

APPENDIX 1

Hate crime Strategy 2011 to 2015

Southwark Council, the police and partners in the community are working hard to keep you safe.

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Hate crime strategy 2011

“Hate incidents not only impact negatively on the lives of victims and their families but also damage cohesion in the wider community. People who are more vulnerable to hate incidents are also likely to have a greater fear of crime. It is therefore essential that public authorities and local communities work in partnership to tackle this problem in their local area as no single agency or group can accomplish this alone.”

(The Equality and Human Rights Commission)

1.0 Executive Summary

The Safer Southwark Partnership (SSP) has produced this hate crime strategy document setting out the multi agency approach that we will take to tackling hate crime over the next four years. The strategy outlines the overall picture of the drivers behind hate crime work and what support is available locally for people to access. The SSP want to ensure that the victims of hate crime, whether individuals, families or communities, feel supported in addressing this unacceptable behaviour.

We have learnt that the issues prevalent in Southwark cannot be dealt with by one organisation alone. We will ensure that all partners share information, problem-solve and work together, with our communities, to ensure that concerns are addressed in a timely manner. We want to improve people’s understanding and perception of hate crime to ensure that those living, working and visiting the borough, feel safer.

With the reduction in financial resources and services this strategy looks at where and how we might develop a network of individuals, community groups and organisations to meet the challenges we face in both supporting the victim and tackling the issues that lead to people committing hate crime. In this financial context we must ensure the most cost effective and targeted use of the limited resources that we have available.

In summary, the SSP has identified four key objectives:

- Re-energise interest in tackling hate crime;
- Promote the support services available;
- Encourage communities to work together to tackle the issue;
- Encourage people to approach services for support and report;
- That a robust approach is taken in tackling perpetrators of hate crime

This document will give focus to the following:

- good practice in tackling hate crime
- consideration of how we might prevent hate crime occurring
- the current direction of travel
- better support for victims of hate crime
- what support is, and should be available maximising the limited resources that we have
- how we can develop measureable, achievable and realistic outcomes with less resources
- how we identify community tensions and work with community intelligence
- how we might map hate crime ‘hot spots’ areas for targeted work

2.0 What is hate crime?

Any hate incident, which constitutes a criminal offence perceived by the victim or any other person, as being motivated by prejudice or hate.

Association of Chief Police Officers (ACPO) 2009

A hate crime is any criminal offence committed against a person or property that is motivated by hatred of someone because of their race, colour, ethnic origin, nationality or national origins, religion, gender or gender identity, sexual orientation, disability or age

Home Office

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A hate crime is targeted victimisation which can include a range of offences such as:

- Physical assault
- Harassment
- Threats
- Verbal abuse and other offensive behaviour
- Criminal damage to property or a place of residence
- Arson
- Bullying

As well as resulting in physical injury, hate crime can affect people's mental health and quality of life, and increase their fear of crime. It can lead to anger, insecurity, stress and depression, and can leave some people afraid to leave the house.

3.0 Where does hate crime occur?

One off's

People may experience a hate crime as a one off event; the perpetrator may be acting on their own or as part of a group, under peer pressure or under the influence of alcohol.

One off events can happen in any situation such as when people are:

- On public transport
- Within earshot of a passing vehicle
- On the street
- At a take away, sports ground or other location
- At large event such as a festival or 'Gay Pride'

Cyber

Individuals can be sent offensive text messages or emails or they may be contacted or targeted through a social media sight such as Facebook or Twitter. Attacks can be anonymous and therefore it might be difficult to locate the source and secondly can be a very public way of attempting to intimidate an individual

Additional issues for people are that these 'virtual' hate crimes can occur anywhere and can happen 24/7

Environment

A community group might be targeted entering or leaving the venue at a particular location. Local residents who belong to a community group may also be targeted as the hate crimes widen to include others by association, for example, a gay pub may cause local residents to target neighbours they suspect might also be gay.

Association

People may experience a hate crime just due to their being at a particular location, perhaps while visiting a friend or partner, even though they may not be from the group that the perpetrator is targeting. For example, someone who is not from the LGBT community but who is exiting from or standing outside a LGBT venue might be targeted or friends or relatives of people with a learning disability being targeted during a visit to the disabled person.

Neighbours

Verbal abuse, usually delivered near the victim's home, is the main form of hate crime experienced by people, with the perpetrator usually, although not always, being known to the victim. The majority of these hate crimes go unreported as people may fear reprisals or simply feel that no appropriate action would be taken following a report to the police or other organisations. In some instances, unreported hate crimes may continue for a number of years, with individuals, couples or whole families being targeted.

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4.0 What are the causes of hate crimes?

It is extremely difficult to identify the causes of hate crime from one individual to another and between one hate crime and another as there are often many factors involved. A hate crime may stem from intolerance towards people with different beliefs or lifestyles leading to a sustained level of antisocial behaviour that may last over a number of years. Equally a hate crime can be a 'flash in the pan' one off event in a public place aiming to intimidate or harass an individual.

Furthermore, local, national and global events can influence levels of hostility to certain groups. Media coverage of events and certain groups, such as refugees, asylum seekers, and migrant workers, can affect a local situation.

5.0 The potential impact of hate crime

Regardless of where or when any hate crime taking place, they can have devastating effects and its impact may last well beyond the period during which the hate crime was experienced having an affect on how people interact with their local community and/ or society at large.

