

# Cheltenham Borough Council

Cabinet – 11<sup>th</sup> April 2017

## Proposal to implement Solace:

### A partnership to tackle priority anti-social behaviour

<b>Accountable member</b>	<b>Councillor Andrew McKinlay – Development and Safety</b>
<b>Accountable officer</b>	<b>Sarah Clark – Public &amp; Environmental Health Team Leader</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>Yes</b>
<b>Executive summary</b>	<p>The council has a statutory duty to address and reduce crime and antisocial behaviour (ASB) under Section 17 of the Crime and Disorder Act 1998.</p> <p>The number of ASB complaints received by the council has doubled from the last financial year to the current one (from 56 to 117 cases). The demand for action against all types of ASB occurring across all tenures and sectors exceeds the council's dedicated resource of one full time equivalent ASB case officer. There is limited capacity to improve outcomes within the current way of working.</p> <p>This proposal is to lever additional ASB resource by contributing the council's ASB case officer to an ASB partnership called Solace. This is a partnership with Gloucestershire Constabulary and Cheltenham Borough Council (CBC) and Gloucester City Council (GCC) to tackle cross-tenure and public space anti-social behaviour (ASB) throughout the urban districts of Cheltenham and Gloucester.</p> <p>Solace is:</p> <ul style="list-style-type: none"><li>• a council and police partnership to tackle anti-social behaviour through partner agency working;</li><li>• it supports people to take responsibility for their actions, and challenges those who don't;</li><li>• to improve outcomes for victims, offenders, communities and agencies.</li></ul>

<p><b>Recommendations</b></p>	<p>Solace would co-locate one Police Officer and one Police Community Support Officer (both full time) with the council's ASB case officer in the former tourism information centre in the Municipal Offices. Joining with Gloucester will allow flexibility of resource depending on priorities and would link to Cheltenham Solace through a shared data and intelligence hub; and shared management by a Senior ASB officer to be employed by Gloucester City Council (CBC to contribute 25% towards the senior ASB officer post).</p> <p>Costs can be met from within existing budgets.</p> <p>The business proposal attached at Appendix 2 sets out further information about the Solace partnership including costs and benefits for CBC.</p> <ol style="list-style-type: none"> <li><b>1. That Cabinet approve the proposal for Cheltenham Borough Council to join the Solace partnership.</b></li> <li><b>2. That Cabinet delegate authority to the Public &amp; Environmental Health Team Leader, in consultation with the Cabinet Member Development &amp; Safety to agree the final implementation plans.</b></li> <li><b>3. That a briefing note to all Members is circulated setting out further detail regarding implementation, governance and performance monitoring once it becomes available.</b></li> </ol>
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<p><b>Financial implications</b></p>	<p>Joining the other local agencies to implement Solace will cost £12,750, covering the data management software and the 25% contribution to the Senior ASB officer post. An opportunity has been found to fund this through a proposed reduction in the senior EHO (health &amp; safety) resource from 1 FTE to 0.4FTE.</p> <p>Not implementing Solace will result in CBC continuing to have only 1 ASB officer, which will continue to impact on the workloads of senior EHO's and line managers. Employing another ASB officer to add further resilience could not be done as cheaply as funding 25% of the senior ASB officer via Solace.</p> <p><b>Contact officer: Myn Cotterill, Business Partner Accountant, myn.cotterill@cheltenham.gov.uk, 01242 774958</b></p>
<p><b>Legal implications</b></p>	<p>Other than those outlined in the report, there are no legal implications.</p> <p><b>Contact officer: Vikki Fennell, Solicitor, vikki.fennell@tewkesbury.gov.uk, 01684 272015</b></p>

