

# Community Safety Partnership Plan

2012 - 2013

"Working together to make Central Bedfordshire a safer place to live"

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# **Glossary of Terms**

Acronym	
ASB	Anti-Social Behaviour
BDAT	Bedfordshire Drugs & Alcohol Action Team
CBC	Central Bedfordshire Council
CBT	Central Bedfordshire Together
CSP	Community Safety Partnership
DHR	Domestic Homicide Review
EIA	Equality Impact Assessment
GP	General Practitioner
IDVA	Independent Domestic Violence Advisor
IOM	Integrated Offender Management
JSNA	Joint Strategic Needs Assessment
MARAC	Multi-Agency Risk Assessment Conference
NHS	National Health Service
NTE	Night Time Economy
PCC	Police Crime Commissioner
PI	Prolific & Other Priority Offenders Intensive
SARAC	Sexual Assault Risk Assessment Conference
SIR	Serious Incident Review

#### Introduction

## **Partnership Plan**

Each Community Safety Partnership (CSP) across the country is required to produce a Partnership Plan. This plan builds on the Partnership Strategic Assessment<sup>1</sup>, which sets out the analysis of crime and disorder and identifies the priorities which we will focus our efforts into addressing. The Partnership Plan is reviewed annually as priorities will not always remain relevant over long periods of time.

This plan covers the period April 2012 – March 2013 and aligns to other local and countywide plans from individual and collective agencies together with the CSP Business Plan (see pages 26 - 27 for further details).

This plan sets out the expectations of Central Bedfordshire CSP, what it will deliver over the next 12 months, how performance will be measured and how we will communicate and consult with local people.

## Why do we need a Partnership Plan?

Priorities change as time progresses and the CSP needs to ensure priorities are in line with the needs of the community.

The Partnership Strategic Assessment helps partners to understand the community safety problems and assists in setting priorities for the CSP. The Partnership Plan helps change our activities and projects to meet community needs, provide value for money and as each assessment is reviewed, provides a clear understanding of future issues and priorities. It is about providing an 'intelligence led' approach to community safety ensuring that we get the right resources in the right place at the right time to sustain reductions in crime and disorder.

<sup>&</sup>lt;sup>1</sup> A Partnership Strategic Intelligence Assessment is an annual statutory requirement for every CSP. Using partnership data, information and intelligence, areas of risk and vulnerability are highlighted, priority areas are identified and recommendations are made. These priority areas identify what the CSP should collectively work towards over the following 12 months.

#### **Community Safety**

Community safety is an area of concern for all communities. It is consistently a high public priority, and one that can affect the quality of life for individuals and entire communities.

Partnership approaches to tackling crime and disorder are largely built on the principle that no single agency can deal with, or be responsible for dealing with, complex community safety and crime problems. There are a range of ways of describing what constitutes a partnership approach; however it can be described in simple terms as a co-operative relationship between organisations to achieve a common goal.

This coordinated approach was encapsulated in the Crime and Disorder Act 1998, which made it a statutory duty for each local authority area to have a CSP, made up of representatives from six statutory partners. In Central Bedfordshire the CSP is:

#### **Statutory Partners**

Central Bedfordshire Council

Bedfordshire Police Authority<sup>2</sup>

**Bedfordshire Police** 

Bedfordshire & Luton Fire & Rescue Service

**NHS** Bedfordshire

**Bedfordshire Probation Trust** 



<sup>&</sup>lt;sup>2</sup> Until the abolishment of the Police Authority in late 2012 in light of the Police Crime Commissioner being elected

#### **Community Safety Vision**

Our vision in Community safety is:

## "Working together to make Central Bedfordshire a safer place to live"

#### **Community Safety Aims**

Community safety aims to reduce crime, disorder, antisocial behaviour and other behaviour affecting the local environment, as well as reducing the misuse of drugs, alcohol and other substances, reduce the fear of crime and increase public confidence in our service.

As one of the five thematic partnerships of the Central Bedfordshire Together (CBT)<sup>3</sup>, community safety has an integral role in achieving the CBT Vision of:

'Globally connected, delivering sustainable growth to ensure green, prosperous and ambitious place for the benefit of all'.

Delivering to the three CSP priorities we have identified will have a positive effect on greater economic and community prosperity, sustainable growth and raising standards across Central Bedfordshire.

<sup>&</sup>lt;sup>3</sup> The CBT (formally LSP) is a non-statutory, multi-agency partnership, which brings together the different parts of the public, private, voluntary and community sector; allowing different initiatives and services to support one another so they can work together more effectively. The CBT has five Thematic Groups that bring together key service providers and service users for a particular subject. The primary function of each group is to develop and implement action plans for their thematic area. The CSP is one of these thematic groups.

## **Partnership Changes and Challenges**

Since the last Community Safety Partnership Plan (2011 – 2012), there have been significant changes within each of our partner organisations due to amendments in legislation, budget reductions and resource cutbacks.

In late 2012 the Bedfordshire Police Authority will be abolished and replaced by a new Police and Crime Commissioner (PCC) elected by the public in November 2012. The PCC will be directly accountable to voters every four years and will be scrutinised by a panel made up of other elected and independent members (Police Crime Panel). The PCC will have statutory duties for holding the Chief Constable to account for the delivery of efficient and effective service through the setting of a five year Police & Crime Plan, and will oversee value for money and performance. The PCC will have the power to request CSPs work together on county wide initiatives, where there is more than one CSP operating. The PCC will hold the Community Safety Fund and Drugs Intervention Program budgets and commission services for the community. The PCC will not be a statutory partner within the CSP.

The Health service is changing its structures. Approximately 80% of the Health budget is held by local managers working for Primary Care Trusts, who are effectively in charge of commissioning local services, such as hospitals, GPs, mental health units and community clinics. Ministers intend to transfer much of that responsibility to GPs working in consortiums across the country. Within Bedfordshire, John Rooke has been appointed as Chief Operating Officer of the shadow Bedfordshire Clinical Commissioning Group, who, by working closely with providers and local authorities, will begin the process of creating a commissioning organisation through this transition period in preparation for formal authorisation in 2013.

Central Bedfordshire Council is implementing a number of measures to address the significant public sector budget cuts and the need to identify substantial savings over the next three years. The Community Safety Department have restructured and utilised available resources towards the CSP priorities and the most vulnerable areas of Central Bedfordshire. Cross departmental, joint partnership working and linking of projects is essential to ensure we achieve our objectives.