People may believe that no action can or will be taken and therefore resist reporting. Experiencing a hate crime as an individual or witness may leave the person feeling:

- Angry
- Fearful
- Fearful of certain locations
- Distrustful
- Disrespected
- That it would be better not to meet or make new friends
- Isolated
- Suspicious
- That they need to stay at home

6.0 Hate crime legislation

The legislation outlined below has been instrumental in building the hate crime agenda and how the SSP manages hate crime in the borough:

The **Equalities Act 2010** (section 149) put in place a 'Public Sector Equality Duty'. This means that a public authority must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- Advance equality of opportunity between persons who share a relevant protected characteristic and person who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

Section 17 of the **Crime and Disorder Act 1998** places a statutory duty on responsible authorities (which includes local authorities) to prevent crime and disorder, antisocial behaviour, substance misuse and reducing reoffending in their area.

Public Order Act 1986

Section 4(A)(1) of the 1986 Act deals with the offence of causing harassment, alarm or distress. A person is guilty of an offence if, with intent to cause a person harassment, alarm or distress, s/he - "uses threatening, abusive or insulting words or behaviour or disorderly behaviour; or displays any writing, sign or visible representation which is threatening abusive or insulting, thereby causing that or another person harassment, alarm or distress".

Protection from Harassment Act 1997

There are two offences that arise under this statute which may be relevant to the sanctioning of hate motivated harassment.

The offence of harassment: this arises under section 2 of the Protection from Harassment Act 1997. Under this, the prosecution must prove:

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1. That the Defendant had pursued a course of conduct on at least two separate occasions;
2. That the Defendant's course of conduct amounted to harassment of another – what constitutes 'harassment' tends to be a matter of common sense e.g. the repetition of racist or homophobic remarks could amount to harassment;
3. That the Defendant knew or ought to have known that the course of conduct amounted to harassment.

Human Rights Act 1998 states that people should have:

- The right to liberty
- Freedom of thought, conscience and religion, and freedom to express your beliefs
- Freedom of expression
- Freedom of assembly and association
- The right not to be discriminated against in respect of these rights and freedoms
- The right to peaceful enjoyment of your property
- The right to an education

7.0 National picture

Nationally we know that hate crimes are hugely under-reported, estimates suggest that a mere 20-30 percent of all hate crimes are actually reported to the police.¹ In addition, it is difficult to know how to interpret fluctuations in the numbers of reports of hate crime incidents. There are several possible explanations for reports of hate crime increasing for example such as:

- More crimes taking place
- Projects encouraging people to report
- People having more confidence in reporting structures

Prosecutions

- In the four years ending March 2010, in the UK more than 53,600 defendants were prosecuted for hate crimes through the Crown Prosecution Service (CPS)
- The most commonly prosecuted offences were those against the person and public order offences (43% and 40% of the total respectively)
- The conviction rate rose from 77% in 2006 to 2007 to 82% in 2009 to 2010
- Guilty pleas increased from 64% to 70%
- The proportion of cases failing due to key reasons such as victim issues (comprising retraction, non attendance and non supportive victim evidence), acquittals after trial and essential legal element missing increased from 63% to 67% of all unsuccessful outcomes²

Perpetrators

- In the four years ending March 2010 the majority of defendants across the hate crime strands were men, typically young white males
- 50% of defendants across the hate crime strands were aged between 25 to 59 and 30% between 18 to 24
- Broken down further, most race hate offenders are under 30³ and most homophobic offenders are aged 16 to 20 years old
- Most hate crime perpetrators live in the same neighbourhood as their victims

Victim

- Data on victim demographics are less complete and remain under development. However, where gender is known, in the four years ending March 2010 men formed the largest proportion of victims across all strands, at 68% of the total.

1 Lambeth Hate Crime Strategy

2 Hate crime and crimes against older people report 2009- 2010 Crown Prosecution Service

3 Local Government Improvement and Development

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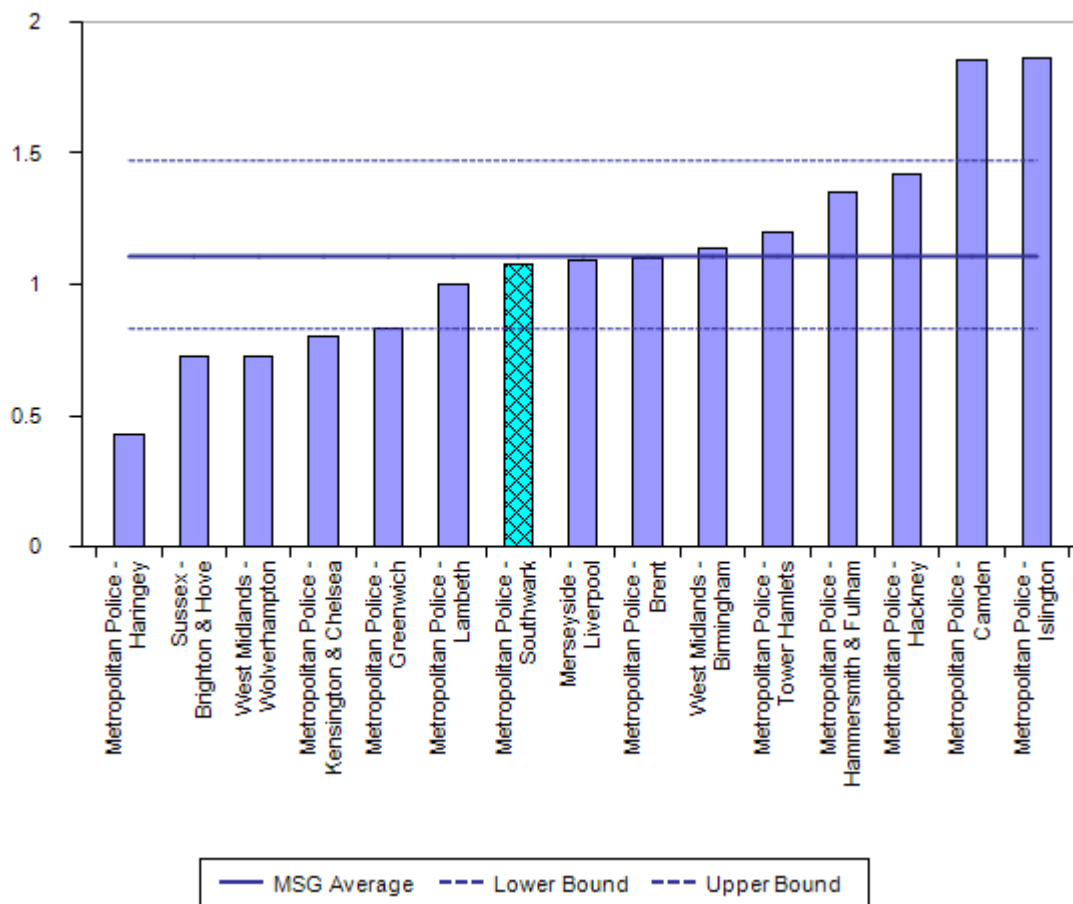
- The majority of hate crimes happen near to the victim's home while they are going about their daily business, and an offence is most likely to be committed between 3.00 pm and midnight.

