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Foreword

I am pleased to say that Gloucestershire remains one of the safest places in the country to live and work, but that doesn’t mean we should be complacent as crime across the country is on the rise and Gloucestershire is no exception.

Safer Gloucestershire offers us a real opportunity to make the system work better for our communities and for victims of crime. That’s why tackling crime, fear of crime, vulnerability and anti-social behaviour are key priorities for Safer Gloucestershire and the county’s Community Safety Partnerships (CSPs) over the next few years.

This document, along with the action plan, provides a strategic vision for community safety through a systems wide approach and by putting communities and their needs at the heart of what we do. Listening to communities, working together and not imposing our views, are the hallmarks of our approach.

For the first time in 20 years we have a countywide Strategic Needs Assessment (SNA). This has highlighted priority areas of focus, which are explored throughout this document and also within the partnership action plan. We need our system to be more data led and focussed on the impact of our work on offenders and victims. That is something I am pleased partners are working to achieve.

Safer Gloucestershire came into fruition because the county’s leaders acknowledged community safety had fallen down the agenda and needed revitalising. That is not to say our local CSPs weren’t doing a good job, but the county lacked a co-ordinated countywide approach to dealing with some key issues. As members of Safer Gloucestershire, we recognise we all have a role to play to community safety. We know that tackling crime and disorder is not and should not be the sole responsibility of the police. Through working together with county wide agencies and, in support of our district CSPs, we can and should make some real differences to the quality of life of the public we serve.

An early success for the Safer Gloucestershire Board is around Domestic Homicide Reviews (DHR). The partnership has developed new systems to support local reviews, providing training, guidance and an accredited list of DHR chairs. I am hopeful we can learn some real lessons from DHRs going forward and the board will be looking to share learning with others: locally, regionally and nationally.

Safer Gloucestershire needs to help support the work of the local CSPs, sharing information and data, supporting with knowledge and guidance, but also listening and responding when there is a need for a county-wide approach to an issue. This relationship is key to the future success of Safer Gloucestershire, as is relationships with other partnerships not least the Health & Well Being Board. It is crucial that the two boards work closer together and I am committed to ensuring this relationship continues to develop.

As members of Safer Gloucestershire, we are committed to the approach outlined in this document, which I believe needs to be flexible, adaptable and dynamic to deal with an ever changing, cross cutting field of community safety.

Deputy Police & Crime Commissioner
Chair Safer Gloucestershire Board
1. Background

Gloucestershire is one of the safest counties in England and Wales in terms of crime and disorder. However, like many localities, it is also facing the combined challenges of constraints in funding and resources alongside increases in some crime types and demand pressures. The nature of criminality is also becoming more complex with new forms of criminality and exploitation of the vulnerable emerging alongside more traditional forms.

The Crime and Disorder Act 1998 led to the creation of Community Safety Partnerships (CSPs) in each local authority area. This approach acknowledged that tackling crime and disorder issues require a ‘whole system’ response. In Gloucestershire, whilst the statutory CSP responsibility rests with the District Councils and responsible authorities* identified within the Act, there is a recognition of the need for a countywide approach that builds on that capacity. Safer Gloucestershire was established in July 2017 with the aim of ensuring a coherent, strategic approach to the delivery of community safety activity in Gloucestershire.

This strategy builds on a review of the county approach to Community safety 2016 and further dialogue initiated by the Office of the Police and Crime Commissioner (OPCC).

2. Safer Gloucestershire Partners

Safer Gloucestershire aims to complement & support existing CSP capacity at a district level and comprises of senior representatives from:

- Gloucestershire Fire and Rescue Service*
- Gloucestershire County Council*
- Cheltenham Borough Council*
- Gloucester City Council*
- Tewkesbury Borough Council*
- Cotswold District Council*
- Forest of Dean District Council*
- Stroud District Council*
- Police and Crime Commissioner
- Gloucestershire Constabulary*
- Voluntary Sector
- Gloucestershire Clinical Commissioning Group*
- Public Health
- 2gether NHS Foundation Trust
- National Probation Service*
- Community Rehabilitation Company*
- Youth Offending Team

* Responsible authority members Crime & Disorder Act 1998

Safer Gloucestershire is chaired by the Deputy Police and Crime Commissioner and meets on a quarterly basis. It is supported by a Secretariat (Development and Delivery Group) which meets 8 times a year – either side of the Safer Gloucestershire meetings in order to drive the business. It is chaired by the Director of Partnerships and Strategy: GCC Children’s Services, who also attends Safer Gloucestershire.