Bedfordshire and Luton Fire and Rescue Service are currently undertaking a staff consultation on a proposed management restructure of the Service. If agreed, this will see a move from a geographical North and South arrangement to a functional command structure. The Community Safety and Legislative Fire Safety Teams will form a single Service wide 'Prevention and Protection' command which will be led by an Area Commander and the Operational function of the Service will be overseen by an Area Commander and subdivided into three geographical command areas which will reflect the three Local Authorities. Bedfordshire & Luton Fire & Rescue Service is also undertaking a consultation with the representative bodies on a new shift pattern for operational fire crews. The proposed changes, if agreed, will see the implementation of a 24 hour shift system. The proposed changes to the operational shift patterns will not result in any changes to service delivery attendance times, the number of fire stations or operational appliances provided by the Service.

During 2010 there was a fundamental review of the delivery of policing across Bedfordshire. Under Programme 2011 Local Policing is provided across the three unitary areas lead by a Chief Inspector and the response function is provided on a North South basis. The go live date for full implementation was 3<sup>rd</sup> October 2011. A series of partnership days have been held and further dates are planned for 2012.

The Probation service has refocused their work towards Citizenship, which provides a structured approach to offender management based on improving thinking and behaviour, addressing individual needs linked to offending and reintegrating offenders into local communities. Each module consists of five to eight sessions and each session is designed to be delivered in 30minutes. Modules are selected for design based on the local area and the offenders' profile.

Funding is a concern to all partner organisations. In particular is the change in allocated funding from the CSP to the PCC from April 2013. This change is still being worked through at the Home Office, and full details are awaited.



#### Responses to change

In response to this changing partnership landscape it is essential that the CSP pools its resources and combines efforts to support realistic outcomes and goals. To ensure this happens we need to regularly review the work that we do, and the outcomes of that work, to ensure resources are directed towards the CSP priorities. Governance and leadership within the CSP needs to be strong and robust to challenge where this is not happening, and make recommendations to partners to ensure work takes place. As part of this process the CSP has taken the opportunity to review its internal structures, its governance arrangements and its terms of reference.

In July 2011 the CSP Executive agreed a change of governance, the adoption of a CSP Vision, the creation of a Business Plan and linked Action Plan. The new structure of the CSP is shown as Appendix A. This change in governance has ensured that our partnership groups are aligned to our priorities, resources are being used in the most effective way and each group achieves outcomes and benefits for our communities and the partnership.

The Business Plan and Action Plan support this Partnership Plan, and outlines how we will achieve our objectives. They highlight the strategic risks that could jeopardise our achievement and the actions that we need to undertake to mitigate those risks.

During the past six months NHS Bedfordshire has undertaken a Substance Misuse Pathway re-design. This has led to a series of workshops and consultations with users to ensure we fully understand what people need from a service. By July 2012 NHS Bedfordshire will have commissioned a Substance Misuse service for Central Bedfordshire and Bedford Borough. Combined with this, part of the redesign will look at the Bedfordshire Drugs and Alcohol Action Team (BDAT) governance structure. Currently the BDAT sits outside of the CSP, and as such it has been highlighted that structures should be reviewed to ensure that we are working effectively together.

As performance measures have now been localised, it allows the CSP to utilise information, intelligence and results from consultations. Measures and Milestones have been built into our Action Plan, and allow the CSP to be robust in performance issues, together with understanding how we are performing as a partnership.



## Results against our priorities in 2011 – 2012

Performance against the three CSP priorities for 2011 – 2012 has been noted below:

Description
To help combat repeat victimisation of anti-social behaviour we will pull our resources together to support victims and their families, support vulnerable members of the community, and tackle those who commit anti-social behaviour
We aim to reduce the high number of offences that are committed by the small percentage of offenders who regularly commit them. We aim to support and engage with IOM <sup>4</sup>
We aim to increase the reporting of Domestic Abuse so that we can fully understand the scale of the issue and offer victims more support  We aim to increase the number of repeat incidents being referred to the MARAC <sup>5</sup>

## **Anti-Social Behaviour (ASB)**

Analysis of ASB in Central Bedfordshire has shown:

- 59% of incidents reported to the Police are categorised as 'Rowdy or Inconsiderate behaviour'
- 22% of all ASB incidents reported were in Dunstable

<sup>&</sup>lt;sup>4</sup> As a co-ordinated multi-agency partnership Integrated Offender Management will work with offenders most at risk of re-offending and causing harm. The 7 offender pathways of IOM are Accommodation, Attitudes & Behaviours, Children & Families, Drugs & Alcohol, Education & Training & Employment, Finance & Debt, Physical & Mental Health

<sup>&</sup>lt;sup>5</sup> MARAC = Multi Agency Risk Assessment Conference which addresses the needs of high risk victims of domestic abuse. These conferences bring together professionals from a range of agencies to share information and work together to put in place measures which reduce the risk to the victim and any children

- The majority of incidents are located in town centers and relate to the night time economy
- Hotspot areas generate higher number of alcohol related incidents

In May 2011 the CBT commissioned a multi agency review of Central Bedfordshire's response to ASB. The review looked at identification of gaps in service and the development of an action plan to ensure the partnership response to ASB is effective. Key issues identified were:

- ◆ The need for an agreed and shared definition of ASB
- ◆ The need to share information in order to support the case conference process and effective linking to the safeguarding agenda
- Early identification of repeat victims
- ♦ Development of rigorous risk assessments and effective ASB case
- conferencing
- Mapping of activities that support early intervention, prevention and diversion in relation to ASB
- ♦ Identify any negative impacts of recent changes within the service

The report contained 34 recommendations which will be owned by the Community Safety Operations Manager. The ASB action plan and the recommendations will be progressed through the ASB Partnership Group.