During 2009 to 2010 the CPS worked with criminal justice partners and across government to deliver the actions outlined in the Home Office Hate Crime Action plan launched in September 2009. Since the last General Election, the CPS has been a key member of the cross-cutting Hate Crime Strategy Board, sponsored by the Ministry of Justice and the Home Office, which brings together officials from across Government, provides leadership for this agenda and co-ordinates strategy and action to prevent and tackle hate crime.

In May 2009, the CPS developed and published information leaflets aimed at victims of hate crime and organisations that support them. In March 2010 the CPS launched the hate crime e-learning module, which is required learning for all CPS prosecutors. Seminars addressing the latest policy and practice development were held for all hate crime coordinators in November 2009 and March 2010.

8.0 How Southwark compares

Racist or religiously aggravated offences: Southwark's most similar group 2010 to 2011 crimes per 1000 residents



9.0 Regional picture

The Metropolitan Police Authority (MPA) has steered a hate crime forum which brings together hate crime coordinators from London local authorities to discuss potential work with victims and perpetrators. This forum is currently under review as is the MPA and its role. This may have an effect on how any London wide hate crime work is coordinated and considered

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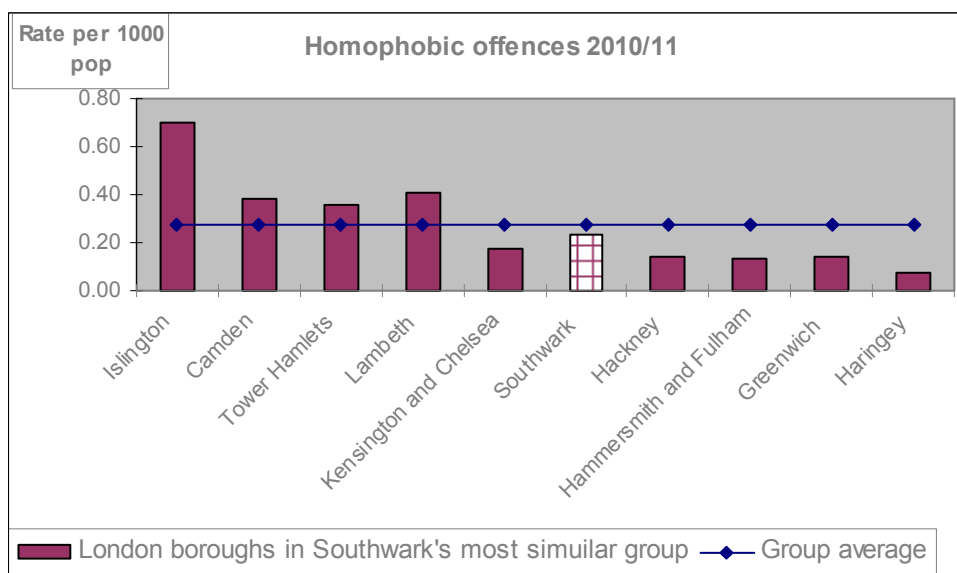
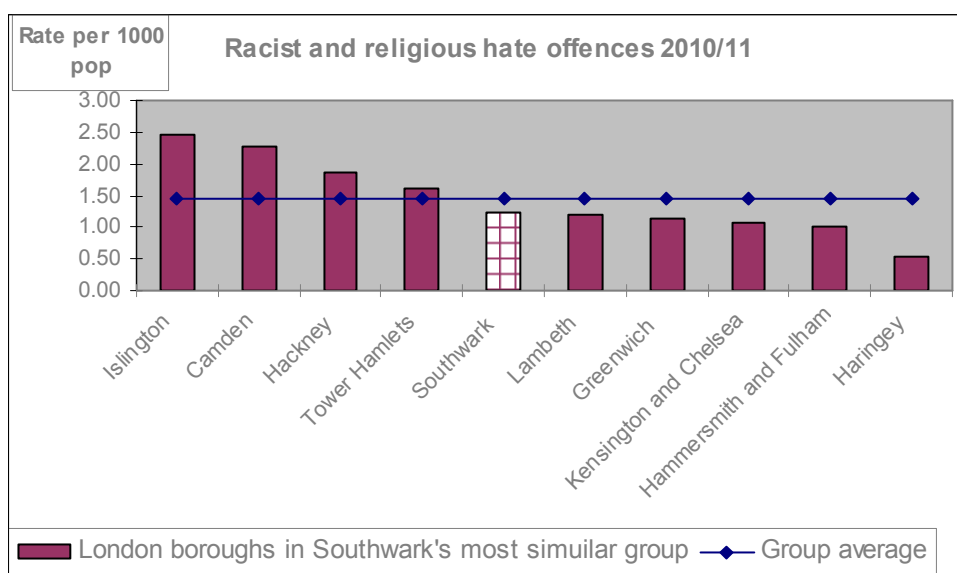
Official data on hate crime reporting suggests that there has been a significant decrease in the reporting of hate crime across the London area in 2010 to 11. Nationally in 2010, the police recorded 48,127 crimes where the victim, or any other person, perceived the criminal offence to be motivated by hostility based on a person's race, religious belief, sexual orientation, disability or where the victim was perceived to be transgender. This compares with 51,920 crimes in 2009. In Southwark for the 12 months to August 10 there were decreases in numbers of both Racist & Religious (467 compared with 291) and homophobic hate crimes (87 compared with 68)

