

Safer Southwark Partnership

Rolling Action Plan 2011/12

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

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1. Introduction

Who are we?

The Safer Southwark Partnership (SSP) is Southwark's community safety partnership (CSP) and drug and alcohol action team (DAAT). We are required by law to have a Community Safety Partnership. The Safer Southwark Partnership brings together a range of statutory and voluntary and community sector services to work together to reduce crime and the fear of crime, reduce disorder and improve health outcomes.

The overall decision making body is the Safer Southwark Partnership board. The board is the accountable for developing and delivering the rolling and commissioning plan.

The vision of our partnership is to **make Southwark a safer and healthier place to live work and visit**. The SSP is committed to delivering this vision and working innovatively in a multi partnership environment.

This document is the Safer Southwark Partnership's rolling action plan. This is a statutory document under the Police and Justice Act 2006 that sets out how we intend to deliver our vision – both how we will work better and how we will work with the voluntary and community sector to develop a strong and sustainable sector.

The rolling plan supports the delivery of the Southwark Council Plan. The rolling plan also gives consideration to regional and national strategies, such as the national violence against women and girls strategy.

The priorities highlighted within the rolling plan are informed by an annual strategic assessment that the SSP conducts. The strategic assessment has two primary objectives:

- ❖ To review the performance of the SSP over the past year and identify emerging trends
- ❖ To identify through analysis of information the strategic priorities for the SSP and as our needs assessment and basis for the rolling action plan

The SSP Board is made up of:

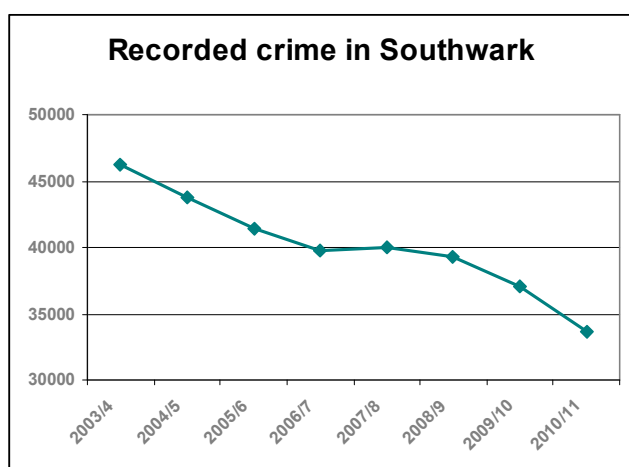
- ❖ Southwark Council:
 - Community safety and enforcement
 - Children's services
 - Community engagement
 - Housing
 - Public health
- ❖ Cabinet member for finance, resources and community safety
- ❖ British Transport Police
- ❖ Community Action Southwark
- ❖ London Criminal Justice Board
- ❖ London Fire Brigade
- ❖ London Probation Trust
- ❖ Metropolitan Police Authority
- ❖ Metropolitan Police Service Southwark
- ❖ National Treatment Agency
- ❖ Southwark Police and Community Consultative Group
- ❖ Transport for London
- ❖ United Kingdom Border Agency
- ❖ NHS South East London

2. What we achieved in 2010/11

In 2010/11 the Safer Southwark Partnership made good progress against our performance indicators and our project and programme delivery plans.

Our performance 2010/11

Recorded crime in Southwark has been decreasing for the last six years. We continued this trend in 2010/11 with a reduction in crime by 2% compared to 2009/10.



The SSP had particular success within certain crime types, including:

- ❖ Most serious violence (MSV) fell by 34%, which equated to more than 250 fewer offences
- ❖ Gun crime reduced by 6.6% which equated to 15 fewer offences
- ❖ Domestic violence reduced by 5% which equated to more than 135 fewer offences

In Southwark, public confidence in the local police has increased by 6%, from 51% in 2009/10 to 57% in 2010/11.

The percentage of community members who feel the police and council seek their views about local crime and anti social behaviour (ASB) has increased by 5%, from 53% in 2009/10 to 58% in 2010/11.

Due to the outcomes achieved by the London Probation Trust in partnership with others, more offenders are living in settled accommodation and are employed, thereby significantly reducing their likelihood of reoffending. Our adult re-offending rates have been consistently lower than predicted.

We have been working to increase the number of problematic drug users in effective treatment. As at the end of 2010/11 there were 1,344 people in effective treatment. We have made gains in the percentage that leave treatment in a planned way, with an increase from 21% to 35%. There remains more to do to increase this rate.