#### What has happened in 2011 – 2012:

- ◆ To ensure it is fit for purpose, the Central Bedfordshire Council (CBC) ASB team underwent a significant restructure. The team now consists of an ASB Reduction Coordinator, an ASB officer and a Youth Intervention Officer
- The recently appointed Youth Intervention Officer has already made positive impacts within the team. They have supported a young female currently on an Anti Social Behaviour Contract and a young male who is in danger of receiving an Anti Social Behaviour Order along with working on other cases where young people have been causing a nuisance

- ◆ The ASB team works closely with housing associations. CBC has successfully obtained agreement and funding from Aragon Housing Association to continue the Service Level Agreement for a further 12 months and to act on their behalf for cases of ASB that involve their tenants. A similar agreement has also been negotiated with Jephson Housing Association
- ◆ An initiative was trialed with the Houghton Regis Safer Neighbourhood Team where joint advisory/warning letters were issued for youths who had been stop checked and were either engaging in nuisance behaviour or were in a hotspot area. 42 letters have been sent out since August 2010 and as a result a number of home visits made and two Anti Social Behaviour Contracts agreed
- ◆ In March 2011 the police implemented Operation LEAD. This aim of this operation was to provide an effective policing response within Dunstable, working with external and internal partners. The operation started in Dunstable but was also rolled out to Leighton Buzzard. The operation increased the numbers of police officers, police community support officer and police specials who were on duty within the hotspots and hours of Dunstable night time economy (NTE). Resources targeted High Street North in Dunstable and Lake Street in Leighton Buzzard
- ◆ The CSP analyst completed a problem profile on the increase seen in violence against the person over the last two years in Central Bedfordshire. No individual reason was found however, a number of recommendations were suggested to the Partnership, in particular regarding violence associated with the NTE. This has been taken to the Partnership Tasking Group to be discussed and progressed
- ◆ Lets Talk Together meetings have and continue to take place across the seven Safer Neighbourhood Team areas of Central Bedfordshire. 21 meetings have taken place and ASB issues were raised in a high proportion by the local community. Members of the ASB team were available at the meetings, along with the police, to talk about community safety and ASB issues with local members of the community. This commitment will extend for the foreseeable future
- The Houghton Regis Motor Cross project (HRM-X) helped in reducing a 50% fall in motorbike related ASB in the Houghton Regis area last year. The project trained young people in basic mechanics and safe track racing. Nine young people achieved a qualification and are now training others



Not Protected

- Following complaints from local residents and an increase in reports to the Police, Shillington became a hotspot for ASB. Incidents escalated in the winter when youths were throwing snowballs and causing general nuisance. The Police increased patrols in the area and incidents decreased however this was only a short term solution. Following the CBC ASB Coordinator writing to all perpetrators a meeting was organised between partners, parish council members, young people and parents. A number of projects were set up for the young people including the use of iGoals which are on loan to the community and are being replaced with permanent goals. Following the meeting and engagement efforts there has been a drop in complaints of ASB from the residents of the village
- ◆ Two Anti Social Behaviour Orders (ASBOS) have been obtained following repeated incidents of drinking and abusive behaviour in Dunstable Town Centre. CBC joined ed forces with Dunstable Town Council and Bedfordshire Police, and were successful in their application for two ASBOs against Donna Peters (aged 32) and Matthew Ison (aged 36), banning them entirely from Priory Gardens, Priory Meadow, Priory House and the pedestrian area in Ashton Square, Dunstable.

Following a number of complaints from local people about drinking and abusive behaviour in Priory Gardens, the ASBOs were approved on 3 January 2012. The two defendants were the focal point of a group of regular drinkers who would meet in that area. Once under the influence of alcohol, they would become threatening and abusive both to each other, and to members of the public and park staff. There were also incidents of them fighting amongst themselves and assaulting others.

- ◆ In October 2011 a new recording and case management system was introduced for ASB cases. Accolaid allows vulnerability and repeat victims be to flagged. It will also provide the ability to check individuals against other service areas within CBC
- In response to the number of illegal 'raves' over the past few years the Police have instigated Operation Extra. Partnership work with landowners in Central Bedfordshire has taken place to initially target harden vulnerable sites and then deploy staff to provide proactive patrols and respond to intelligence from the public and neighbouring counties to reduce the anti-social effects of these events.

## Reoffending

Information from Bedfordshire Probation Trust has shown:

- The Home Office estimates that 0.5% of offenders commit 10% of offences and 10% of offenders commit 50% of offences
- The Central Bedfordshire's Integrated Offender Management (IOM) cohort currently stands at 33 offenders, of those 44% are recorded as problematic drug users
- The majority of offenders on IOM reoffend by committing thefts
- IOM offenders were assessed as having the highest need in Lifestyle (95%), then Relationships (91%) and Employment & Financial (83%)
- Referrals of offenders for consideration to IOM are low in Central Bedfordshire compared with Luton & Bedford boroughs

The IOM programme was launched in 2011 and the team is gradually taking on more cases of repeat offenders. An IOM Operation 100 Day Action Plan is in force which is intended to be used as a tool to focus operational priorities for three months and aims to give a strong foundation on which to embed the new IOM framework. Forthcoming actions range from logistical issues such as ensuring all IT requirements are in place and operating to developing new working groups.

In October 2011 Bedfordshire Probation Trust issued the first draft of the Quarterly IOM Performance Pack. These performance packs will be used to monitor and measure the success of the programme. Discussion regarding the outcomes takes place within the IOM Delivery Group and CSP Steering Group.

Since the beginning of the financial year, over 500 hours of Community Payback has taken place across Central Bedfordshire. The Community Payback scheme requires offenders to carry out unpaid work for the community and serves as a tough and visible consequence of criminal activity. The CSP also works with Bromford Support, Aragon Housing, Bedfordshire Probation Trust and the Safeguarding Team, in regards to supporting vulnerable adults who are in social housing, or who are unable to maintain their own outside space and gardens. Referrals are made to the Community Payback Manager with a view to offenders supporting those who are vulnerable in our communities by carrying out garden maintenance. This not only supports those who are vulnerable

in the community, but supports an environmental improvement in the immediate area for the wider community, provides an increase in understanding by the offender into supporting the local community and assists in a breakdown of 'stigma' or stereotyping of both vulnerable adults and offenders.

## **New Programme Launched**

In July 2011 Bedfordshire Probation Trust launched a new programme which puts non violent offenders, who commit large numbers of burglaries and vehicle crime, through an intensive schedule of rehabilitation and punishment to tackle the root cause of their offending. Prolific and Other Priority Offenders Intensive (PI) targets serial criminals who would otherwise face a prison sentence. Offenders are selected on to the PI program by Crown Court judges following recommendation from Bedfordshire Police and Probation Trust.

Offenders must admit all their previous crimes and demonstrate a genuine desire to stop offending. If they commit a crime whilst on PI, or they fail to complete the programme, they will be sent back to court and sentenced for all the crimes which they have confessed to. While on PI offenders will be subject to strict supervision and monitoring whilst they undergo extensive rehabilitation.