The MPA are in the process of examining this issue to establish if there has been a decrease in the reporting of hate crimes across all diversity areas and a decrease in reporting to the organisations that support hate crime victims and third party reporting.

Each London borough develops its own hate crime strategy according to its own context of the local area and the needs of its population. With the recent local authority budget cuts, a number of hate coordinators roles have now ended with the result being that there is little consistency in what is available London wide.

Currently Stop Hate UK are commissioned in 9 London boroughs, this service provides independent and confidential support to people affected by hate crime and signposts people to appropriate local services. The cost for a London borough to commission the service (depending on population) is approximately 7K

10.0 How Southwark compares with other London boroughs



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11.0 Hate Crime in Southwark

The Safer Southwark Partnership vision statement:

'To make Southwark a safer and healthier place to live, work and visit'

Responsibility for managing crime and disorder in Southwark sits within the remit of the SSP, which has existed since the introduction of the 1998 Crime and Disorder Act. The partnership brings together a range of statutory and voluntary sector services as well as business and faith communities to jointly determine how they can work together to reduce crime, fear of crime and substance misuse in addition to anti social behaviour. The overall decision making body of the partnership is the SSP board which is currently jointly chaired by the Police Borough Commander and Chief Executive for Southwark Council.

The SSP has recently redefined its strategic priorities for the next three years to ensure that the limited resources available to the partnership are focused in the areas, at the times and at the people, whether victims or offenders, who are affected by crime and antisocial behaviour. The priorities are:

- Reducing harm (including the harm cause by serious ASB)
- Reducing offending (including reoffending)
- Supporting families and those with multiple disadvantages
- Building sustainable community capacity and public confidence

A priority crime matrix has been developed and considers different offence types in addition to the key characteristics of victims, offenders, locations and time. All of these elements combined, assisted in the identification of the top SSP crime types and crime characteristics that most disproportionately affect Southwark communities. These are:

- knife crime
- youth violence
- domestic abuse
- alcohol related crime
- gun crime

12.0 Southwark Council Plan

Southwark Council has recently adopted a new council plan which sets out the leader's vision of a fairer future for all in Southwark. The plan states:

"The council will create a fairer future for all in Southwark by protecting the most vulnerable, by working with local people, communities and businesses to innovate, improve and transform public services, by looking after every penny as if it was our own and standing up for everyone's right, especially young people in particular, to enjoy the enormous benefits and seize the opportunities that living in central London should offer."

A key part of plan is the 'Southwark Charter' that outlines the top ten promises for Southwark in 2011 to 2012. One of the promises is to, 'work with the police to make the borough safer for all, cracking down on antisocial behaviour and implementing our new violent crime strategy'. The SSP through the council community safety team will lead on delivering this promise.

13.0 Current good practice

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Working in every secondary school in Southwark, police officers liaise with head teachers to create interactive lessons and initiatives tackling issues including cyber bullying and peer pressure. Every school has a named officer who is based within the Safer Neighbourhood Teams. The work of the school officers is also delivered within other youth setting such as youth clubs.

If someone under eighteen is arrested, the youth offending service (YOS) Victim Liaison Officers will make contact with the victims of that offence, offering the opportunity to have questions answered, have their views heard and/or meet the offender face-to-face. YOS Case Managers will work on hate issues with the offender in one-to-one supervision sessions or a group setting, with the aim of preventing further offending and making amends to the victim and the community.

London Probation Trust (LPT) works with offenders aged eighteen and over and uses a Diversity and Prejudice Awareness Pack (DAPP) resource for those people convicted of offences motivated by prejudice. LPT works with all types of hate crimes and offers support to staff that are case managing sentenced offenders, those undergoing reports and those in custody who pose significant risk on release.

All offenders committed of a hate crime offence have to attend an intervention programme to look at the underlying reasons for committing these offences. This may be one of the many interventions that an offender might have to take part in depending on their levels of need

14.0 Southwark Hate Crime Network

The SSP has taken an innovative approach to tackling hate crime utilising existing partnership resources. The Southwark Hate Crime Network (SHCN) was formed in September 2010. Facilitated by a community safety officer, its aim is to bring key organisations and individuals together, in partnership, to develop new initiatives to promote hate crime support and consider how to prevent these crimes occurring. Current membership of the SHCN includes representatives from community groups, service providers and enforcement agencies.