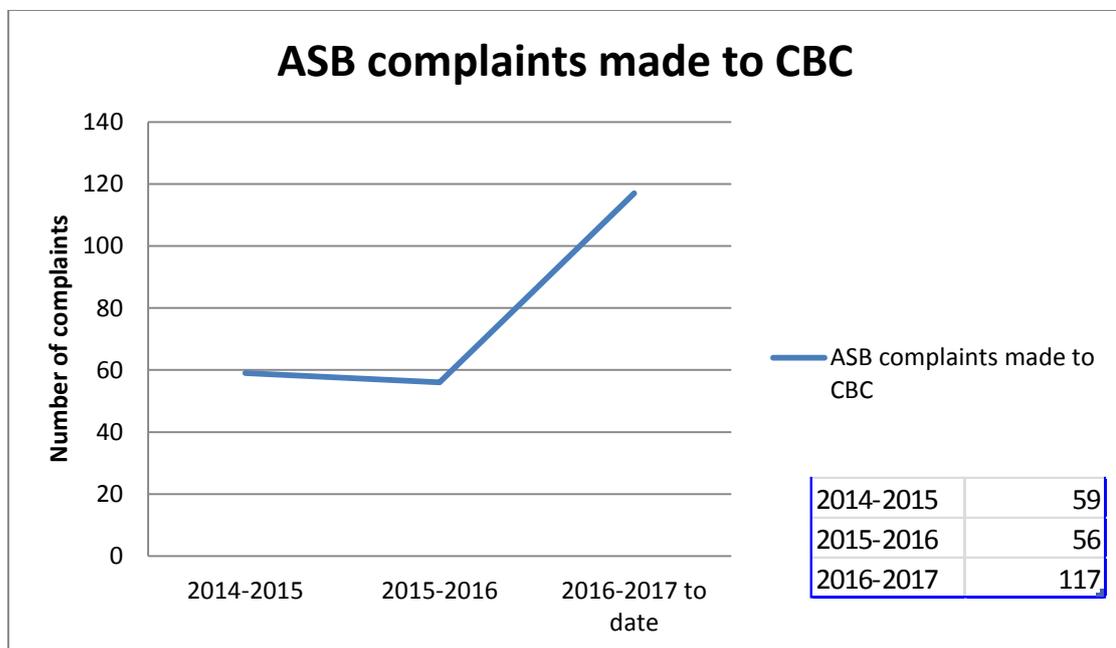
<p><b>HR implications (including learning and organisational development)</b></p>	<p>The ASB Officer currently employed by CBC will continue to be so employed; however they will be managed and tasked on a daily basis by a jointly funded shared Senior ASB Officer (employed by Gloucester City Council) with support from CBC to manage the welfare and performance of the ASB Officer. This has been detailed in the report.</p> <p>As a result of a Senior EHO Officer reducing their working week from full time to 2 days, this has offered up a saving of £22,623 (excluding on costs) which will contribute towards funding both 25% of the Senior ASB Officer and the shared data and intelligence hub.</p> <p>If Cabinet approves CBC joining the Project Solace Partnership, there will need to be open and transparent communication and consultation with both the trade unions and the respective ASB Officer with regard to the new working arrangements.</p> <p><b>Contact officer: Carmel Togher, HR Business Partner, carmel.togher@cheltenham.gov.uk, 01242 775215</b></p>
<p><b>Key risks</b></p>	<ul style="list-style-type: none"> <li>• If the Council does not lever or find additional resource to tackle increasing levels of ASB, and support victims and offenders, it may fail in its statutory duty with regard to ASB and crime in the borough, with impacts on the local economy and reputation of the town.</li> <li>• If the council does not effectively respond to low level ASB, this is likely to lead to an increase in more serious crime.</li> <li>• If the council through Solace does not suitably support vulnerable people who experience or commit antisocial behaviour, then it may be challenged about failing in its duty of care.</li> </ul>
<p><b>Corporate and community plan Implications</b></p>	<p>Solace is identified on the (draft) <b>Corporate Plan</b> for 2017-18 as Priority Action ENV6 to support the Environmental Outcome: Cheltenham’s environmental quality and heritage is protected, maintained and enhanced.</p> <p>It also clearly contributes to the Community Outcome: People live in strong, safe and healthy communities, by tackling ASB and crime.</p> <p>Solace would support the (draft) <b>Place Strategy</b> vision by more effectively tackling anti-social behaviour so that Cheltenham is ‘a place where everyone thrives’. Solace’s support of vulnerable people would particularly contribute to the Nurturing outcome, and reducing public realm and business-related ASB would contribute to the thriving economy outcome.</p>