#### **Domestic Abuse**

Analysis of Domestic Abuse in Central Bedfordshire has shown:

- Domestic incidents are significantly higher in Dunstable compared to other areas within Central Bedfordshire
- Domestic abuse incidents linked to the night time economy in town centre's has increased
- 50% of our current IOM cohort are perpetrators of domestic abuse
- Limited services are available for rehabilitating offenders of domestic abuse

## What has happened?

- ◆ This year two Home Office grants were successfully applied for. A MARAC grant was agreed which is shared with Bedford Borough. This amounts to £15,000 per annum for four years and is funding the MARAC coordinator post. The second grant is for the Independent Domestic Violence Advisor (IDVA) service which amounts to £20,000 per annum for four years used towards part funding an IDVA post
- ◆ The domestic abuse training programme has continued to run this year to great success. To address a gap in knowledge, a training session on MARAC and IDVA awareness was conducted for 38 midwives from Bedford Hospital
- ♦ 2011 has seen the opening of a new women's refuge in Central Bedfordshire. The new refuge provides 10 places all of which are self contained units and support high risk victims of domestic violence
- On 13<sup>th</sup> April 2011 the government announced that all cases where someone had been killed by their current or former
  partner must be reviewed. Domestic Homicide Reviews (DHR) were established on a statutory basis under section nine of
  the Domestic Violence, Crime and Victims Act (2004) and are now the responsibility of the CSP.
  - On 26th August 2011 a domestic murder took place in Central Bedfordshire, and the new DHR process started. Following

two initial review meetings with all partners concerned, and sharing of intelligence / information regarding the family from those partners, it was agreed that a full DHR would not be required, as all care was taken and provided towards the victim. However the group highlighted gaps in information sharing and service provisions towards the offender, who was a mental health user. Bedfordshire NHS confirmed they would take the lead in conducting a Serious Incident Review (SIR)<sup>6</sup>, which would link all Health Partners and ensure that lessons learnt and issues in the case would be picked up. The Health lead for this is linked into the CSP, and following the SIR, lessons learnt will be shared across the partnership.

◆ The Emerald Centre, Bedfordshire's' Sexual Assault Referral Centre, opened in May 2011 and is supporting all victims of rape and sexual assault who report to Bedfordshire Police within seven days of the offence taking place. The Emerald Centre offers a forensic medical facility of the highest standards, ensuring that all samples and evidence gathered is handled appropriately and stored safely until such time that this is required for evidential purposes to support convictions.

The Emerald Centre also has a primary focus on victim care and offers a wide range of after care packages, which includes support and guidance with everything from safeguarding, substance misuse, sexual health, right through to the criminal justice process.

During 2012, the Emerald Centre will be moving towards the development of self referrals, offering the same pathways of support and forensic medical examinations, without any police involvement from the start. This is a brand new area of work nationally and is the first time victims of rape & sexual assault will be able to access the same level of service, without engaging in the criminal justice process.

<sup>&</sup>lt;sup>6</sup> Serious Incident Review is detailed in HSG 97 (24). It is a requirement for the Health Service to undertake / commission an independent review where a homicide has taken place by a service user of mental health services, and where criteria is met in terms of service breakdown / system failure



#### **Linked Activities**

- A joint partnership project offering personal safety support, advice and guidance to vulnerable older people living in Central Bedfordshire, between Adult Social Care and Community Safety, has been delivered over the past three years. Working in partnership with the Bobby Project the scheme increases personal safety and reduces the fear of crime, for vulnerable older people. The majority of the Bobby Project referrals are for people who have been a victim of property crime and anti-social behaviour. However, this partnership project, which has now successfully completed its third year, is aimed to prevent older people from becoming the target of criminals or a victim of property crime, whilst physically improving security within their homes.
- In 2011 'Pride In days' were adopted by the CSP to improve the general appearance of areas within Central Bedfordshire, assist residents with advice, guidance and support, together with bring a sense of community to an area. The days are intelligence led based on data and information from local communities, partners and Town/Parish Councils. The strategy is to address anti-social behaviour and improve the general environment around Town centre's and in housing estates. Complaints have been about young people smoking, drinking, loud music and abusive behaviour towards the public and locals shop keepers. Following the three events in 2011, the Police received a positive sign up to local safety schemes, and the Fire service have since received requests for fire safety checks at residential premises.



In 2011 - 2012 we also highlighted the areas below as issues we would be addressing. The results for these have been added:

What we will do	Results
We will improve and enhance the community safety pages on the Central Bedfordshire council internet site. We will ensure that partners are linked, information is succinct and communities can gain advise and support from it	A redesign of Community Safety information and communication material has taken place. The website is now fully linked to partners, voluntary groups, help groups and contact points. The site is easy to search and contains enough information to inform the reader together with sign posting to other agencies or departments for assistance. Links have been made with other Council departments to ensure that Community Safety links to their pages and support is easy to find.
Work with the findings of the Total Place survey in terms of any identified service improvements (between central and local government agencies) and a better fit between any identified community needs and the total resources available	April 2011 saw the abolishment of the Government Offices at a regional level. The CSP has continued to work with Home Office teams to determine good practice in areas of Sexual Violence (establishing a new SARAC <sup>7</sup> approach) as well as looking at the transition of the new PCC and Police Crime Panel New guidance is being published at a fast pace in aspects of Health & Wellbeing, CCTV, ASB, Reoffending. The new Partnership Officer will be charged with examining this guidance and linking it back to the CSP and our work – directing where we need to focus and if we need to put new measures in place
Report on the findings of the scoping work for Community Engagement (Community Safety Forums and Community Safety Groups) and make recommendations in line with the Let's Talk Together meeting structure	Let's Talk Together meetings started in early 2011. Community Safety staff engage at each meeting, and have a 'Market Stall' to provide literature and advise, aswell as ensuring public priorities are chosen in the formal part of the meeting. Providing this service ensures that each community in Central Bedfordshire are able to access Community Safety. At the end of 2011 we will be recruiting a Community Engagement Officer to oversee our engagement and link in with partners who are holding their own engagement / awareness events. A Safer Communities Coordinator has just been appointed who will work to identify vulnerable communities, vulnerable locations and vulnerable young people, which will ensure we can better engage with our diverse & vulnerable communities.

<sup>&</sup>lt;sup>7</sup> SARAC = Sexual Abuse Risk Assessment Conference, based on the principles of the MARAC. Central Bedfordshire & Bedford Borough are piloting this for with a full evaluation following the last meeting in 2013. Currently the Home Office indicates this as good practice and an excellent service to provide victims of Sexual Violence.