The overarching aims of the SHCN are to:

- Re-energise interest in tackling hate crime;
- Promote the support services available;
- Encourage communities to work together to tackle the issue;
- Encourage people to approach services for support and report;
- That a robust approach is taken in tackling perpetrators of hate crime

The SSP violent crime strategy (2011 to 2015) is a five year plan which sets out the underlying causes and impacts of violent behaviour and makes recommendations on how we can make best use of our resources, at a time when those resources will significantly reduced. One of the recommendations outlined in the strategy is a review of low level hate crime incidents. This work will provide greater strategic direction on the prevention specifically in relation to racial and homophobic crime.

15.0 Local Picture

The following data for the year 2010/2011 is derived from the Crime Reporting Information System (CRIS) which outlines demographics of both those accused of committing hate crimes in Southwark and those who are the victims of it. (NB. 'Accused' is defined as those individuals who have been charged with a hate crime offence, who may or may not have been convicted).

Race hate crime

Perpetrators

For the year 2010/2011 the majority of those accused of a race hate crime were males (81% male compared with 19% female).

Local data indicates that the majority age group of those accused of race hate crime was 31 – 35 (14%) with the second largest group being 41 – 45 (12%)

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The ethnicity of those accused of a race hate crime in Southwark were, in the main, white European (67%) with Afro-Caribbean being the second largest group (28% of total).

Victims

For the year 2010/2011, the majority of victims of race hate crime in Southwark were male (56% compared with 34% female - 9% unknown).

The majority age group of victims were from the 26 – 30 (18%) with 36 – 40 being the second largest group (15%).

The majority of victims of race hate crime were from the Afro-Caribbean community (65%) followed by White European (28%) and Asian groups (24%).

Homophobic hate crime

Perpetrators

For the year 2010/ 2011 the majority of those accused of a homophobic hate crime in Southwark were males (97% compared with 3% female).

The majority age group of those accused of homophobic hate crime was 21 – 25 (31%) with the second largest age group being 26 – 30 (16%).

The ethnicity of those accused of a homophobic hate crime were, in the main White European (53%) with Afro-Caribbean being the second largest group (30%).

Victims

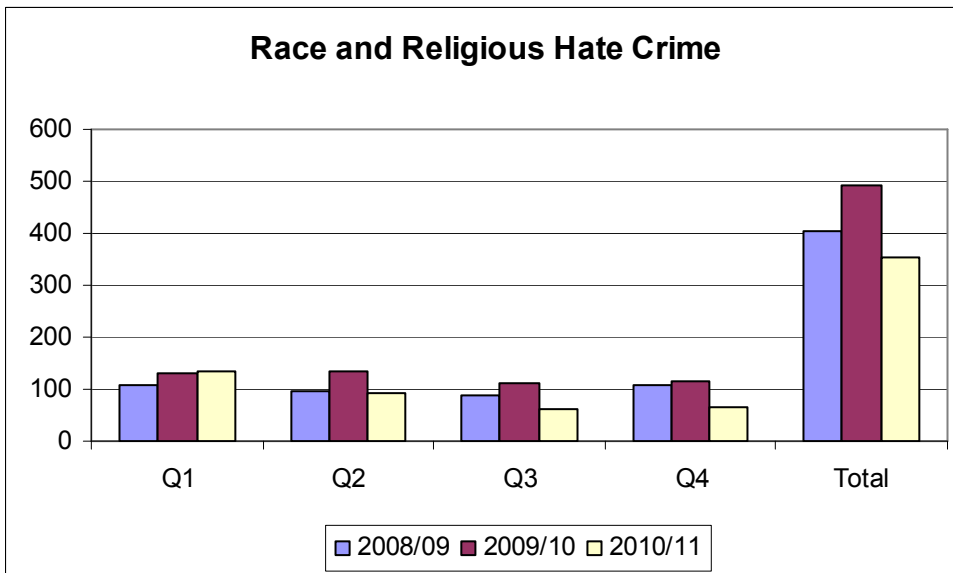
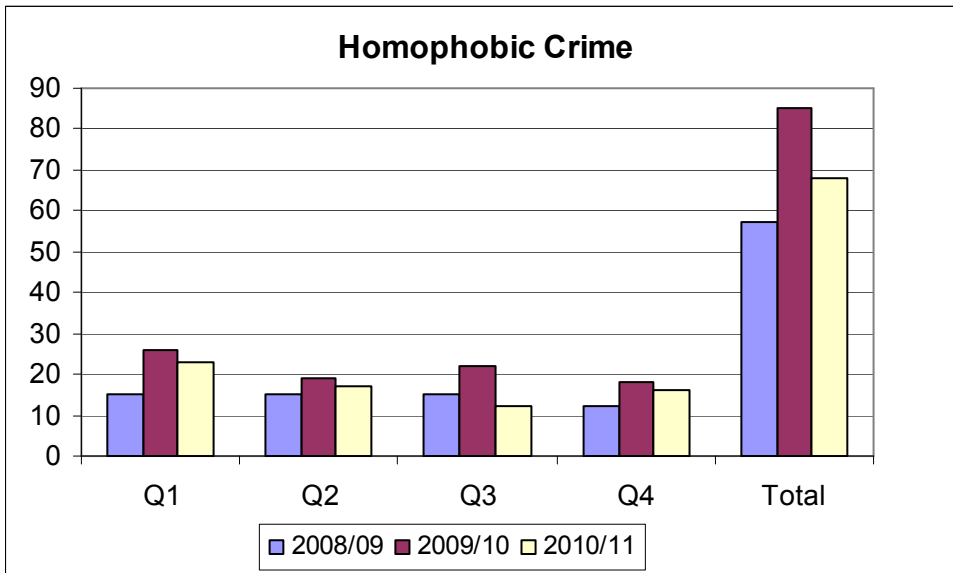
For the year 2010/2011, the majority of victims of homophobic hate crime in Southwark were male (76% male compared with 21% female, 3% unknown).