Despite some significant successes, there were increases in some crime types in 2010/11. These will be addressed by partnership and agency action.

- ❖ Personal robbery increased by 19% (just over 250 offences). Across London there was an increase of 9%
- ❖ Youth violence increased by 5% (50 offences)
- ❖ Serious acquisitive crime (offences such as robbery, residential burglary and vehicle crime) increased by 10% (almost 550 more offences)

Projects and programmes in 2010/11

Throughout 2010/11 we have made significant progress against the rolling action plan 2010/11 and various project and programme delivery plans, for example the violent crime strategy 2010/15.

The Home Office acknowledged Southwark as a best practice borough for work undertaken as part of the tackling knives action programme (TKAP).

The SSP continued the Pathways programme, which targets those involved in serious gang related offending. Of the 15 individuals targeted in 2010/11, 10 signed up to access help to change their lifestyle and they have received intensive support from advocates.

The SSP produced the violent crime strategy 2010/15 in December 2010. The strategy contains five key priority areas that the SSP will focus on. The priorities link to those identified in the strategic assessment priorities. These priority areas are:

- ❖ Low level violence
- ❖ Robbery
- ❖ Serious violence, including gang and weapon violence
- ❖ Violence against women and girls
- ❖ Addressing violent offenders

The SSP successfully obtained the first gang injunction in the country, using new legislation which became effective on the 31 January 2011. An 18 year old gang member was given the injunction to curb his violent gang related activity.

To date the injunction has not been breached and the individual concerned is working positively with his allocated support services.

The Safer Southwark Partnership completed a review of domestic abuse services in 2010/11 with our Children's and Families Trust partners. We will work during 2011/12 to commission an improved service for victims of domestic abuse and their families.

The multi agency risk assessment conference (MARAC) ensures high risk victims of domestic abuse receive the help and support they need to become safe. The MARAC was awarded accreditation in 2010/11. Assessors said 'the Southwark MARAC has a strong commitment from its multi agency partners, which is focused on supporting the most high risk victims of domestic abuse in the borough'.

The SSP established a dog action group to address issues surrounding anti social and irresponsible dog ownership. 24 dangerous dogs were seized in 2010/11. Responsible dog education awareness days took place across Southwark and over 200 dogs were micro chipped. The partnership developed a Southwark dogs strategy 2011/15, which was published in the summer of 2011.

The London Diamond Initiative (LDI) concluded. LDI worked with non statutory offenders (offenders serving less than a 12 month sentence) to reduce their likelihood of reoffending. Clear successes were seen in many individual cases where accommodation was sustained, education, training and employment opportunities were sought and taken up and issues such as accessing correct benefits and access to treatment were dealt with.

The SSP and the DAAT changed the ways of working to improve the effectiveness of court ordered drug rehabilitation requirements for substance misusing offenders. Outcomes for these offenders are now much improved.

Insight Southwark opened its doors for the first time in 2010/11. Insight is a brand new service for young people with substance misuse issues. The service also provides information, advice and guidance to prevent young people misusing drugs and alcohol.

In 2010/11 the breach rate for both acceptable behaviour contracts (ABCs) and anti-social behaviour orders (ASBOs) remained at 11% and 35% respectively.

3. Our approach

The SSP approach

The Safer Southwark Partnership has a whole systems approach to tackling crime and anti-social behaviour. Our experience tells us that investing in one type of intervention alone does not resolve the problem. For example, enforcement can only be effective if it is supported by local communities and other activity is taking place to change behaviour. Our whole systems approach is based on four tiers which consist of:

- ❖ Prevention
- ❖ Early intervention
- ❖ Intensive support and intervention
- ❖ Enforcement

Our priorities 2011/12

The SSP has agreed a new set of priorities for 2011/12. These were agreed in the context of reducing financial resources and the need to target effectively everything we do to ensure maximum impact. The new priorities are:

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

To ensure we target our partnership resources effectively, we produce an annual strategic assessment. This year we adopted a new approach to the strategic assessment and developed a priority crimes matrix. This matrix assesses different types of crime and the characteristics of crime against a number of different variables, such as performance, trends, priority and community concern. The sources of data used in the matrix include:

- ❖ Reported crime data
- ❖ Public attitude surveys
- ❖ Ambulance call out data
- ❖ Accident and emergency data
- ❖ Financial information
- ❖ Political priorities

