarrassment and address the solutions.	Current Chair	Quarterly

Risk Ref No	Risk (Threat/ Opportunity to achievement of business Objective)	"Assessment of Inherent Risk [if there are no controls in place]"				Current controls in place	Assessment of Residual Risk [With control measures implemented]				Further Action(s) Required: In this section the risk owner needs to identify any additional actions/controls that are going to be implemented to reduce further the residual risk rating. Given that the residual risk rating is based on the listed and new control operating effectively	Risk Owner	Timescale/ Review Frequency
		Likelihood (Probability)	Impact (severity)	Risk Score	Rating		Likelihood Probability	Impact severity	Risk Score	Rating			
SSSCP 10	Reputation Risk	2	3	6	Low	Key Control Systems/Processes: Be aware of potential areas of damage to reputation, and ensure all work to mutual benefit	1	3	3	Low	Further Action(s) Required: Plan partnership work to mutual benefit, and working in harmony to complement all partners involved.	Current Chair	Quarterly
SSSCP 11	Governance	2	2	4	Low	Key Control Systems/Processes: Ensure all partners are aware of the principles of good Corporate Governance	1	2	2	Low	Further Action(s) Required: Ensure good Corporate Governance practice is carried out in all areas of partnership working.	Current Chair	Quarterly
SSSCP 12	Failure to meet the current and changing needs of stakeholders	2	2	4	Low	Key Control Systems/Processes: Set milestones & targets for the partnership, and ensure all are striving for the same aim	1	2	2	Low	Further Action(s) Required: Partners should communicate with each other regularly regarding their expectations	Current Chair	Quarterly
SSSCP 13	Failure to communicate Partnership aims and objectives	3	3	9	Mod	Key Control Systems/Processes: Share decision making, ensure aims and objectives are to benefit of all.	2	3	6	Low	Further Action(s) Required: Sharing of information and regular reference to aims and objectives when outlining work	Current Chair	Quarterly
SSSCP 14	Professional	1	1	1	Low	Key Control Systems/Processes: Ensure all partners work to the same regulations and in concordance with each other	1	1	1	Low	Further Action(s) Required: Ensure Partnership Agreement is up-to-date and all partners are signed up to it	Current Chair	Biannually