The majority age group of victims were from the 26 – 30 group (19%) with 31 – 35 being the second largest group (18%).

The majority of victims of homophobic hate crime were from the white European group (53% of total) with Afro-Caribbean (31%) coming next. This is different to race hate crime where the majority of victims were Afro-Caribbean (65%)

As is demonstrated by the following graphs and information, Southwark, has seen a drop in the number of reports of hate crime, this drop in numbers of reports to the police is reflected London wide.

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16.0 Disability hate crime

During 2008 to 09 there were 402 victims of Race and Religious hate crime. Of all crimes flagged as having a Race or Religious hate element, 2.7% noted that the victim had some form of disability

During 2009 to 2010 there were 493 victims of Race and Religious hate crime. Of all crimes flagged as having a Race or Religious hate element, 2.2% noted that the victim had some form of disability

During 2010 to 2011 there were 354 victims of Race and Religious hate crime. Of all crimes flagged as having a Race or Religious hate element, 1.4% noted that the victim had some form of disability

In the financial year April 2010 to March 2011 there were 12 disability hate crime incidents reported to the police in Southwark

17.0 Recommendations to deliver the hate crime agenda

In June 2011, the SHCN worked in partnership to develop an event (Prevent it, report it) which brought together five key speakers to discuss the following themes:

- The Government's approach to hate crime

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- Enabling Communities to Identify hate crime and to build trust and confidence in agencies to report it
- Restorative justice
- National hate crime work
- Work taking place in schools to tackle homophobia

The event, attended by one hundred people from a broad range of services, community groups and voluntary, statutory and non-statutory organisations, proved to be a success in terms bringing individuals and organisations together to share ideas and concepts. Attendees also started to shape the future direction and priorities of hate crime work through facilitated workshops.

Following the event, the SHCN developed a number of overarching proposals to support the development and ensure success of the first hate crime strategy in Southwark.

SHCN proposals for the development of a hate crime strategy 2011/2015

- The hate crime strategy 2011 to 15 and its action plan will be supported and steered by the SHCN. The existence of this group sends a clear message that the issue is being taken seriously, will not be tolerated and that there is preventative work taking place
- The SHCN will continue to make recommendations on ways to both tackle the causes of hate crime and support the victims and witnesses.
- The SHCN will provide a gateway to identify community tensions and community intelligence and continue to develop good community relations
- The development work needs to be realistic; there are fewer services and no money. In this current financial climate we will not be able to develop high profile campaigns, we must utilise what services and energy we have and develop community groups and organisations to offer support to victims and witness of hate crime
- Work with academics, policy makers and data analysts to identify trends and patterns in hate crime
- Review how tools such as restorative justice, community engagement, community empowerment and harm reduction could be used to transform conflict
- Any work should acknowledge that we are working with people's expectations, whether they are positive, negative or ambivalent

Working with communities

- The developing work needs to be meaningful to the community in that we need to make 'hate crime' an accessible concept that supports peoples' understanding and awareness of the potential impacts and that people have access to accessible and inventive information that caters to a wide demographic group
- Linking community intelligence with statistics we will develop a picture of which local communities are being targeted, in which ways and how this is impacting on community cohesion
- We need to increase the level of participation and involvement of local people and community groups in tackling the broad issues of hate crime and support local people to make decisions on how we might reduce and respond to hate crime within their local area
- We need to be tackling the issues of diversity and equality with young people both to encourage community cohesion and to demonstrate the impacts of hate crimes on individuals and communities

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- We should be reviewing how and where hate crime affects communities with particular needs such as asylum seekers and homeless people

Raise Awareness and Increase Reporting

- Reporting should be made as easy as possible by having a broad range of reporting opportunities that offer people face to face tools and/ or harness's new forms of technology
- Although it is important that we encourage people to report hate crimes, we have to acknowledge that some people will not do this for a variety of reasons. It may be possible to at least build an environment where it is possible for people to record hate crimes without formally reporting as the latter may not be a realistic option for people
- A new training and awareness package should be developed to both raise awareness of the issues and support the diverse community groups to actively play a role in support networks
- There should be key hate crime messages that are developed and promoted through a Southwark network of agencies and organisations
- That Southwark commissions Stop Hate UK, to commence December 2011 (to be reviewed 6 monthly) to operate its 24 hour services, cost to be split equally between Southwark Council and Southwark police

Perpetrators

- Work should be developed to explore the reasons why people become perpetrators of hate crimes
- The role of the enforcement services needs to be reviewed, particularly in relation to persistent offenders. We need to ensure a robust approach so that perpetrators know that this behaviour will not be tolerated and that there will be consequences for their crimes.

18.0 How we will measure success

Success of the hate crime work will be measured through delivery of the strategic objectives within the hate crime delivery plan. The work will be monitored and evaluated by members of the SHCN who will then review the successes gained and areas in which we still need to develop which will then inform the next strategy beyond 2015.

The hate crime strategy is a live document. We will continue to engage and consult with the communities most affected by hate crime to ensure that the strategic aims and objectives remain pertinent.