Engage with CSPs at a regional and national level to identify further best practice for adoption in Central Bedfordshire	When looking at the change in CSP Governance, discussions took place with Hertfordshire County CSP to see where areas of best practice could be taken.  The Home Office CSP Team were contacted to determine what areas would be of focus in the next 12 months and the impact that the PCC would have on the CSP and work that we needed to progress and transition arrangements that should be put in place.  The Sexual Abuse Prevention co-ordinator undertook a considerable amount of engagement with regional colleagues both to support the opening of the SARC and starting the SARAC pilot, both of which are a great success.  This is an area of business that Central Bedfordshire CSP will continue to explore
Examine partnership funding opportunities available i.e. Being a Training Provider, Resource reimbursement, collaboration	During this year successful bids have been made for the MARAC, which saw 4 years of funding for a co-ordinators post, and the IDVA Service at £20,000 each year for 4 years.  Early stages of work are underway in considering the Sexual Assault Referral Centre for charitable status.  2 Service Level Agreements have been put in place for ASB support for Social Housing providers. Work is underway to identify possible opportunities to bid for the Community Action Against Crime Innovation Fund (from the Home Office).
Ensure that delivery & action plans for the partnership are outcome focused and provide an element of cost benefits	Work this year has been focused on reviewing the CSP and its respective plans. The Business & Action Plan are both new to the CSP and have been written to ensure outcomes for our communities and suitable measures that are meaningful. The Sexual Abuse Strategy has been recommended at the CSP Executive and highlights outcomes and measures for the next 12 months. The Domestic Abuse Strategy & Action Plan is out for consultation at the moment
Work with the recommendations from the CSP Executive Away day in March 2011, and the areas of risk from the IDEA Peer Review Report	Key risks have been identified and developed over the past 12 months. The change in governance, terms of reference, Business Plan, Action Plan, Substance Mis-use Pathway Redesign and BDAT governance changes are some of the pieces of work undertaken and improvements that have been made to the CSP resulting in better outcomes for our communities and partners.

## Our Priorities for 2012 - 2013

This year each partner was asked to provide their areas of risk and priorities, which were scored against set criteria. Using this process ensured that we were able to compare partnership risks against each other in an intelligent and structured way. Only the high risk issues identified in the matrix were developed and analysed in the strategic assessment. The end result ensures that we are working on the most important issues for our communities.

The CSP priorities for 2012 - 2013 have been identified as:

Priority	Description	Outcome
Anti-Social Behaviour	To help combat repeat victimisation of anti-social behaviour we will pull our resources together to support victims and their families, support vulnerable members of the community, and tackle those who commit anti-social behaviour	* Reduction in repeat victims  * Better co-ordinated working between partners and agencies  * Better support to repeat & vulnerable victims  * Increased awareness of services in the community  * Work will be undertaken on the key ASB issues identified in the ASB Review 2011
Re-Offending	We aim to reduce the high number of offences that are committed by the small % of offenders who regularly commit them, in particular those who are substance users. We aim to support and engage with IOM <sup>8</sup>	* Reduction in serious acquisitive crime offences * Reduction in re-offending * Partnership activity in the 7 pathways 9
Domestic Abuse	We aim to increase the reporting of Domestic	* Increased number of victims being supported

<sup>8</sup> As a co-ordinated multi-agency partnership IOM will work with offenders most as risk of re-offending and causing harm.

<sup>&</sup>lt;sup>9</sup> The 7 offender pathways of IOM are Accommodation, Attitudes & Behaviours, Children & Families, Drugs & Alcohol, Education & Training & Employment, Finance & Debt, Physical & Mental Health

Abuse & Sexual Violence so that we can fully understand the scale of the issue and offer repeat and vulnerable victims more support

We aim to increase the number of repeat incidents being referred to the MARAC & SARAC

- \* Increase awareness of services within the community
- \* Increase the right cases going to the MARAC & SARAC and victims receiving the right level of support

A common factor running through the three priorities is that of the victim, in particular repeat and vulnerable victims. In all the work that we do we must not lose sight of victim support and victim care. For members of our community, becoming a victim or a crime or incident can be a life changing event. During quarter three of 2011 – 2012 Victim Support started a review of services for victims across the county (and our neighbouring counties). This will involve a series of focus groups and interviews with victims to establish what care and support that they received, what may have been missing and what can be improved. This review report and recommendations from it will be presented to the incoming Police and Crime Commissioner. The CSP in collaboration with the PCC will then be able to look at areas for improvement, and where additional support should be provided.

The Partnership Strategic Assessment has identified several strategic recommendations that will be progressed by the Partnership Analyst during the next 12 months. These areas identify gaps in current knowledge where a full picture of the risk needs to be determined in order that resources and support can be given effectively (Appendix B).

Over the past year the CSP has worked hard to engage with communities across Central Bedfordshire to find out what their community safety priorities are and where they need support. At each Let's Talk Together meeting CSP Staff and partners are on hand to discuss queries and issues that residents have, together with offering support to those that require it. The feedback received at these meetings supports the priority areas identified in the Strategic Assessment, and strategic recommendations, and supports the CSP adopting them for 2012 – 2013.



## Community Safety Partnership – What we will do 2012 – 2013:

As we have seen in earlier parts of this document, considerable work has taken place across the partnership and within the community safety arena in the past year. As a CSP we need to ensure that this momentum is maintained, and that work towards the new priorities is done so in a collective and collaborative manor.

In addition to our work being focussed on the three community safety priories, the Community Safety Team and statutory partners will work towards ensuring the following objectives are achieved during 2012 - 2013:

Objective	Outcome & Effect
Commissioning (how the CSP commissions )	An agreed commissioning approach across Central Bedfordshire Streamlined process Commissioning framework in place
Support of victims, carers & advocacy in relation to ASB, offending & domestic abuse	Members of the public receive the best service we can provide  Victim support services are fit for purpose and available to those who require them
Transition arrangements are put in place	Meet the requirements of the Police & Social Responsibility Bill A proactive value for money CSP Create a prospectus for Central Bedfordshire
Communication Strategy	Regular communication messages are provided to Central Bedfordshire communities  Joined up approach and working across the partnership
Performance Management	Understanding where our gaps and risks are Ensuring resources are targeted at the areas / people that are at the highest risk, threat and harm