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1 Crime in England and Wales, year ending September 2018: Office for National Statistics (ONS)
2 Review of Community Safety in Gloucestershire – J. Benstead & R. Bradley
3. Key Priorities

In April 2018 Safer Gloucestershire undertook a Strategic Needs Assessment (SNA) utilising expertise and capacity within GCC’s Public Health Team as the basis for future planning and delivery. The SNA provides a solid evidential basis for planning and delivery of community safety activity at County, District, thematic and cohort levels. This identified six priority areas:

- Locality based crime
- Social isolation* (*priority shared with Health and Wellbeing Board)
- Safeguarding children
- Substance/alcohol misuse
- Domestic abuse/sexual violence
- Violence, Vulnerability and Exploitation – (including County Lines, Modern Slavery and Human Trafficking)

Each of the priorities is set out in an action plan which will be subject to regular review and refresh over the life of this strategy. Informed by the learning from ACEs, our response will be trauma-informed, restorative and strengths based by building upon existing individual, community and agency capacity. Our twin aims are to promote desistance from offending and reduce victimisation, particularly of the most vulnerable in our community. It is acknowledged that a considerable part of Year 1 (2019/20) will involve establishing the capacity, data flows and business processes to enable Safer Gloucestershire to realise its ambitions. We will also take a phased approach to the key priorities informed by our Needs Assessment and performance data.

4. Our Approach

Having been in place for over 12 months, it is timely to take stock of progress and set out how Safer Gloucestershire will contribute towards improved community safety for all citizens of Gloucestershire, particularly the most vulnerable.

This strategy reflects the views of the District Councils, local partners and responsible authorities* as determined in the Crime and Disorder Act. It is further informed by the local approach towards Adverse Childhood Experiences (ACEs) and how the insights this provides can influence our collective response to both adults and children3. Recent research indicates that rule breaking behaviour and the involvement in criminal offending by young people is very widespread; a routine rather than aberrant diversion of individual development and, moreover, that the young people involved in persistent serious offending are also the most vulnerable4.

Operating within the wider network of agencies and thematic community safety processes, the role of Safer Gloucestershire will be to:

- Create ‘a consensus of leadership’ for community safety working with district CSPs and county wide statutory and non-statutory agencies. This reflects a distributive approach towards leadership, extending beyond single agency boundaries.
- Provide greater clarity about the role of agencies and collaborative problem solving within an increasingly complex operating landscape.
- Ensure a streamlined approach to intelligence sharing and service provision reducing duplication and improving outcomes

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3 Gloucestershire ACEs Strategy 2018-2021
4 Child Friendly Justice? National Association for Youth Justice (NAYJ:2017)
• Develop a consistent multi-agency county wide response to cross cutting themes such as violent crime, domestic abuse, criminal exploitation, child sexual exploitation, radicalisation, FGM, honour based violence, forced marriage etc. – encompassing, prevention, diversion, disruption and prosecution activity.

• Identify opportunities for joint commissioning, collaboration and working informed by an exhaustive, collective appreciation of the challenges and risks to the safety of Gloucestershire citizens.

• Improve communications and positive engagement across the safer communities’ agenda.

In practice this will involve a ‘layered’ approach informed by a shared appreciation of key issues and whether they are most effectively addressed at County or District levels, each informing and influencing the other. As an example, anti-social behaviour will usually follow a multi-agency locality based model; however, it will need to align with countywide strategies to avoid different outcomes for perpetrators and victims. There is a need to ‘rewire’ the system to ensure the collective oversight of the effectiveness of key thematic and cohort management activity and respond accordingly.

The table below illustrates a brief summary of the broad division of activity going on currently in the county: (more detailed information is contained in the action plan).