<p><b>Environmental and climate change implications</b></p>	<p>Street begging and homelessness are detrimental to the town centre environment and contribute to public fears about crime and anti-social behaviour. Solace aims to help tackle this issue through targeted support and enforcement activities.</p> <p>There is likely to be a positive (albeit hard to measure) impact on the council's carbon emissions due to fewer officer journeys in relation to investigations, evidence gathering, victim support and multi-agency meetings as Solace will co-ordinate this activity.</p>
<p><b>Property/Asset Implications</b></p>	<p>Solace would provide the council with better co-ordinated resource to manage ASB or crime arising on its land and property.</p> <p>The respective officers will be co-located within the police contact centre which is situated in the former tourist information centre and not within any CBC operational space.</p> <p><b>Contact officer: David.Roberts@cheltenham.gov.uk</b></p>

## 1. Background

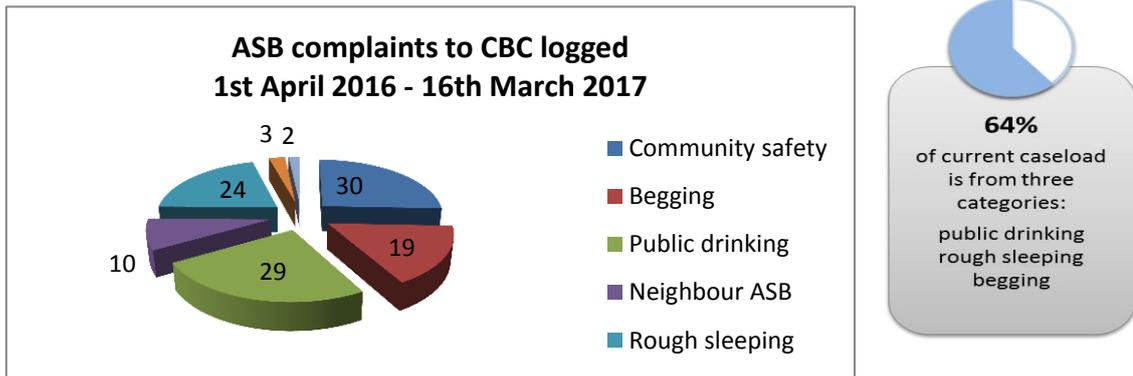
- 1.1 Anti-social behaviour (ASB) covers a range of nuisances, public disorder and crimes which affect people's lives on a daily basis. If ASB is not dealt with appropriately and in a timely manner it can have a devastating impact on the lives of individuals, families and communities.
- 1.2 ASB directly costs UK businesses £9.8 billion per annum and a further £20,000 per affected business to rectify this impact (*Gloucester City Homes, Social Impact Evaluation of selected activities using Social Return on Investment February 2013*).
- 1.3 It is widely recognised that single agencies cannot tackle ASB alone and there is a need to work in partnership to address these issues.
- 1.4 The demand on the council's ASB service is growing significantly beyond the capacity of its one Full Time Equivalent (FTE) officer (see Graph 1). The volume of ASB complaints made to the council has more than doubled from 56 in 2015-16 to 117 cases so far this financial year.

### 1.4.1 Graph 1: number of ASB complaints made directly to CBC's antisocial behaviour service for current and past two financial years