The matrix includes an assessment of victims, offenders, locations and time. Using this information we are able to identify the key crime types and crime characteristics that most

disproportionately affect Southwark communities. These are:

- ❖ Knife crime
- ❖ Youth violence
- ❖ Domestic abuse
- ❖ Alcohol

Performance management

The removal of national key performance indicators has provided the SSP with an opportunity to set local targets based on the priorities we identified. The 2011/12 targets are consistent with the Southwark Council Plan and include:

- ❖ Reducing violent crime by 2%
- ❖ Increasing the percentage of people who feel safe walking alone after dark by 2%
- ❖ Increasing public confidence in the council and police in tackling antisocial behaviour by 5%
- ❖ Improving the effectiveness of drug treatment services in the borough by increasing the number of problematic drug users leaving treatment in a planned way to 47%
- ❖ A 2% value for money saving through effective partnership working to reduce violence, calculated using the financial information provided by the Home Office economic cost of crime survey

SSP structures

To make sure we deliver against these new priority areas and performance targets, we have reviewed partnership structures to ensure that our resources are used to the maximum benefit. In developing the new SSP structure, a number of factors were considered, including:

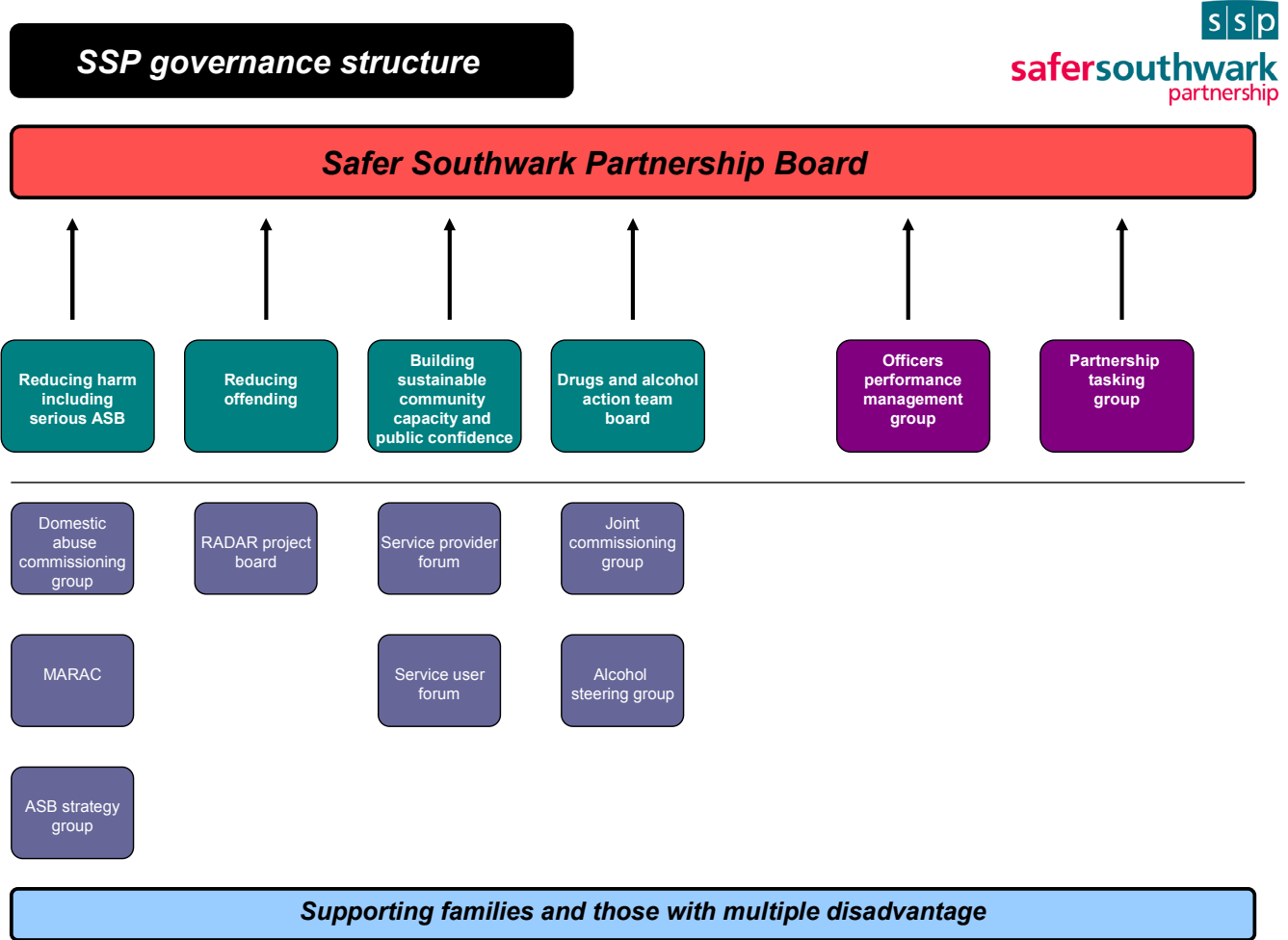
- ❖ The new resource environment – ensuring we continue to deliver against our priorities and review activity against what is no longer a priority
- ❖ Ensuring that sub groups of the SSP provide added value – that they are clear in their focus and activity
- ❖ Consideration of the number and frequency of meetings
- ❖ Ensuring there is a meaningful engagement with our partners, service providers and those who use our services
- ❖ Representation of the voluntary and community sectors
- ❖ The ability to task our partnership resources to deliver our priorities
- ❖ Making sure the work we do and where we invest our resources has an impact and that we evaluate what this impact is