Community Support	Continue to support and assist Community Groups such as Street Watch, Street Pastors, Neighbourhood Watch and Community Safety Groups  We will run more Community Environmental Action Days 'Pride In'
Substance Misuse	Support for the implementation of an integrated Substance Misuse Service that will be accessible to members of the community, providing a more comprehensive service for users tailored to their need
Training Programme	Continuation of Domestic Abuse & Sexual Abuse training program, which will ensure awareness training to front line professionals who can support victims  We will research and scope the opportunity to provide a Perpetrator training program in Central Bedfordshire, which will provide a service for perpetrators and enable them to positively change their lifestyle and offending behaviour
Sexual Abuse	Sexual Abuse was a key emerging risk to Central Bedfordshire, as identified in the Partnership Strategic Assessment. We will work with the Sexual Abuse co-ordinator and Partnership Analyst to identify key issues, risks, gaps and information, to provide a clearer picture in terms of the Sexual Abuse issue in Central Bedfordshire

## **Reviewing Our Results**

The partnership will review its outcomes within Central Bedfordshire, via a series of reporting and engagement mechanisms:

Mechanism	Expected Engagement
Confidence & Consultation Surveys	Information from targeted members of the community, about how they feel, their vulnerabilities and their priorities
Let's Talk Together	Indentified local priorities, problem solving initiatives, partnership working, good news accounts
Youth Engagement Events	Young people identifying areas of concern, areas where joint agency working can take place and the effects of targeted problem solving work
Partnership Engagement Events (i.e. Fire Service Road Crash Events)	Members of the public get first hand information and take away targeted messages from partners. Signposting of other services available to the community.  Members of the public are able to voice any concerns or priorities that they have
Increased reporting/referrals (i.e. Domestic Abuse, Race Hate)	Increased reporting, in certain areas, is a sign of good communication, involvement and support. We need more members of the community to come forward so the correct level of support can be offered and provided, gaps in service can be identified and a true picture of the problem is obtained
Business & Action Plan	Ensuring a robust approach is taken when reviewing our actions plan. Updates are timely, concise and accurate. A Red, Amber and Green traffic light reporting system is maintained, to highlight areas of achievement and for improvement. Actions have specific owners and work is carried out in partnership
Performance to CSP Priorities	At each Executive and Steering Group we will report back on performance against our priorities to ensure we are able to address any areas of concern and task any remedial action to be taken
Sharing of Resources via Partnership Tasking meetings	Partners share & pool resources that are available to ensure there is value for money for our communities, and we are not all targeting the same areas / problems without joining services
Social Media	There are a growing number of people who use social media sites to communicate. Various partners now use sites such as Facebook, Twitter, and Flickr etc to communicate with a wide number of people. We are able to communicate, consult and gain an understanding of common issues, problems, concerns with our communities. Conversely we can review good practice, ideas and support for our work/projects.

## **Equality Impact Assessment**

The CSP must ensure that it provides services and support which address the needs of all members of the community. As such the council conducts Equality Impact Assessments (EIA) as strategies, policies and services are developed to:

- Consider issues relating to age, disability, gender, gender reassignment, race, religion & belief and sexual orientation
- Obtain a clearer understanding of how different groups may be affected
- Identify changes which may need to be built into an initiative as it is developed
- Comply with legislative requirements & identify good practice

The Community Safety EIA has been reviewed, which has highlighted:

Groups	Highlighted areas
Disabled People	47% of disabled people had either experienced physical abuse or had witnessed physical abuse of a disabled companion  1 in 4 have experience hate crime  Disabled women are found to be twice as likely to experience domestic violence as non-disabled people
Women	Domestic violence has been identified as a prime cause of miscarriage or still-birth, and of maternal deaths during childbirth 30% of domestic violence starts in pregnancy 45% of women in England & Wales experience domestic violence, sexual assault or stalking during their lifetime It is estimated that 75% - 95% of rape cases are not reported to the police
Transgender	Transgender persons experience high levels of hate crime and hate incidents

Groups	Highlighted areas
Race, Religion, Belief	The Police estimate that most racial/religious hate crime is not reported because victims are too frightened or embarrassed
Sexual Orientation	The Police estimate that 90% of homophobic crime goes unreported because victims are too frightened or embarrassed 1 in 6 experiencing homophobic hate incidents in the last 3 years experienced a physical assault

(N.B. Issues shown in the 'Highlighted Areas' section are not exhaustive)

The information in this plan identified what has been, and is being done, within Central Bedfordshire to address our priorities and support our communities (pages 10 – 23). However in the EIA we have highlighted areas where there is underreporting and a disproportionate amount of crime within certain vulnerable groups. Domestic Abuse, ASB and Hate Crime are key areas that need attention. There is ongoing work towards supporting the findings from the Equality Assessment, by way of linking with the Hate Crime Partnership, Domestic Abuse awareness training and research into ASB vulnerable repeat victims.

Central Bedfordshire CSP are represented within the Bedfordshire Hate Crime Partnership, which allows us to progress issues with Hate Crime, collaborate resources and ensure that communities receive a consistent level of service when they report any hate incident. The group are working to ensure communication material is available and that victims know who they are able to report incidents to and where they can receive support. This is an ongoing piece of work that requires commitment and support from all partners and organisations.

The work of the Safer Communities Co-ordinator and the Community Engagement Officer will focus on highlighting vulnerable member of our community, and also the vulnerable areas in Central Bedfordshire, that require additional support or additional services. These strands of work, together with the above, will inform the CSP and be a driver for improvements for our local communities, based on an evidenced need.



## **Linked Strategies**

The Sustainable Communities Strategy for Central Bedfordshire is a prospectus for the area and sets out what sort of place residents want it to be. The strategy looks at a number of key issues which Central Bedfordshire Council, Bedfordshire Police, Fire, Health, business and the voluntary and community sector wanted to address in the years to come. The community safety section of the strategy outlines the priorities which have been agreed, and the steps that we aim to take to address them.

The Central Bedfordshire Community Engagement Strategy outlines what community engagement activity will take place across Central Bedfordshire. Part of the engagement activity is the 'Let's Talk Together Meetings'. These are a development of the previous Community Safety Forums, ensuring that communities can ask advice, obtain information, receive details of services and challenge any areas of concern they have. Partners are in attendance at each of these meetings.

The Central Bedfordshire Joint Strategic Needs Assessment (JSNA) has recently been refreshed. This assessment is the overarching primary evidence base for Health and Well-Being boards to decide on key local health priorities. Community Safety are linked into this process and have provided robust information to inform the JSNA and support the development of future health, care and well-being needs of the local population.