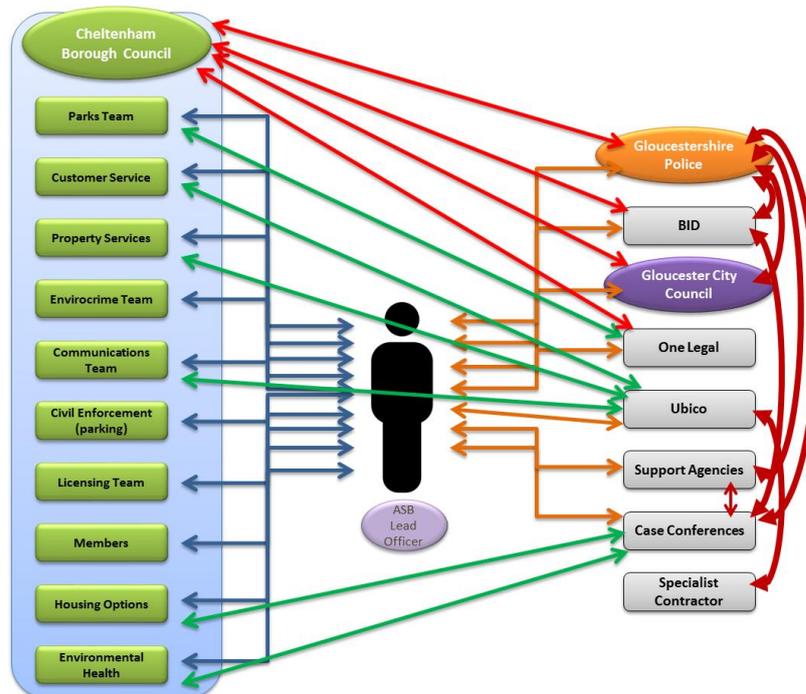
- 1.5 Due to the nature of antisocial behaviour, each case usually involves multiple victims and complainants, offenders, locations and agencies. Investigations are often complex and lengthy as a result. The following chart (see para 1.5.1) provides a breakdown of the council's ASB cases by type for the current financial year. It demonstrates that the primary demand relates to street people behaviours such as public drinking, rough sleeping and begging. These three categories form over 64% of the current caseload (75 cases out of 117 total ASB complaints received). There is limited capacity to improve outcomes within the current way of working.

1.5.1 Chart 1: Chart of CBC ASB complaints from 1st April 2016 to 16th March 2017 (total 117)



1.6 Currently there are many ways in which customers can report ASB which can lead to duplication of effort and resource, as the schematic in 1.6.1 demonstrates. Introducing Solace in Cheltenham will help to simplify these processes and ensure priority ASB is actioned appropriately and that vulnerable individuals are identified at an early stage (see section 1.2 of the business proposal at Appendix 2)

1.6.1 Schematic 1: current process flow of ASB complaints received by CBC



- 1.7 Solace is a police and council partnership currently operating in Gloucester to reduce repeat incidents and victims of anti-social behaviour by providing a consistent partnership approach to tackling the issue.
- 1.8 The business proposal attached as Appendix 2 provides more detail about how Solace would operate. It is recommended that Cabinet delegate authority to the Public & Environmental Health Team Leader, in consultation with the Cabinet Member Development and Safety to agree the final implementation plans.

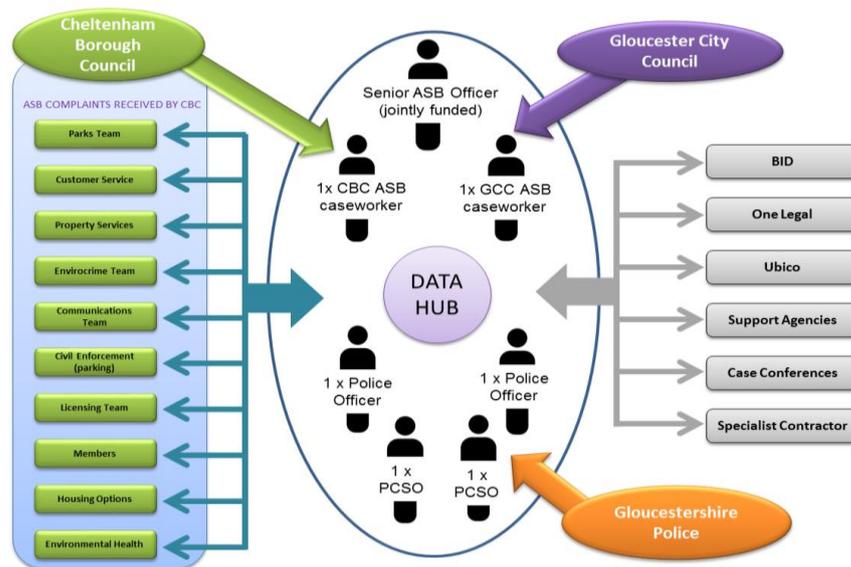
**2. Reasons for recommendations (see also Appendix 2 Business Proposal)**