The Safer Southwark Partnership is clear that supporting families and those with multiple disadvantages is a value to be held by all sub groups and therefore did not require a sub group of its own, or specific resource allocation.

Each of the thematic groups that report to the SSP board will develop detailed delivery plans to achieve the priorities identified in the strategic assessment and rolling action and commissioning plan. There are also a number of other special interest groups and forums that sit below the sub groups.

Diagram one shows the SSP's new governance structure.

Diagram one



Drugs and alcohol action team (DAAT) board

The DAAT board produces the substance misuse needs assessment and treatment plan, which outlines how substance misuse provision will be commissioned and delivered across the borough.

Officers’ performance management group

The function of the officers’ performance management group (OPMG) is to develop and monitor the performance management framework for the SSP, including that performance of commissioned services.

Partnership tasking group

The partnership tasking group (PTG) has been established to provide effective and coordinated tasking of partnership resources with a problem solving focus. This is based on intelligence and analysis of crime, with a particular focus on targeting issues highlighted in the priority crimes matrix

Reducing harm including serious ASB group

The reducing harm group will deliver the recommendations of the violent crime strategy 2010/15 and address the priority crimes types, including serious anti social behaviour.

Reducing offending sub group

The reducing offending sub group will produce and deliver a reducing offending strategy. This will include establishing Southwark RADAR (reducing and deterring adult reconviction), our integrated offender management (IOM) service.

Building sustainable community capacity and public confidence sub group

This group will champion the priority across all other areas of SSP work. This sub group will work to bring the community into the decision making processes of the SSP and explore how the localism agenda affects the work of the SSP and community responsibilities.

4. Resources

What are our resources?

The coalition government made substantial in year cuts that affected the Safer Southwark Partnership in 2010/11. These included:

- ❖ The Working Neighbourhood Fund ended 1 April 2011
- ❖ The Preventing Violent Extremism grant ended 1 April 2011
- ❖ The Home Office Community Safety Fund was cut by over 20% and is now granted via the Greater London Authority
- ❖ There were cuts to core funding for all partners, including a 28% cut to local authorities over three years

The SSP has invested significant time in ensuring our rolling plan is best able to respond to this environment and ensures investment and activity in key priority areas, in order to protect communities from the impact of the cuts and ensure we make the most positive impact we can.

What are the future resource pressures?

The coalition government is in the process of changing the legislative framework within which the SSP operates. For example, they are reviewing the policy framework for tackling anti-social behaviour. Among the new tools being proposed are criminal behaviour orders.

In July 2010 the Home Office published the consultation document 'Policing in the 21st Century', which sets out the government's vision for policing. The results of the review form the Police and Social Responsibility Bill, which is currently going through parliament. The bill includes a duty to co-operate amongst key local partner agencies but allows greater flexibility on who, locally, is directly involved in community safety partnerships. Of key relevance to the SSP will be the proposal to elect an Independent Police and Crime Commissioner.

With the 2012 Olympics only one year away, Southwark is continuing preparations for the games and has set up the Southwark Olympic delivery board. Reporting to this board are six delivery groups, all with specific responsibilities. Of particular interest to the SSP is the public services operations group. This group is

responsible for ensuring continuity of services to the community during the games period.