<table>
<thead>
<tr>
<th>Operating Layer</th>
<th>Key Issues</th>
<th>In scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic (Countywide activity)</td>
<td>Is there a consensus on those issues best driven at county level?</td>
<td>• Violent crime (including knife crime)</td>
</tr>
<tr>
<td></td>
<td>Is there an agreed and effective approach for each?</td>
<td>• County lines, modern slavery, human trafficking</td>
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<tr>
<td></td>
<td></td>
<td>• Radicalisation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Domestic Abuse and Sexual Violence</td>
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<td></td>
<td>• Drug and Alcohol</td>
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<td></td>
<td></td>
<td>• Youth Crime</td>
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<td></td>
<td></td>
<td>• Female Genital Mutilation (FGM)</td>
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<tr>
<td></td>
<td></td>
<td>• Honour Based Violence (HBV)</td>
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<td></td>
<td></td>
<td>• Forced Marriage</td>
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<tr>
<td></td>
<td></td>
<td>• Criminal Exploitation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Child Sexual Exploitation (CSE)</td>
</tr>
<tr>
<td>Intermediary (Managing Key Cohorts ‘gripping the system’)</td>
<td>Do partners have a collective appreciation of the most vulnerable/impactive individuals (adults and children)?</td>
<td>• Integrated Offender Management (IOM)</td>
</tr>
<tr>
<td></td>
<td>Are collective thematic/cohort/management arrangements effective in reducing risk, vulnerability, offending and victimisation?</td>
<td>• Multi Agency Criminal Exploitation (MACE)</td>
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<td></td>
<td></td>
<td>• Multi Agency Public Protection Arrangements (MAPPA)</td>
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<td></td>
<td>• Multi Agency Risk Assessment Conference (MARAC)</td>
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<tr>
<td></td>
<td></td>
<td>• Management of Sexual Offenders and Violent Offenders (MOSOVO)</td>
</tr>
<tr>
<td>Operating Layer</td>
<td>Key Issues</td>
<td>In scope</td>
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<td>------------------------------------------------------------------------</td>
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<tr>
<td></td>
<td></td>
<td>Independent Domestic Abuse/Sexual Violence Advocates (IDVA/ISVA)</td>
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<td></td>
<td></td>
<td>Sexual Abuse Referral Centre (SARC)</td>
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</tbody>
</table>
| District (locality activity) | Is there a consensus on those issues best driven at a locality level?  
Is there an alignment/dissonance with countywide strategy? | Anti-social behaviour  
Environmental Crime  
Rural Crime  
Social Isolation and Vulnerable citizens |

5. The Police & Crime Commissioner

The remit of the Police and Crime Commissioner (PCCs) extends beyond the world of policing, into crime prevention and engaging with those agencies that have a major role in this. PCCs have a duty to co-operate with the core agencies that make up community safety partnerships (CSPs) to reduce crime and disorder. There is also a reciprocal duty on those core agencies to work through their CSPs with the PCC. The Police and Crime Commissioner’s Strategy for Gloucestershire is set out within the Police and Crime Plan 2017-2021.

The current plan sets out the following priorities for policing in Gloucestershire;

- Accessibility and accountability.
- Older but not overlooked.
- Safer days and nights.
- Young people becoming adults.
- Safe and social driving.
- Safer cyber.

The six main priorities of the Police & Crime plan are also supported with two other approaches namely “a Compassionate Approach” and “a Green & Pleasant county”.

The Police and Crime Commissioner (PCC) is able to provide support and engage effectively with the crime & disorder landscape, affecting not only policing but all criminal justice agencies, local government, health services and the voluntary & community sector. The PCC has also the ability to commission community safety services and, to provide grants to support related activity.

6. Links with the Wider System

Safer Gloucestershire is not a statutory body as the duties set out in the Crime and Disorder Act rest with the local authorities*. But as acknowledged by Leadership Gloucestershire there is a need for a board to provide context and coordination of effort for community safety activity and contributes towards the wider system of governance and delivery in improving outcomes for Gloucestershire citizens. This acknowledges the cross-cutting nature of some key challenges such as substance misuse, domestic abuse and complex child and adult safeguarding. The links between Safer Gloucestershire, the Health and Wellbeing Board and Child, Adult Safeguarding arrangements are set out in Appendix 1.
Health and Wellbeing Boards were established under the Health and Social Care Act 2012 in order to provide a forum through which strategic leaders from the local health and care system can improve the health and wellbeing of their local population. At a local level, Gloucestershire Health and Wellbeing Board fulfil this role and are concerned with the health and wellbeing of the whole population (adults and children) of Gloucestershire. It plays a further important role in developing a more strategic and integrated approach towards commissioning that seeks to make best use of scarce resources whilst improving outcomes for citizens.