**2.1 Increased resource to address anti-social behaviour**

2.1.1 If the council contributes resource in the form of its ASB officer, it will be able to lever additional resource by extending the current Solace partnership to include Cheltenham, as the diagram in 2.1.3 shows. For an additional annual financial contribution (which can be met from within the existing base budget) CBC’s direct ASB management function would also be delivered by Solace through a jointly funded and shared Senior ASB Officer post. This post would be employed by Gloucester City Council, and would manage the Solace team and workload on a daily basis, with matrix management support from each agency to manage the welfare and performance of their staff when required. The police contribution to this post will be 50%, with some of that percentage secured through the Police & Crime Commissioner’s Fund; hence the proposal to extend Solace to Cheltenham is currently a time-limited one.

2.1.2 The current service operates mainly 9am – 5pm Monday to Friday with out of hours working on occasion. Solace would provide greater joint out of hours’ service access and could react faster to emerging issues.

2.1.3 The dedicated Solace team would be set up as follows:



## 2.2 Improved outcomes

- 2.2.1 Solace will improve the outcomes associated with antisocial behaviour cases – see section 2.6 in the business proposal (Appendix 2) and simplify the links between the council's membership of various groups and partnerships as described in Section 1.2 of the business proposal.
- 2.2.2 The nature of ASB work means that any single complaint can have multiple victims, incidents, perpetrators and locations associated with it. Consequently the complexity and length of investigative resource required varies from case to case. Although a risk assessment process is in place, it does not currently link with reports of ASB or crime made to the police so there is a missed opportunity to spot vulnerable victims or repeat offences. Solace triages calls from both the council and police via a shared intelligence data hub using a risk assessment process. Solace's priorities are listed in section 2.4 of the attached business proposal.
- 2.2.3 Risks are increasing e.g. domestic abuse, modern day slavery, dangerous drug networks (DDNs), sex working, children and young people safeguarding, and child sex exploitation. Solace would provide the council with a more co-ordinated way to manage its priority risks and vulnerabilities.

## 2.3 Maximise opportunities for partnership working

- 2.3.1 As the council's ASB service has developed, it has networked and maximised opportunities to fill gaps in service provision. Examples include working with the Nelson's Trust and the Women Centre to safeguard street people allegedly involved in sex working; re-mapping homeless and chaotic lifestyle support pathways with CBH, the lead commissioner and housing options; working with the Big Issue to address fake vendors and recruit genuine new ones; and increasing on-street engagement and support from partner agencies. This essential strategic work further impacts on the ability to carry out the operational element of the work but would be more achievable, consistent, and measurable in terms of outcomes if the council implements Solace. The partnership would also be an additional way that the council could explore opportunities to further improve collaborative working with Cheltenham Borough Homes.
- 2.3.2 There is evidence that some perpetrators of ASB move between the urban areas of Cheltenham and Gloucester so sharing resource and intelligence is essential to help prevent this.

## 2.4 Increased confidence in support arrangements and proportionate enforcement

2.4.1 The ASB service always works with partners to provide support for individuals who commit ASB, as this often results in a more strength-based and sustainable positive behaviour change. However, it takes enforcement action in the few cases that require it, in order to protect those who experience harm from antisocial behaviour. There are understandable concerns about the appropriateness of enforcing against people with chaotic lifestyles who may have entrenched addictions and behaviours that make tenancies hard to manage. However, the engage – support – enforce model used by CBC’s service and Solace alike when working with street people engages with them through a network of support agencies which is effective at reducing rough sleeping, begging and other public space ASB. The proportionality of enforcement work is illustrated by the current work in Cheltenham with street people using the same Engage - Support – Enforce model deployed in Gloucester. **Formal enforcement is only taken in approximately 8% of street people cases.** Out of 38 individuals, nine have received a letter of concern offering support and advising behaviour is antisocial; three have received final warnings and 3 have received formal enforcement in the form of Civil Injunctions:



### 3. Costs

- 3.1 Cheltenham's contribution to Solace can be met from within existing budgets and would lever additional resource in the form of a co-located PC and PCSO, plus cover and resilience from the same set-up in Gloucester.