The Shard building in London Bridge is due for completion in 2012. It is estimated that the building will attract up to 1 million extra visitors to the London Bridge area each year. This will potentially have implications for crime patterns and resources required.

In 2011/12 the SSP will be investing in its CCTV resource. This includes a digital upgrade of CCTV recording equipment, an extension to the current CCTV control room and improvements to CCTV systems within Southwark's housing stock.

Partnership resources

The rolling action plan does not consider the resources allocated to the drug and alcohol action team to tackle substance and alcohol misuse. These resources are ring fenced to specific activity and are therefore considered separately as part of the DAAT needs assessment and treatment plan. This plan was agreed by the joint commissioning group in June 2011.

The voluntary and community sector

The SSP is committed to investing in the voluntary and community sector to ensure services for those who need them are available and effective.

Given the significant reduction in our resources, the SSP has agreed to invest available resources based on our priorities and our priority crimes types. This way the SSP will achieve the most impact for the community. During this period of significant change, the SSP agreed an allocation of resource to priority area as follows:

Priority	Resource allocation
Reducing harm (including the harm cause by serious asb)	65%
Reducing offending	20%
Building sustainable community capacity and public confidence	15%

The allocation recognises the evidence from our strategic assessment as well as the level of investment from previous funding streams.

The SSP's additional investment in 2011/12 is just under £1 million. This is a significant reduction from previous years.

5. Reducing harm

including serious anti social behaviour

The violent crime strategy 2010/15

The Safer Southwark Partnership and Southwark Council published the violent crime strategy 2010/15 in 2010. It is broken down into five chapters which are:

- ❖ Low level violence
- ❖ Robbery
- ❖ Serious group and weapon violence
- ❖ Violence against women and girls including relationship violence
- ❖ Addressing violent offenders

The strategy highlights a number of factors that we consider when designing services to reduce the harm caused by youth violence:

- ❖ The causal risk factors behind an individual's involvement in serious violence
- ❖ Location matters
- ❖ Victim and offender relationships
- ❖ Opportunities for earlier intervention, targeted at those at most risk
- ❖ The importance of consistent enforcement messages

The strategy was based upon research from partnership sources including the police, voluntary sector and health partners. Critical findings included:

- ❖ There is a difference between victims and suspects of serious violent incidents where alcohol is a factor, compared to where it is not
- ❖ There is often a correlation between chaotic and dysfunctional backgrounds and/or a significant and traumatic event and violent behaviour in young people
- ❖ The illegal economy, retribution and personal conflict or disrespect are the critical combinations which cause gang and weapon violence
- ❖ Location is a critical factor for gang and weapon violence, particularly where key estates are located around town centre areas

In the development of the rolling action plan we have ensured that these factors are fully embedded in our approach.

The strategic assessment focuses upon identifying priority crime types and this year highlighted knife crime and youth violence as priorities. The SSP recognises that these two offence types sit within the wider context of both

the robbery and serious group and weapon chapters of the violent crime strategy and our partnership programmes reflect this.

Knife crime

Knife crime means any offence where a knife has been used, threatened or intimidated. It also includes weapons seizures. Key knife crime statistics include:

- ❖ Just over three quarters of victims are male
- ❖ The age profile of victims is 15 - 16
- ❖ The age profile of suspects is 14 – 16
- ❖ Just under half of all knife crimes are classified as being personal robberies
- ❖ Knife crime increased by 10% in 2010/11 (just over 80 incidents), however the number of these crimes where a knife was actually used decreased by 22% (60 incidents)
- ❖ 62% of those accused of knife crimes are from black backgrounds
- ❖ 29% of those accused of knife crimes are from white backgrounds

Youth violence

Youth violence covers all types of violence, ranging from harassment to murder. It is important to note that youth violence is calculated by the age of the victim. If a victim of violence is aged 19 or under, this constitutes youth violence.