The Health and Wellbeing Board recently agreed its priorities which are set out below and acknowledged the overlap with the work of Safer Gloucestershire which is concerned with the safety of the whole population (adults and children).

- Physical Activity
- Adverse Childhood Experiences (ACEs)
- Mental Wellbeing
- Social Isolation/loneliness
- Healthy Lifestyles
- Early years/Best start in life
- Housing
- Early years/Best start in life

A further significant change will shortly be introduced through Working Together 2018 which will place 'a shared and equal duty' on the three child safeguarding partners in a local authority area. These requirements will apply to the County of Gloucestershire, with the safeguarding partners being:

- Gloucestershire County Council
- Gloucestershire Constabulary
- NHS Gloucestershire Clinical Commissioning Group

It is intended that Gloucestershire will publish its revised child safeguarding arrangements in April 2019, with full implementation by July 2019.

Issues such as domestic abuse, mental health, substance misuse and criminal exploitation engage both the health and wellbeing and community safety agendas. They are often key drivers for adult and child safeguarding with all that implies for the commissioning and delivery of services. As an example, whilst the commissioning of psycho-social interventions for domestic abuse and treatment pathways for substance misuse will be led by Public Health partners, Safer Gloucestershire also has an interest as ‘system influencer’. This acknowledges the co-morbidity of vulnerability and risk and the need to consider a wider range of outcomes beyond an immediate focus on safety or health and wellbeing.

In broad terms Health and Wellbeing board is leading on the ‘healthy and happy’ aspects of the local multi-agency vison for Gloucestershire, whilst Safer Gloucestershire is leading on the ‘safer’ aspects.

The table below illustrates how the two agendas complement and interact with a fluidity of role in respect of system leadership as ‘driver’ or ‘influencer’ depending upon the nature of the issue to hand.
<table>
<thead>
<tr>
<th>Theme</th>
<th>Health &amp; Wellbeing Board</th>
<th>Safeguarding Arrangements (Child and Adult)</th>
<th>Safer Gloucestershire (District CSPs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Abuse</td>
<td><strong>DRIVER:</strong> • Concerned with health and welfare outcomes for service users • Mobilising the wider partnership See footnote below 5</td>
<td>Is there a reduction in adverse impacts on children, young people and vulnerable adults? Is parental capacity increased? Do services acknowledge the potential for children to become perpetrators?</td>
<td><strong>INFLUENCER:</strong> Are services contributing to reductions in offending and repeat victimisation? Oversight of multi-agency case management and offender oversight (MARAC Steering Group)</td>
</tr>
<tr>
<td>Substance/Alcohol Misuse</td>
<td><strong>DRIVER:</strong> • Concerned with successful treatment completions • Wider health &amp; wellbeing outcomes</td>
<td>Are treatment pathways acknowledging parental/ carer responsibilities? Is the situation of the children of substance misusing parents/carers improved?</td>
<td><strong>INFLUENCER:</strong> Are treatment pathways contributing to desistance of offending where this is an issue? Are criminal justice and treatment pathways aligned where appropriate?</td>
</tr>
<tr>
<td>Anti-Social Behaviour/ Criminality</td>
<td><strong>INFLUENCER:</strong> • Do local ASB/Crime approaches protect the most vulnerable? • Is there an awareness of ACEs and co-morbidity of risk/ vulnerability within interventions to tackle crime, disorder and ASB? • Is there evidence that the most vulnerable are over represented in the criminal justice system?</td>
<td>Do local strategies seek to avoid first time entrants wherever appropriate? Is there equity of provision for young people across Gloucestershire? Are children and young people being unnecessarily detained in custody? Are we assured about the effectiveness of SARC/ ISVA for children/young people? Are vulnerable adults sufficiently protected? Are vulnerable adults over represented in the Criminal Justice System? Are individuals or communities at high risk of victimisation being supported?</td>
<td><strong>DRIVER:</strong> • Youth Justice Strategy • Collective oversight of cohort/thematic management arrangements • Criminal Exploitation • Violent Crime Strategy</td>
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</tbody>
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5 The H&WB Board are listed as a driver of these areas as they are the lead partnership body under which these services are commissioned.
7. Safer Gloucestershire Secretariat