**Table 1: CBC costs associated with Solace partnership**

<b>Inputs &amp; Benefits</b>	<b>Cost</b>	<b>Source</b>	<b>Additional cost to CBC</b>
CBC ASB caseworker (FTE)	£32, 500 with oncosts	In base budget	None
Senior ASB officer post to manage Solace. CBC contribution is 25%.	Approx. £11, 250 per annum	Savings from reduction in Senior EHO (H&S) post	None
Shared data and intelligence hub	Approx. £1500 per annum	Savings from reduction in Senior EHO (H&S) post	None
Contribution to legal costs	To be projected NB there is not any budget specifically for ASB work (e.g. signage, public notices or marketing). Request to be made for such a budget, utilising funds from vacant post savings.	Savings from vacant community officer post or potential resource bids	None

- 3.1.1 The council has already approved a request from a Senior Environmental Health Officer working in Health & Safety to permanently reduce her hours. This service decision relates to a reduction in the level of proactive inspections permitted by the Health & Safety Executive. The council still retains 1.4 FTE for this service and will prioritise accordingly. This has, however, provided an opportunity to invest the associated salary savings in to ASB which has been identified as a priority by the Managing Director for Place & Economic Development.

- 3.2 Gloucester City Council costs would be as for Cheltenham Borough Council but with the addition of costs associated with employing the Senior ASB Officer post.

### 3.3 Gloucestershire Constabulary will contribute:

- Four full-time members of staff.(one PC and one PCSO designated Cheltenham resource and one of each for Gloucester – opportunity for resource to be ‘pushed and pulled’ between districts depending on priorities and subject to being carefully managed to ensure sufficient coverage in both districts)
- Accommodation in Cheltenham hub – police offices in old TIC building
- Joint training
- 50% contribution to shared Senior ASB officer post to manage Solace
- Contribution to shared data hub
- Contribution to legal costs

## 4. Alternative options considered

- 4.1 Status Quo - continuation of existing service without change – however, the council would be increasingly likely to fail in its statutory duty under the Crime and Disorder Act 1998, due to demands for assistance outweighing resource.
- 4.2 Non-formalised partnership working – this is already happening in Cheltenham but is highly unlikely to further improve ASB outcomes for victims or offenders within existing capacity. Existing partnership working is not always consistent, nor does it routinely include working with Gloucester City, mainly due to the lack of service capacity. Solace presents a creative opportunity to make a real difference.
- 4.3 Matrix working via a neighbourhood team within CBC – this option is floated in Section 3.6 of the business proposal at Appendix 2. However, this would not have the expertise or experience to deal with higher risk ASB, particularly within the early days of start-up. It would also require some element of management, which would be hard to resource if ASB were to be retained as a core service function.

## 5. Consultation and feedback

- 5.1 In June 2016, a Cheltenham Borough Council Scrutiny Task Group (STG) responded to concerns about a perceived increase in the number of 'street people' in Cheltenham, specifically the High Street, Promenade and surrounding areas. The STG considered it essential to find a sustainable, long-term solution to improve outcomes for those with drug and/or alcohol addictions as well as mental health issues. The group felt the adoption of a SOLACE model or similar approach to co-ordinated multi-agency working would improve outcomes in relation to addressing anti-social behaviour and supporting and safeguarding individuals appropriately (Section 5.4 of the STG report). The STG made the following specific recommendations in Section 6.1 of its report:
- 5.1.1 "Reducing the number of street people in Cheltenham should be a priority for this authority, benefiting not only the street people but also residents and local businesses, as well as the town itself.
  - 5.1.2 An integrated, co-ordinated multi-agency approach is required, with close partnership working and appropriate information sharing
  - 5.1.3 This authority is well placed to assume a co-ordinating role
  - 5.1.4 The adoption of a Project SOLACE model or a similar approach in Cheltenham"
- 5.2 Inspector Tim Wood from Gloucestershire Police: "Gloucestershire Police have felt the benefit of Project Solace in Gloucester for several years now and are therefore keen to adopt similar arrangements within Cheltenham, so realising those benefits across both of the major urban areas within the County. The National Police Chief's Council (NPCC) vision for the coming years is that the Police move to a more integrated way of working with their partners, involving collocation and joint problem solving. This leads to more efficient use of collective resources and an increased ability to utilise the range of skills that each partner can bring to any given situation. Solace does exactly this. Gloucestershire Constabulary are therefore committed to adopting the model within Cheltenham and as such have gained support from the Police & Crime Commissioner to fund 50% of the Senior ASB Officer position, a post that will be key to enabling the setup of an urban Solace model."
- 5.3 Lead Commissioner for Housing Martin Stacy: "we welcome the opportunities Solace will bring to providing a holistic, joined up approach to tackling anti-social behaviour within the town. Outcomes in Gloucester have shown that emphasis is placed on supporting individuals first, with enforcement action taken only as a last resort. With the support element in mind, it is important that we maximize the opportunities for individuals to engage with support services, in particular with regard to those who are rough sleeping. It is for this reason that the council has agreed to jointly fund, with the Homes & Communities Agency, the provision of 31 new dwellings by the YMCA. This will provide move-on accommodation for individuals leaving supported housing, thereby freeing up more accommodation within supported housing for individuals who are living on the street or who are in other urgent need for housing.