Key youth violence statistics include:

- ❖ Just over three quarters of victims are male
- ❖ The main age profile of victims is 15 -16
- ❖ The main age profile of suspects is 14 – 16
- ❖ Victims are largely from white background (41%) or black background (38%)
- ❖ When compared to Southwark's demographics black background victims are over represented (22% of the population is from a black background)
- ❖ When compared to Southwark's demographics white background victims are under represented (55% of the population is from a white background)
- ❖ The percentage of community members who feel that gangs are a problem in the area has decreased by 8%, from 32% in 2009/10 to 24% in 2010/11

Serious anti social behaviour

The SSP has developed a strategy to tackle anti social behaviour, including serious anti social behaviour. By serious anti social behaviour we mean prolonged behaviour that causes communities significant harm. The anti social behaviour strategy identifies five priorities:

- ❖ Placing victims and witnesses at the centre of our strategy
- ❖ Strengthening communities
- ❖ Working with perpetrators using early intervention and diversion to reduce complaints of antisocial behaviour
- ❖ Increasing reporting of ASB, increasing information sharing and the intelligent use of resources
- ❖ Increasing the capacity of the partnership to take coordinated and appropriate enforcement action

What will the SSP do to reduce the harm caused by youth violence, knife crime and serious anti social behaviour?

The Safer Southwark Partnership will deliver the recommendations in violent crime strategy 2010-15.

We will deliver targeted diversionary activity in hotspot locations and at peak times.

We will provide intervention programmes which provide intensive support for individuals and families most at risk of gang and weapon violence.

We will target robbery hotspots as robbery is heavily represented in both youth violence and knife crime.

We will develop a multi agency approach to the night time economy, with a focus on reducing alcohol fuelled violence.

We will target the illegal economy, as this is a driver in knife enabled robbery by young people. We will in particular markets for stolen goods in hotspot areas.

We will deliver the five priorities within the new anti social behaviour strategy

How will we measure our performance?

The SSP has an overarching performance target (in line with the Southwark Council Plan) to reduce violence by 2% in 2011/12.

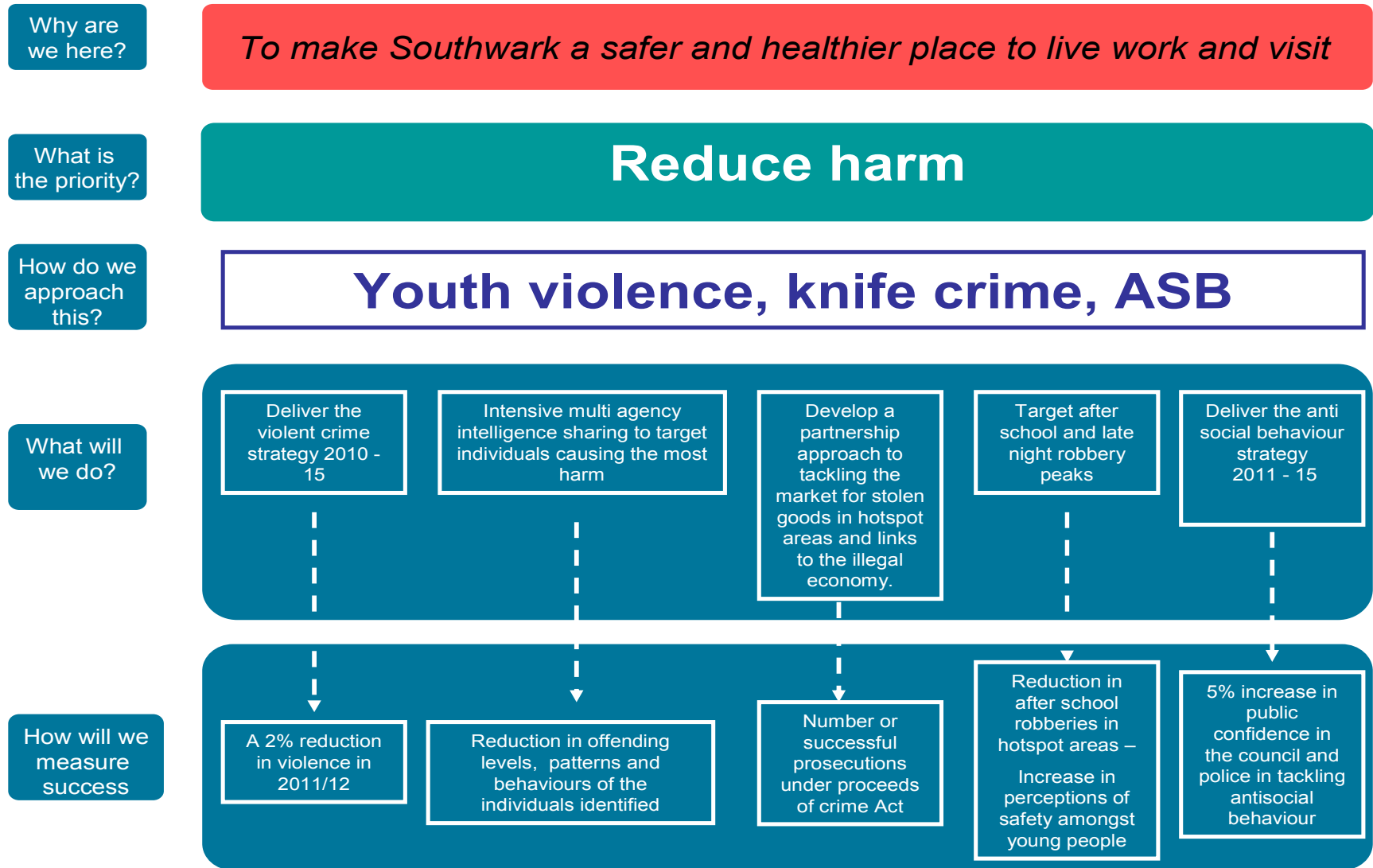
In addition to this we will measure our success in tackling youth violence and knife crime through the delivery of the violent crime strategy and the key programmes within that. We will invest in additional services to tackle particular elements of both youth violence and knife crime.