In order to support the work of Safer Gloucestershire, a Secretariat (Development and Delivery Group) comprising of key representatives from the districts and partner agencies has been established to drive the business forward. The Secretariat will act as the ‘engine room’ by facilitating an annual cycle of assessment, planning, delivery and evaluation within the context of this strategy. It will also function as the intermediary between the wide range of multi-agency groups and processes and Safer Gloucestershire to enable the latter to have an ‘increasingly rich picture’ of community safety activity across Gloucestershire and its effectiveness. The Secretariat will, in turn, be supported by a back office team of officers from GCC and OPCC, including a Policy Officer dedicated 2 days per week to this activity and full-time Violent Crime Co-ordinator.

It is acknowledged that the Secretariat is not yet sufficiently established to realise this approach and that a period of development and implementation will be needed if the general direction of travel is agreed. In the immediate term, it is proposed to focus on:

- A stocktake of existing safer communities’ activity in order to establish a firm baseline of reach and effectiveness to inform future development.

- Refresh of the community strategy needs assessment and joint working protocol to encompass workflow and its oversight.

- Developing a data dashboard aligned with key priorities to enable Safer Gloucestershire to test the efficacy of current arrangements.

- Developing a strategy and action plan for 2019 onwards based on the priorities identified in the Strategic Needs Assessment.

8. ‘Gripping the System’ – multi-agency oversight of key themes and cohorts

Across Gloucestershire there are a diverse range of multi-agency boards and case management processes which have the aim of ensuring that key thematic challenges and individuals/cohorts presenting particular risks and vulnerabilities are effectively managed or supported. There is a consensus that current arrangements do not allow for a collective strategic overview of the impact of much of this activity. A key ambition for the development of Safer Gloucestershire in this respect is to enable partners to address the following:

- Do we have a collective appreciation of the most vulnerable/risky adults, children & communities in Gloucestershire?

- Is there evidence of key interventions (prevention, diversion, disruption and prosecution) reducing their levels of vulnerability, risk, victimisation and offending?

- What steps are needed to take to improve those interventions and their impact?

Safer Gloucestershire has a key role to play in providing a strategic coordinating mechanism to ensure that this wider range of activity is coherent and effective and that those groups and processes have a strategic outlet for their concerns. It is important to note that this role is about strategic oversight, assurance and whole system development, not case management which will remain with the relevant groups.
However, as these arrangements mature the aspiration would be to develop an integrated approach towards those issues in which research suggests are inherently linked and best tackled through a blended approach, which for example, involves a single community safety – violence, vulnerability and exploitation strategy as opposed to a range of strategies addressing each individually. This reflects the direction of travel for national policy. The forthcoming changes to child safeguarding also provide the opportunity for the development of a multi-agency panel approach towards vulnerable adolescents as a focal point for the most high risk cases in the county.

Summarised below are the range of existing groups and processes linking with Safer Gloucestershire:

**Domestic Abuse and Sexual Violence (DASV) Commissioning Group**

Domestic Abuse and Sexual Violence pose significant challenges for Gloucestershire and are key drivers for our collective safeguarding work. The DASV Commissioning Group is a multi-agency group comprising of representatives from Gloucestershire Constabulary, Office of the Police and Crime Commissioner, Gloucestershire County Council (Public Health and Children’s Services), Community Rehabilitation Company and Clinical Commissioning Group. It is supported by a DASV Implementation Group which acts as an information network bringing together a wide range of organisation working on this agenda. A Commissioning Strategy and Outcomes Framework 2014-2018, informed by a local needs assessment, provide the framework for local activity. Central Government has recently published its proposals for ‘Transforming the Response to Domestic Abuse’ which will broaden the definition of domestic abuse supported by statutory guidance. The proposals, when published, will inform the refresh on the Commissioning Strategy and Outcomes Framework.

In order to ensure a consistent approach across Gloucestershire, a countywide Domestic Homicide Review (DHR) Protocol has been introduced under the auspices of Safer Gloucestershire. This involves Safer Gloucestershire supporting the district CSPs in establishing the need for a DHR, appointment of the independent author/chair, monitoring progress with the review process and holding agencies to account for their recommendations and actions. Once a DHR is complete and published, Safer Gloucestershire will take the lead on holding agencies to account in implementing the DHR action plan/recommendations, supporting in the development of task groups as necessary. This new model includes a financial agreement between Districts and OPCC to fund DHRs and the funding for specialist advocacy support for families.