These proposals have been considered and have been formulated into a delivery plan, under the five key objectives (pg 15):

Re-energise interest in tackling hate crime

- Develop a shared understanding of what a 'hate crime' is and communicate this with individuals, community groups and organisations
- Provide regular hate crime updates to the developing mailing list
- Review where and how hate crime work takes place in schools/ youth environments and make recommendations for future work
- Review the effects that restorative justice has had in schools and youth groups
- Plan a follow up hate crime event for 2012

Promote the support services available

- Develop hate crime communication messages
- To create and promote an up to date directory of services/ support available
- Develop resources to promote the support available
- Utilise existing communications tools to cascade information

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- Utilise new and existing technology (blogs, e-bulletins, social networking sites, podcasts etc) to provide information

Encourage communities to work together to tackle the issue

- Develop hate crime awareness training
- Build a community network of support and signposting organisations (Single Points of Contact) to effectively support and refer to the appropriate support
- Develop a shared understanding of who, where and how hate crimes affect communities
- Promote stories where positive action has been taken to tackle hate crime
- Include information within the ASB community newsletter
- Develop tools for enabling communities to feed into an ever developing map of hate crime problem locations and issues

Encourage people to approach services for support and report

- Work towards ensuring resources and information is as accessible as possible
- Review the various ways, tools and resources that people can use to record/ report a hate crime
- Develop new and existing tools for recording and reporting hate crime
- To develop a hate crime minimum standards
- Work to build community confidence in recording and reporting hate crimes

That a robust approach is taken in tackling perpetrators of hate crime

- To develop a picture of a Southwark hate crime 'hot spot areas' to enable multi agency work to be developed, targeted and evaluated to benchmark best practise
- Enforcement agencies to be invited to engage with the SHCN to support dialogue and a multi agency approach to tackle hate crime
- Enforcement agencies to have more information about and a wider understanding of the work of the support agencies and community groups so that appropriate referrals can be offered to meet each individuals needs
- Enforcement agencies, alongside support services, to be provided with hate crime awareness training
- Improved risk assessment process's for vulnerable individuals to reduce their risk of victimisation

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Hate crime delivery plan 2011/13						
Strategic Aims	Objectives	Lead/ who else involved	Resources	Completed by	Triggers	Step changes
Re-energise interest in tackling hate crime	Develop a shared understanding of what a 'hate crime' is and communicate this with individuals, community groups and organisations	Hate Crime Working Group (HCWG)	HCWG	Mar-12	<ul style="list-style-type: none"> •create database of community groups to communicate with •develop hate crime message/ definition 	<ul style="list-style-type: none"> •key hate crime messages developed and shared
	Provide regular hate crime updates to the developing mailing list	Dax Ashworth	officer time	ongoing	<ul style="list-style-type: none"> •utilise hate crime database •create email bulletins with hate crime updates/ stories of interest •send out monthly 	<ul style="list-style-type: none"> •regular contact made with individuals and community groups
	Review where and how hate crime work takes places in schools/ youth environments and make recommendations for future work	HCWG	HCWG	Mar-12	<ul style="list-style-type: none"> •find out who to meet with to create picture of local work •identify where and how work takes places •form a plan and make recommendations for future work 	<ul style="list-style-type: none"> •up to date information on work with young people collected
	Review the effects that restorative justice has had in schools and youth groups	HCWG/ Children's services	Children's services	Dec-12	<ul style="list-style-type: none"> •identify what work takes place and by who •identify how we can demonstrate positive outcomes 	<ul style="list-style-type: none"> •the work of restorative justice promoted

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	Plan a follow up hate crime event for 2012	HCWG	HCWG	Jun-12	<ul style="list-style-type: none"> •plan themes for a follow up event •develop promotional materials •promote the event •involve the local community •evaluate the event/ any findings 	<ul style="list-style-type: none"> •an event happens to continue to develop a community network of organisations working together
Strategic Aims	Objectives	Lead/ who else involved	Resources	Completed by	Triggers	Step changes
Promote the support services available	Develop hate crime communication messages	HCWG	HCWG	ongoing	<ul style="list-style-type: none"> •that messages/ themes are developed •that these are included and promoted in our network or agencies 	<ul style="list-style-type: none"> •key hate crime messages developed and shared
	To create and promote an up to date directory of services/ support available	Southwark Legal Advice Network (SLAN)	SLAN	Dec-11	<ul style="list-style-type: none"> •that a scoping exercise takes place to review what organisations offer hate crime support 	<ul style="list-style-type: none"> •directory of services guide resource developed

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	Develop resources to promote the support available	HCWG	HCWG	ongoing	<ul style="list-style-type: none"> •review current services available for hate crime support/ reporting •develop and design resource (PDF file) listing services •involve the community in developing resources •distribute resource widely 	<ul style="list-style-type: none"> •a variety of resources produced with community involvement
	Utilise existing communications tools to cascade information	Dax Ashworth/ HCWG	officer time	ongoing	<ul style="list-style-type: none"> •review current communication tools available •develop information accordingly 	<ul style="list-style-type: none"> •information disseminated
	Utilise new and existing technology (blogs, e-bulletins, social networking sites, podcasts etc) to provide information	Dax Ashworth/ SHCN	officer time	ongoing	<ul style="list-style-type: none"> •identify which methods and technologies would be the most efficient and useful in cascading hate crime information 	<ul style="list-style-type: none"> •information disseminated