In 2011 collaborative work started with Bedfordshire Police around the Organisational Intelligence Assessment for 2012 – 2013. This assessment has a wide scope to provide a rounded assessment of demand, acts as a building block for the Police Authority and Police Forces strategic plan, provides recommendations for strategic planning, performance management and corporate actions. The three CSP's of Bedfordshire are linked to this process and have provided information for its population, strategic risks, identification of the CSP priorities together with local environmental scanning and analysis. A working group

meets regularly to progress this area of business taking a co-ordinated approach.

In the summer of 2011 a peer review for Safeguarding in Central Bedfordshire took place. Members of Community Safety supported the process, met with reviewers and participated in workshops. The areas of the review report that link with Community Safety have been shared, and together the Safeguarding Manager and Community Safety Partnership Manager are charged with briefing action points and recommendations to the CSP for follow up support and further action. In March 2012 all members of the Community Safety Team will undergo Safeguarding Awareness training, to ensure they are able to provide assistance and signpost potential cases to the Safeguarding Team.

Together with a review of the CSP governance and changes in sub-groups, the CSP has ensured that the Domestic Abuse Strategy and Sexual Abuse Strategy are up to date and reflect the changing landscape we are in. The ASB group is developing an action plan that reflects the key recommendations from the ASB review in 2011. The IOM program has strategy and action plans which are reviewed on a regular basis by the IOM Commissioning Group and Delivery Group.

The CSP Business and Action Plan were produced following the review of the CSP in the summer of 2011. These plans will be reviewed in April 2012 to ensure that early signs of progress are being made and that they are achieving what they set out to achieve.

Work started in late 2011 to create a Central Bedfordshire Prospectus, which will be available for all candidates standing for PCC. This prospectus will set out areas such as:

- Demographics & Geographics of Central Bedfordshire
- Education & Employment
- ◆ The Thematic Partnerships in Central Bedfordshire their work and their priorities
- ◆ Areas of growth and development opportunities for Central Bedfordshire

Over the next few months the prospectus will be shared with Luton & Bedford Boroughs in order that a summary may be pulled together reflecting the salient points for the whole of the county.

#### Communication

The CSP is committed to communicate its successes, outcomes and results to residents and communities of Central Bedfordshire. There are several routes that we use, and will increase the use of, such as:

- Let's Talk Together & Community Safety Awareness Events
- Articles within newsletters such as the News Central (Central Bedfordshire newsletter to all residents)
- Internet sites (all partners)
- Central Bedfordshire Together E-Zine<sup>10</sup>
- Developing social media sites (Facebook, Twitter)

In November 2011 the new Central Bedfordshire Council internet site launched. Within this the CSP has dedicated pages on information, advice, support, who we are and what we do. This facility can be updated with partner information very easily, together with web links to other sites.

There is a CSP Communication protocol in place whereby any message released by a statutory partner on behalf of the CSP, is branded with the CSP logo and includes the partnership emphasis rather than just that of the issuing organisation.

During the review of the CSP it was highlighted that the absence of a Communications Plan was a risk to the CSP. It was agreed that a co-ordinated plan would be created, which would link the work of all the CSP Subgroups. This plan will highlight the work that will be undertaken by the partnership, a schedule of publications, national days / weeks of action and key links with communication leads within partner organisations. This plan will be reviewed on a monthly basis by

the CSP Steering Group.

<sup>&</sup>lt;sup>10</sup> E-Zine is an internet based communication tool. It is used to engage with stakeholders to keep them informed & to enable increased understanding of partnership activities.

## **Conclusions**

- Considerable change has taken place over the past 12 months in and around the CSP. There have been funding and structure changes with various organisations. However even with these challenges the CSP has achieved a great deal and worked robustly towards improving services for our communities
- The CSP has reviewed itself and now has a clear steer in terms of self improvement and work that needs to be undertaken in 2012 2013 to strengthen partnership working
- The three CSP priorties for 2012 2013 have been identified using a robust mechanism and review what our local communities feel are their high risk areas
- The strategic recommendations from the Partnership Strategic Assessment will ensure the right analysis is carried out over the next 12 months. This will provide a clearer picture into areas that currently are not fully understood, and that impact upon community safety and the wider partnership
- Over the next 12 months we will improve communication and ensure messages are targeted, conducted on a regular basis and co-ordinated
- Continuing the extended partnership working with Safeguarding and Equality issues, will ensure the CSP take into account all members of our local communities and their diverse needs



# Appendix A CSP Structure as of December 2011

#### Central Bedfordshire Together (CBT) (Formally Local Strategic Partnership)

- \* Chaired by Cllr Tricia Turner
- \* Quarterly meeting
- \* Provide vision and strategic leadership, to improve the quality of life for existing and future residents of Central Bedfordshire. Bringing together & encouraging greater partnership working at a local level & with the different parts of the public, private, community & voluntary sectors; allowing different initiatives & services to support one another so that they can work together more effectively. To ensure that Sustainable Community Strategy is delivered & that each partner makes an effective contribution to that delivery

#### **Community Safety Executive Group**

- \* Chaired by Gary Alderson
- \* Quarterly meeting
- \* Made up of senior officers from the statutory authorities identified in the Crime & Disorder Act 1998
- \* Manages Performance, Agrees Funding, Authorises Strategic Assessment & Partnership Plans, Reviews Steering Group Update & Signs off any Recommendations, Ensures Compliance with National Standards, Manages the Business Plan for the CSP, Gives Direction for the CSP

#### **CSP Steering Group**

- \* Chaired by Shaney-Ann Charles
- \* Monthly meeting
- \* Monitors Performance, Scrutinises the Priority/Theme Groups, Reviews Action Plans from Priority Groups, Manages and Suggests Communications & Messages, Reviews Risks for the CSP & Recommends Actions to the Priority/Theme Groups/CSP Exec, Supports the CSP Exec by Monitoring the Business Plan

#### **Priority Groups**

#### Integrated Offender Management Commissioning Group

#### \* Chaired by Linda Hennigan

\* Set up to oversee the IOM initiative in Bedfordshire

There is also an Integrated Offender Management Implementation Group.

\* Chaired by Katie Morgan

This group deals with tactical issues, resource decisions and feeds up to the Commissioning Group.