There are a range of services funded by partners including:

- Gloucestershire Domestic Abuse Support Service (GDASS)
- Independent Domestic Violence Advisors (IDVA)
- Independent Sexual Violence Advisors (ISVA)
- Sexual Assault Referral Centre (SARC)
- Independent Stalking Advocacy Caseworker (ISAC)
- Voluntary DA Perpetrators Programme – Positive Relationships Gloucestershire
- Young Persons DA Support Service

**Sexual Violence Partnership Board**

The Sexual Violence Partnership Board has recently been established to ensure a cohesive multi-agency approach towards sexual violence in Gloucestershire. It will support delivery against the local strategy and strategic decision for the for sexual assault and abuse services. It meets on a quarterly basis and will report to safer Gloucestershire.
Community Safety Partnerships (CSPs)/Local Forums

The six district councils in Gloucestershire each have a Community Safety Partnership (or equivalent) to meet its obligations under the Crime and Disorder Act. A number have a wider remit than community safety.

The relationship between the CSPs and Safer Gloucestershire is one of consultation and co-ordination rather than command and control. This acknowledges that whilst the statutory duty risk is at a district/locality level, many of our key challenges are best tackled by agencies structured on a County level. Action at local level can also impact across the system, with the need to ensure an aligned approach that delivers consistent outcomes for perpetrators and victims. There are a number of key themes emerging from the dialogue with CSPs that have informed the strategy:

This is a reciprocal relationship in which County and locality activity is seen as complementary and of mutual benefit.

There is a need for broad alignment with Safer Gloucestershire strategic priorities, however, there will also be local priorities developed by the CSPs.

The CSPs will need support from Safer Gloucestershire in terms of key crime/ASB data and management information around community safety activity disaggregated to locality level in order to inform the local cycle of assessment, planning and delivery.

Gloucestershire Criminal Justice Board

The purpose of the local Criminal Justice Board is to work strategically across agencies in order to improve the efficiency and effectiveness of the criminal justice system in the county, with a particular emphasis on victims and witnesses. Gloucestershire’s LCJB operates as a voluntary partnership, chaired by the PCC, and draws together representatives from Gloucestershire Constabulary, Crown Prosecution Service, Her Majesty's Courts and Tribunals Service, Youth Offending services and the Legal Aid Agency.

Reducing Reoffending and Rehabilitation Group

This is a multi-agency strategic group with responsibility for oversight of the range of services for offenders in Gloucestershire. It reports to the Gloucestershire Criminal Justice Board (GCJB) via a quarterly reporting mechanism and is, in turn, informed by Integrated Offender Management, Multi-Agency Public Protection Arrangements and Managing sexual offenders and violent offenders arrangements.

Integrated Offender Management Board.

The Integrated Offender Management programme aims to identify the most persistent and problematic offenders and ensure they are managed to desist from offending or secure their early conviction to protect the community. The IOM Board is led by police on a multi-agency basis and is responsible for the oversight of local IOM arrangements and their effectiveness. It also seeks to influence the wider system around those factors which contribute to desistance or further offending.
Gloucestershire Youth Justice Partnership Board

Youth Offending Teams were established by the Crime and Disorder Act (1998) on a multi-agency basis and charged with the responsibility for the local delivery of effective youth justice provision. The local authority, in this case Gloucestershire County Council, is the accountable body for ensuring that the statutory partners - education, police, health and National Probation Service contribute to local arrangements. There is also a requirement to have a Youth Justice Plan setting out key aims and objectives, alongside progress in tackling key issues such as first time entrants, re-offending and the use of custody.

Gloucestershire Youth Justice Board provides for multi-agency oversight of the effectiveness of youth justice provision and a link with the wider system of governance to ensure the health, educational, social and personal needs of young people known to the YOS are met.

Adult and Child Safeguarding Arrangements

The Adult and Child Safeguarding Boards are concerned with the effectiveness of local arrangements to safeguard, respectively, vulnerable adults and children and young people. The arrangements for adult safeguarding have recently been placed on a statutory footing by the Care Act 2014, which was enacted in 2015. The Children’s Board is established on a statutory basis by the Children Act 2004.