We will assess the value for money of our violent crime interventions across the partnership and we will reduce the overall costs of violence by 2%.

We will increase by 5% public confidence in the council and police in tackling antisocial behaviour.

Diagram two details our performance management framework and includes some of the programmes will deliver along with the some of the high level success measures we will use.

Diagram two – performance management framework



Domestic abuse

Domestic abuse isn't a specific crime type. The crime type could be anything, including non violent offences. Where an incident is suspected to be domestic related it will be flagged on police records as a domestic violence offence. Domestic violence offences can include:

- Relationship abuse
- Abuse of an older person by a carer
- Abuse of a child by a relative

Domestic abuse incidents recorded by the police decreased by 5% in 2010/11 (just over 130 incidents). However, Southwark had the fourth highest rate of reported domestic violence, behind Barking and Dagenham, Newham and Greenwich.

In the past 12 months, 211 cases were referred to the MARAC, the service offer for high risk cases of domestic abuse. The number of children involved in these cases was 225.

Domestic related incidents accounted for 25% of all recorded violence incidents in 2010.

33% of the recorded domestic abuse in the borough occurred during the summer months of May, June and July.

Nearly half of domestic abuse incidents occur from the early evening to the early hours of the morning.

Of those accused of domestic abuse, 86% are male.

The majority of victims of domestic abuse are from either white groups (42%) or black groups (43%). When compared to the demographics of Southwark it is evident that those from black groups are over represented. This same profile exists for those people accused of domestic abuse

35% of victims of domestic abuse had been the victim of a crime (not necessarily domestic abuse) in the previous 12 months

What will the SSP do to tackle domestic abuse?

The Safer Southwark Partnership will improve the MARAC. The MARAC will expand to consider the situation of victims in totality and include multi agency action to be taken against the perpetrator.

We will work with local and international partners to deliver a healthy relationships pilot project, targeted at young people in secondary education. This project is funded by the European Union for two years and we are leading this pilot on behalf of three other European countries.

The SSP will ensure interventions for perpetrators of domestic abuse by working with these individuals as part of Southwark RADAR.