## Domestic Abuse Strategy Implementation Group

#### \* Chaired by Jeanette Keyte

- \* To set out a co-ordinated approach to domestic abuse in Bedfordshire (ex Luton), that will be agreed & implemented by all partners & agencies
- \* To identify key actions required to tackle domestic abuse in Bedfordshire (ex Luton)
- \* TOR in place

#### **ASB Partnership Group**

#### \* Chaired by Steve Barrett

- \* New group to the CSP with effect from October 2011.

  Monthly meeting
- \* Reviews partnership working around ASB
- \* Information gathering and retention
- \* Collaboration of resources
- \* Produce a Strategic Action Plan following the recommendations from the ASB review

## Partnership Tasking Group

#### \* Chaired by Jeanette Kevte

- \* The practical arm of the CSP, dealing with live time issues that need to be addressed.
- \* Reviews where resources need to be placed, & which areas are in need of additional support
- \* TOR as per the Partnership TOR

#### Theme Groups

# Bedfordshire Drugs & Alcohol Action Team (BDAT)

- \* BDAT Board Chaired by Linda Willis
- \* Monthly meeting
- \* This group is being reviewed in light of the changes in Substance Misuse Commissioning. April 2012 will see a change in structure, remit and role.

# Sexual Abuse Operational Group

- \* Chaired by Sarah Wilson
- \* Bedford & Central Bedfordshire group working on Sexual Abuse
- \* Action Plan agreed by both CSP's
- \* TOR, and Strategy in place
- \* Group linked to the Domestic Abuse SIG

Not Protected

## Appendix B \_ Risk Matrix 2012 -2013

3	Owner	Gap in current picture	Current CSP priority	erformance issue - deteriorating	National priority	nmunity concerns/Public perception	m/impact to property/environment	Harm/impact to people/victims	Generator of fear/worry	oss-cutting/impact on other issues	Media attention	Social and economic cost	Risk of increase/budget cuts	Total
Repeat victims of Anti-Social Behaviour	Steve Barrett	5	5	2	5	5	3	5	5	4	5	4	5	53
Vulnerable communities who are victims of Anti-Social Behaviour	Steve Barrett	5	5	2	5	4	3	5	5	4	5	4	5	52
People who are victims of Anti-Social Behaviour	Steve Barrett	3	5	2	5	5	3	5	5	4	5	4	5	51
Anti-Social Behaviour	Katy Bodycombe	4	5	2	5	5	3	5	5	4	5	4	3	50
Reducing drug related offending	Adam Snell	3	5	2	5	3	5	4	5	4	4	5	3	48
Reducing reoffending	Katie Morgan	3	5	2	5	3	5	4	5	4	4	5	3	48
Raise number of domestic abuse incidents reported	Claire Churchley	2	5	4	5	2	2	5	3	4	3	4	3	42
To increase referrals to the MARAC to the level of 20 per month	Claire Churchley	1	5	3	5	2	2	5	3	4	3	4	3	40
Public protection	Katie Morgan	3	5	2	5	3	1	5	3	2	5	2	4	40
To assist & protect high risk domestic abuse victims by sustaining the Independent Domestic Violence Advice service	Claire Churchley	1	5	5	5	1	2	5	1	4	3	4	3	39
Develop an understanding of the impact of drugs and alcohol on domestic abuse.	Claire Churchley	4	5	-	5	2	2	5	1	4	3	4	3	38
Suitable and settled accommodation for offenders	Katie Morgan	4	5	3	5	1	2	2	3	4	2	2	5	38
MSV	Katy Bodycombe	4	0	2	5	2	2	5	3	3	5	5	2	38

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To develop a community based perpetrator programme	Claire Churchley	4	5	-	5	2	2	5	1	4	2	4	3	37
Successful completion of orders and licences	Katie Morgan	2	5	2	5	3	2	2	3	4	4	2	3	37
Sustained employment for offenders	Katie Morgan	3	5	3	5	2	2	2	3	4	2	2	3	36
Victim reassurance and liaison	Katie Morgan	3	5	2	5	3	1	4	3	3	2	2	3	36
Planned exits from Drug Treatment (individuals who are drug free)	Adam Snell	4	0	5	0	2	3	5	3	4	3	1	4	34
Scope & assess needs of victims of sexual crime across Bedfordshire to enable us to understand the true picture of sexual assualt, prostitution (on & off street) & trafficking.	Sarah Wilson	5	0	-	5	2	1	5	2	2	3	4	5	34
Develop a knowledgable multi agency workforce across Bedfordshire to provide appropriate responses to sexual abuse disclosures	Sarah Wilson	5	0	-	5	2	1	5	2	2	3	4	5	34
Develop & evaluate the Sexual Abuse Risk Assessment Conference (SARAC) pilot within Bedfordshire to assess benefits & need of multi agency response to sexual abuse.	Sarah Wilson	5	0	-	5	2	1	5	2	2	3	4	5	34
Access to employment and training opportunities	Adam Snell	4	0	4	0	3	3	3	2	4	3	3	4	33
Casualty reduction risks	Hazel Robertson	0	0	3	0	3	3	5	3	2	4	5	5	33
Decrease number of individuals engaging with DIP but still treatment resistant	Adam Snell	3	0	3	0	3	3	3	3	4	3	3	4	32
Access to housing support or approproate housing	Adam Snell	4	0	3	0	3	3	3	2	4	3	3	4	32
Reduce number of deliberate fires (primary and secondary, including vehicles)	Hayley Stokes	2	0	2	0	2	5	5	2	3	3	5	3	32
To develop a domestic abuse communications strategy	Claire Churchley	5	5	-	5	0	2	5	0	4	0	2	3	31
SSO	Katy Bodycombe	5	0	1	5	2	1	5	2	2	3	3	2	31
Minimising health risks posed by "Blood Bourne Viruses" infection	Adam Snell	3	0	3	0	2	2	5	2	4	3	2	4	30
Increase in appropriate alerts of Safeguarding	Emily White	1	0	4	0	3	1	5	3	4	4	4	1	30
Burglary Dwellings	Katy Bodycombe	2	0	1	5	3	4	3	3	2	2	3	1	29
Reduce number non domestic dwelling fires	Hayley Stokes	2	0	2	0	2	5	4	2	3	3	2	3	28
Reduce number of accidental dwelling fires	Hayley Stokes	2	0	2	0	2	5	4	2	3	3	1	3	27
Reduce number of injuries arising from accident fires in dwellings	Hayley Stokes	2	0	2	0	2	3	5	2	3	3	1	3	26
Robbery	Katy Bodycombe	2	0	1	5	2	2	4	2	2	1	3	2	26
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Not Protected