During 2019 Gloucestershire will publish its revised arrangements for child safeguarding under Working Together 2018, which will place a shared and equal duty on Gloucestershire Constabulary, NHS Gloucestershire Clinical Commissioning Group and Gloucestershire County Council for child safeguarding. This provides the opportunity to further integrate health, local authority and policing activity where this relates to child safeguarding.

Serious and Organised Crime Partnership

This is a multi-agency partnership led by police with the aim of developing a shared appreciation of threats, vulnerabilities and risks relating to organised crime. Its work informs the targeting and use of resources alongside the mainstreaming of serious and organised crime into the wider system of local governance, commissioning and delivery.

Hate Crime Multi Agency Strategic Group

This is a multi-agency partnership led by Gloucestershire County Council that aims to prevent incidents through education and awareness raising, ensure data is accurately recorded and used to inform interventions. The Group also has oversight of activity to promote victim confidence in reporting and the provision of practical support to those who have experienced hate crime.

Anti-Slavery Partnership

The Anti-Slavery Partnership brings a range of statutory, non-statutory and voluntary sector agencies together in a concerted effort to tackle trafficking and slavery across Gloucestershire. The partnership has been focused on capacity building through intelligence collection, training and awareness raising and the development of emergency reception facilities for victims.
Gloucestershire Prevent Partnership Board

Prevent is a key part of the Government’s counter-terrorism strategy (Contest) which aims to stop people becoming radicalised into all forms of extremist ideology. The Prevent Partnership Board is established on a multi-agency basis and has oversight of the wide range of activity in this area, including Channel Panels.

Drug and Alcohol Working Group

This is a multi-agency network, led by Public Health, which links strategic and local level activity through the engagement of a broad range of partners with an interest in substance misuse and acts as a forum for information exchange. It acts as a reference group for the commissioning of drug and alcohol services, linking with the wider system, acknowledging the link with child safeguarding, criminology and vulnerability of the service users.

Restorative Gloucestershire

Restorative Gloucestershire is a group of statutory, non-statutory and voluntary sector partners that have joined with the aim of offering all people, who come into contact with the criminal justice system (CJS) or who come into conflict in the community, an opportunity to participate in a restorative intervention.

Multi-Agency Public Protection Arrangements (MAPPA) Strategic Board

This is a multi-agency board and MAPPA is the process through which the Police, Probation and Prison Services work together with other agencies to manage the risks posed by violent and sexual offenders living in the community in order to protect the public.

MAPPA Board is not a statutory body in itself but rather a mechanism through which agencies can better discharge their full statutory responsibilities and obligations. Section 325(3) of the Criminal Justice Act 2003 requires the Responsible Authority to co-operate with a wider range of agencies including:

- Youth Offending Teams
- The Local Education Authority
- The Local Housing Authority
- Registered Social Landlords
- The Health Authority or Strategic Health Authority
- The Clinical Commissioning Group
- The NHS Trust
- Providers of electronic monitoring services
- Immigration Law Enforcement (formerly UKBA)

Multi-agency Children Exploitation (MACE)

MACE is a multi-agency process that considers suspected or actual cases of Child Sexual Exploitation (CSE) and missing children. The MACE meets on a fortnightly basis to ensure cases are well managed and co-ordinated and that all necessary actions are taken to protect victims.
Multi-Agency Risk Assessment Conference Steering Group (MARAC)

A MARAC is a victim focused information sharing and risk management meeting bringing together key agencies to discuss high risk domestic abuse cases. It seeks to deliver a range of outcomes, including increasing the safety and wellbeing of victims (adults and their children), developing a risk management plan, reducing repeat victimisation and improve interagency working. The work of the MARAC is overseen by the Steering Group to ensure the process is effective.

Gloucestershire Stalking Clinic

The overall aim of the Gloucestershire Stalking Clinic is to reduce harm caused to victims by assessing and identifying risks and considering offender management. It is a multi-agency panel that meets monthly to review high risk stalking cases and provide a forum for information sharing, referral, consultation, case formulation, sign posting and risk assessment of stalking cases. It will provide advice and guidance to those professionals managing or investigating the stalking case to look to improve outcomes for victims and keep them safe.