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Encourage communities to work together to tackle the issue	Develop and deliver hate crime awareness training	Dax Ashworth/ SHCN	officer time	Feb-13	<ul style="list-style-type: none"> •develop training •include within the faculty academy training opportunities •promote training widely •encourage participation from local community groups •review and evaluate training 	•a training the trainer hate crime package is up and running
Strategic Aims	Objectives	Lead/ who else involved	Resources	Completed by	Triggers	Step changes
	Build a community network of support and signposting organisations (Single Points of Contact) to effectively support and refer to the appropriate support	Dax Ashworth/ SHCN	officer time	ongoing	<ul style="list-style-type: none"> •identify and encourage community groups and organisations to take up the hate crime training package •train individuals within organisations to be able to self define how they can support victims and/ or perpetrators of hate crime 	•a network of support organisations is available for people to access

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	Develop a shared understanding of who, where and how hate crimes affect communities	SHCN	SHCN	Mar-12	<ul style="list-style-type: none"> •utilise findings from Southwark hate crime event, community intelligence and research to create picture of local communities and how each experience hate crimes 	<ul style="list-style-type: none"> •key hate crime messages developed and shared
	Promote stories where positive action has been taken to tackle hate crime	SHCN	SHCN	ongoing	<ul style="list-style-type: none"> •source positive stories/ outcomes of hate crime work •develop tools to promote good practise 	<ul style="list-style-type: none"> •key hate crime messages developed and shared
	Include information within the ASB community newsletter	Dax Ashworth	officer time	ongoing	<ul style="list-style-type: none"> •create articles/ stories to be included within the ASB e-bulletin 	<ul style="list-style-type: none"> •key hate crime messages developed and shared
	Develop tools for enabling communities to feed into an ever developing map of hate crime problem locations and issues	SHCN	SHCN	ongoing	<ul style="list-style-type: none"> •identify best practise for developing tools for creating community intelligence regarding hate crimes 	<ul style="list-style-type: none"> •Information on hate crime hot spot areas is created to steer the SHCN in bringing in key service providers together to work towards tackling the issues raised

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Encourage people to approach services for support and report	Work towards ensuring resources and information is as accessible as possible	SHCN	SHCN	ongoing	<ul style="list-style-type: none"> •ensure any documents are in plain English •develop a culture where local hate crime information aims to be accessible to all •consider different ways other than word documents that can be utilised to cascade information 	•that resources are available to a wide demographic of people
	Review the various ways, tools and resources that people can use to record/ report a hate crime	SHCN	SHCN	ongoing	•have a list of the various methods individuals and communities can record/ report a hate crime	•people are aware of various ways to report and places for support
	Develop new and existing tools for recording and reporting hate crime	SHCN	SHCN	ongoing	•for the HCWG to make recommendations to enable people to record/ report hate crimes	•that resources are available to a wide demographic of people

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	To develop a hate crime minimum standards	SHCN	officer time	May-12	<ul style="list-style-type: none"> •to review existing hate crime minimum standards to identify best practise •to develop a local hate crime minimum standards •to promote to the community 	<ul style="list-style-type: none"> •people are aware of various ways to report and places for support
	Work to build community confidence in recording and reporting hate crimes	SHCN	SHCN	ongoing	<ul style="list-style-type: none"> •to review where and how community confidence is currently recorded •identify the barriers to reporting hate crimes •to utilise community intelligence to inform the work on ways to build food community relations 	<ul style="list-style-type: none"> •community intelligence informs the development of the work

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<p>That a robust approach is taken in tackling perpetrators of hate crime</p>	<p>To develop a picture of a Southwark hate crime 'hot spot area' to enable work to be developed and targeted at a particular location and evaluated to benchmark best practise</p>	<p>SHCN</p>	<p>SHCN</p>	<p>Dec-12</p>	<ul style="list-style-type: none"> •utilising community intelligence, police and analyst data to identify a hate crime 'hot spot' area •to implement a development plan to explore the hot spot issues •to evaluate any work and benchmark best practise 	<ul style="list-style-type: none"> •multi agency approach in tackling hate crime in a hot spot area/ locality
	<p>Enforcement agencies to be invited to engage with the SHCN to support dialogue and a multi agency approach to tackle hate crime</p>	<p>Dax Ashworth</p>	<p>SHCN/ enforcement agencies</p>	<p>ongoing</p>	<ul style="list-style-type: none"> •enforcement agencies and members of the SHCN meet •that a follow up hate crime event is planned with a focus on tackling the perpetrators of hate crime 	<ul style="list-style-type: none"> •that a hate crime event happens •that SHCN and enforcement agencies continue to have dialogue and multi agency approach to tackling hate crime
	<p>Enforcement agencies to have more information about and a wider understanding of the work of the support agencies and community groups so that appropriate referrals can be offered to meet each individuals needs</p>	<p>Dax Ashworth</p>	<p>SHCN/ enforcement agencies</p>	<p>ongoing</p>	<ul style="list-style-type: none"> •that information is shared through community events and meetings •that information is shared through hate crime awareness training 	<ul style="list-style-type: none"> •that opportunities exist to share information •that effective referrals to appropriate services continue to be developed

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	Enforcement agencies, alongside support services, to be provided with hate crime awareness training	Dax Ashworth	SHCN	SHCN	•that a hate crime awareness training package is developed, promoted and delivered	•that a range of support services and enforcement agencies attend and participate in hate crime training
	Improved risk assessment process's for vulnerable individuals to reduce their risk of victimisation	Bede House	SHCN	ongoing	•that the SHCN work with the lead to support and develop a risk assessment form •that this information is included within any training the trainer or hate crime awareness training	•that Southwark has a standardised risk assessment form/ process •that support agencies and enforcement agencies are informed and involved in how the risk assessment form operates