In addition, the council is working closely with colleagues in districts across the county to bring about the joint commissioning of a brand new support service for entrenched rough sleepers, following our successful joint bid to the Department of Communities and Local Government for £990,000. This service will focus on preventing entrenched rough sleepers, who have been housed, from becoming homeless again, thereby putting an end to the cycle of rehousing and homelessness currently experienced by these individuals. This support service will complement the jointly commissioned county-wide Assertive Outreach Service, whose main purpose is to help rough sleepers take their first steps back into accommodation”.

5.4 The Director of Cheltenham Business Improvement District, Kevan Blackadder: “Antisocial behavior is being raised more frequently by the town’s businesses as one of the major issues they face. Significant problems with ASB and crimes such as shoplifting have been reported in areas like The Brewery Quarter, Regent Arcade and in individual shops including Marks & Spencer. Perpetrators are often repeat offenders, and have confronted members of staff. The BID also believes it suffers from the number of street people who are regularly begging outside Cheltenham businesses. Evidence from partner charities shows that the majority are not homeless but beg to support drug and drink habits. The amount of on-street drinking could also reflect badly on the town. The BID has seen from being involved in the Street People Working Group that progress can be made by working with partners to tackle often complicated issues. The Solace proposal would give this work not only more focus but would create a far more efficient reporting structure and enable the broader issues of ASB to be tackled more efficiently and more quickly. The cost of ASB to business is clear (1.2) and with funding already identified in the proposal to implement the Solace partnership, Cheltenham BID urges support for the scheme on behalf of its 600 businesses.”

5.5 Solace has been presented at an ASB steering group and has been raised at the Positive Participation and Positive Lives Partnerships; however it is proposed that the report author presents a more detailed briefing if Solace is approved by Cabinet. Solace will be a key delivery arm of the Cheltenham Partnerships structure which are currently being reviewed in light of the county-wide community safety review. Cheltenham partners are considering creating a tactical risk and harm group which would provide a tactical overview of the following agendas:

- Safeguarding
- Domestic abuse
- Anti-social behaviour
- Crimes of significance
- Sexual Violence / CSE
- Housing / Homelessness / street people
- Drugs and alcohol
- Hate crime
- Modern slavery
- Serious and organised crime

5.6 Lisa Jones, lead officer for ASB at Cheltenham Borough Council: as ASB reports increase, it makes complete sense to join together and become even better partners to make Cheltenham a safer place to live, visit and work. The hub would provide a central point for officers to hold case conferences, share and store vital information and above all – improve the outcomes for victims and perpetrators alike.

5.7 The Solace proposal was supported by the Street People Working Group on 7<sup>th</sup> February 2017. Members of the group include:

- Cheltenham Borough Council
- Cheltenham Housing Aid Centre (CHAC)
- Cheltenham Borough Homes
- YMCA
- Gloucestershire Police
- Cheltenham Business Improvement District (BID)
- P3
- Streetlink
- Probation service
- Change Grow Live (CGL)
- Nelsons Trust
- Homegroup - Stonham
- Big Issue

## 6. Performance management – monitoring and review

6.1 The Solace project team has drafted an implementation plan and it is suggested that the council use this to monitor the introduction of Solace, if Cabinet approve the proposal.