9. Community Engagement

This strategy is underpinned by the learning from ACE’s, the increasing body of research identifying a co-morbidity of vulnerability and risk and takes a trauma informed approach to intervention and problem solving. Taking a restorative approach will not be at the expense of victims or those at risk and a key element within this strategy will be to ensure that the voice of victims and engagement with victims’ groups are at the heart of our work.

The District CSPs play a pivotal role in engaging their local communities around this agenda, particularly around themes and localities of concern. An ‘intensive engagement’ model has been piloted by CSP’s as a potential model for a sustainable for future engagement activity which will be explored as part of this strategy. It is also aimed to improve the flow of information and data from county to locality levels to assist the District CSPs in developing a rich picture of their localities as the basis for future planning and delivery. The OPCC also has a role to play in providing a public voice in policing.

10. Monitoring and Review

This strategy and action plan will be subject to regular review by the Secretariat and refresh by the partner agencies working together as Safer Gloucestershire. It will continue to be informed by the learning from specific interventions and the various needs assessment feeding into the cycle of planning, delivery and evaluation. The ultimate test will be reductions in offending, repeat victimisation and greater feelings of safety and security amongst Gloucestershire citizens, particularly the most vulnerable.
Appendix 1 Links with the wider system

**Gloucestershire Health & Wellbeing Board**
- JCPB
- JCPE
- ACEs Panel
- DASV Exec
- DASV Delivery Group
- Sexual Violence Partnership Board
- Drug & Alcohol Working Group

**Child Safeguarding**
- Child Safeguarding Executive
- Child Safeguarding Delivery Board
- Sub groups:
  - QA / Intelligence and Performance Group
  - Education Sub Group
  - Policy, Procedure, Training & Learning Group
  - Child Death Overview Panel
  - MASH Operations Group
  - Missing, CSE & Exploitation

**Safer Gloucestershire**
- Adult Safeguarding Board
  - Adult Safeguarding Management Board
- Sub groups:
  - Workforce
  - Development
  - Fire Safety Development
  - Policy and Procedures
  - Quality Assurance

**Gloucestershire Local Criminal Justice Board**
-Safer Gloucestershire Secretariat
- District CSPs
- Domestic Violence Homicide Reviews
- Cohort / Thematic Groups:
  - MAPPA
  - MARAC
  - MACE
  - Stalking clinic
- Cohort / Thematic Groups:
- Cohort / Thematic Groups:
- Cohort / Thematic Groups:
- Cohort / Thematic Groups:
- Cohort / Thematic Groups:

**Reducing, Reoffending and Rehabilitation Group**

** Victims and Witnesses**
- IOM

**Delivering Justice**
- Prevent Board
- Youth Justice Board
## Appendix 2 Glossary

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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<tbody>
<tr>
<td>ACEs</td>
<td>Adverse Childhood Experiences</td>
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<tr>
<td>CSJ</td>
<td>Criminal Justice System</td>
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<tr>
<td>CSE</td>
<td>Child Sexual Exploitation</td>
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<tr>
<td>CSPs</td>
<td>Community Safety Partnerships</td>
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<tr>
<td>DASV</td>
<td>Domestic Abuse and Sexual Violence</td>
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<tr>
<td>DHRs</td>
<td>Domestic Homicide Reviews</td>
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<tr>
<td>FGM</td>
<td>Female Genital Mutilation</td>
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<td>GCC</td>
<td>Gloucestershire County Council</td>
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<td>HBV</td>
<td>Honour Based Violence</td>
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<tr>
<td>IDVA/ISVA</td>
<td>Independent Domestic Abuse/Sexual Violence Advocates</td>
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<tr>
<td>IOM</td>
<td>Integrated Offender Management</td>
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<tr>
<td>ISAC</td>
<td>Independent Stalking Advocacy Caseworker</td>
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<tr>
<td>MACE</td>
<td>Multi Agency Criminal Exploitation</td>
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<tr>
<td>MAPPA</td>
<td>Multi Agency Public Protection Arrangements</td>
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<td>MARAC</td>
<td>Multi Agency Risk Assessment Conference</td>
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<td>MOSOVO</td>
<td>Management of Sexual Offenders and Violent Offenders</td>
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<td>OPCC</td>
<td>Office of the Police &amp; Crime Commissioner</td>
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<td>SARC</td>
<td>Sexual Abuse Referral Centre</td>
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<tr>
<td>SNA</td>
<td>Strategic Needs Assessment</td>
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