6.2 The council would also be part of a working group to form a Service Level Agreement (SLA) between Cheltenham Borough Council, Gloucester City Council and Gloucestershire Constabulary. Solace would be monitored against this SLA and against the five priorities detailed in the business proposal. Regular review periods will be built in to the SLA.

6.3 The report author or Head of Service will monitor and review Solace’s performance on behalf of the council with reports to the relevant Director and Cabinet Deputy when requested. The briefing note (recommendation 2 of this report) will contain more detail about performance monitoring, review and governance.

<b>Report author</b>	<b>Contact officer: Sarah Clark, sarah.clark@cheltenham.gov.uk, 01242 264226</b>
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. Solace Business Proposal</li> <li>3. Community Impact Assessment</li> </ol>
<b>Background information</b>	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	If the Council does not lever or find additional resource to tackle increasing levels of ASB, and support victims and offenders, it may fail in its statutory duty with regard to ASB and crime in the borough	Sarah Clark	20.3.17	3	4	12	Reduce	Recommend Cabinet approve the Solace proposal.	14.04.17		
2	If the council does not suitably support vulnerable people who experience or commit antisocial behaviour, then it may be challenged about failing in its duty of care	Sarah Clark	20.03.17	2	1	2	Accept	Recommend Cabinet approve the Solace proposal  Close work with partner agencies  Use of Engage-Support – Enforce model  Monitoring of support and enforcement actions	14.04.17  Ongoing  Ongoing  Ongoing with suggested quarterly reviews	Senior ASB officer Senior ASB officer  Solace governance structure	

3	If the council does not implement Solace, then there will be continued difficulty in achieving consistency of practice in relation to ASB across the Borough (for example, thresholds for taking enforcement action and the associated consultation mechanism with partners)	Sarah Clark	20.03.17	2	3	6	Accept	Recommend Cabinet approve the Solace proposal	14.04.17		
4	If the council does not have an effective strategy for tackling ASB, there is a risk that the prevalence of issues will increase further, damaging the reputation of the town and its economy	Sarah Clark	20.03.17	4	4	16	Reduce	Recommend Cabinet approve the Solace proposal	14.04.17		

5	If the council does not join Solace, then there would be no central point of excellence for managing high risk cases of ASB, increasing the Borough's vulnerability to high profile adverse cases	Sarah Clark	20.03.17	3	4	12	Reduce	Recommend Cabinet approve the Solace proposal	14.04.17		
6	If the council does not introduce Solace, partnership working between all three agencies will become increasingly difficult as available resources continue to reduce and outcomes related to ASB worsen	Sarah Clark	20.03.17	2	5	10	Accept	Recommend Cabinet approve the Solace proposal	14.04.17		
7	If a member of the Solace team fails police vetting, they will be unable to access police or Solace data systems or police buildings.	Sarah Clark	20.03.17	3	2	6	Accept (benefit of sharing information outweighs the risk)	Provide advice to applicants before they commence the vetting process	31.05.17	Emma McDonald, Glos Police	

8	If the council contributes all of its expertise to Solace in the form of its only dedicated ASB officer, it may not be able to appropriately action complaints of lower level or neighbourhood ASB	Sarah Clark	20.03.17	2	2	4	Accept	Identify how this will work in the SLA Develop other staff Explore neighbourhood team working	01.06.17	Sarah Clark	
9	If the police are not successful in renewing the PCC funding for the shared senior ASB post in three years' time and are unable to continue with a 50% financial contribution, then the council may need to revert to management of its ASB function on a temporary or permanent basis	Sarah Clark/Solace team	24.03.17	3	2	6	Accept	This risk is owned by the wider Solace team including GCC and the police. The police have committed to contributing 50% of the shared senior post and it will remain their decision how they choose to fund it, in the event of this risk being realised. It is difficult to predict how CBC structures might have changed by then, but it is likely there would be some management capacity if CBC wanted to revert to the current arrangement where	2020	Glos Police	

								it directly manages the CBC ASB officer (because CBC will still have its share of Solace costs in base budget). Alternative arrangements might include a continued shared management post with GCC, or approaching an additional partner such as CBH or another LA.			
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p><b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											