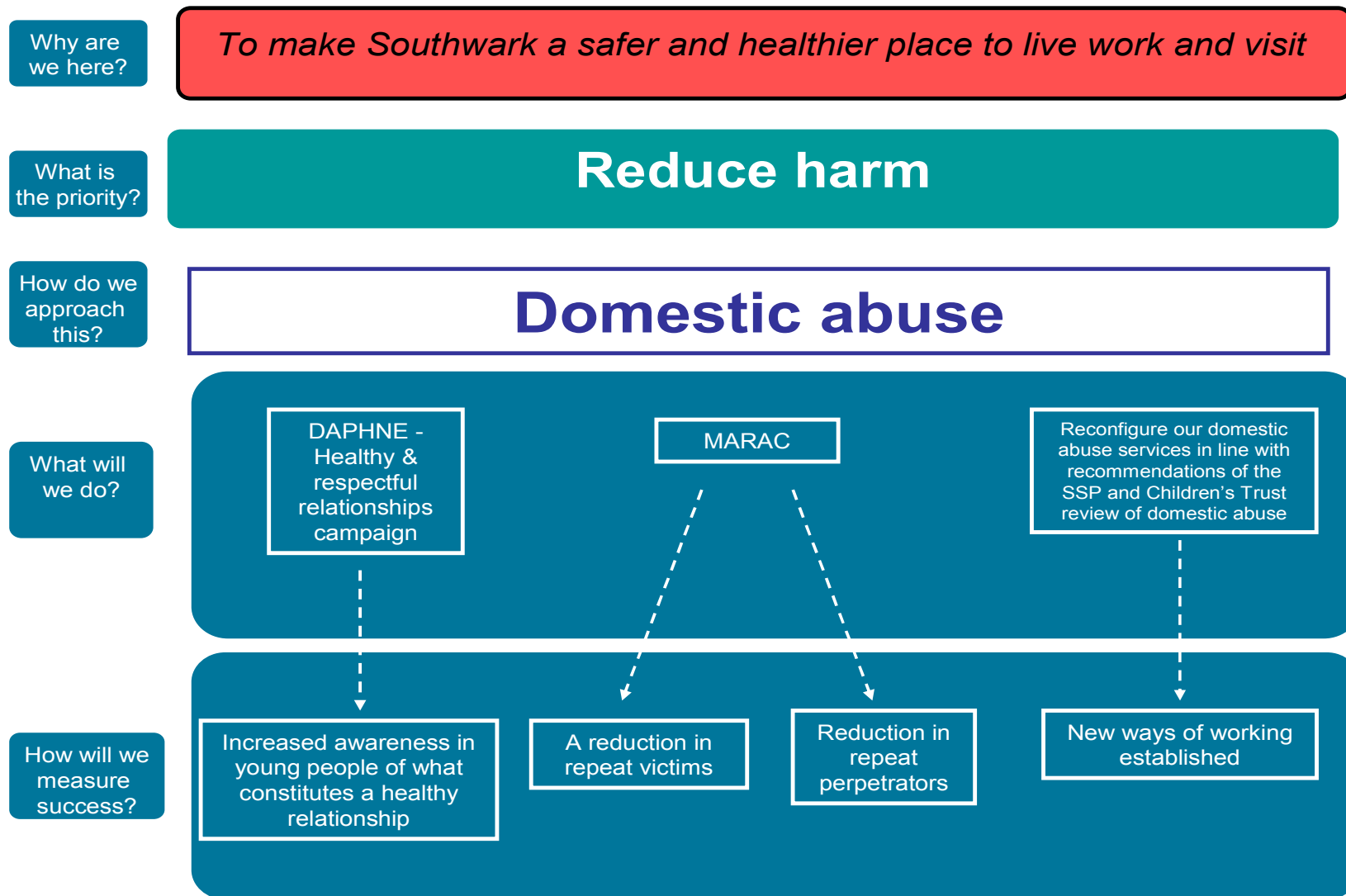
How will we measure our performance?

The SSP has an overarching performance target (in line with the Southwark Council Plan) to reduce violence by 2% in 2011/12.

We will measure our success in tackling domestic abuse through the delivery of the violence against women and girls element of the violent crime strategy. We will invest in services to tackle particular elements of domestic abuse.

Diagram three details our performance management framework and includes some of the programmes will deliver along with the some of the high level success measures we will use.

Diagram three – performance management framework



6. Reducing offending

Strategic assessment findings

Reducing offending means preventing people from becoming offenders and supporting those who have offended to change their offending behaviours.

Of all those people accused of a crime those aged 10 – 24 are over represented compared to the Southwark population:

- ❖ Those aged 10 – 17 are over represented as the accused of particular crime types, including:

- ❖ Knife crime (38%)
- ❖ Pedal cycle theft (65%)
- ❖ Personal robbery (61%)

This is compared to the demographics of Southwark, which show that 7% of the population is aged 10 – 17.

- ❖ Those aged 18 – 24 are over represented as the accused of all crime types, including:

- ❖ Gun crime (41%)
- ❖ Commercial robbery (33%)

This is compared to the demographics of Southwark, which show that 11% of the population is aged 18 – 24.

87% of all those accused of a crime are male, compared to 49% of the population.

White groups are disproportionately represented in offences related to the consumption of alcohol – 66% of those accused compared to 55% of Southwark's population.

Black groups are disproportionately represented in violent offences such as knife crime, personal robbery and youth violence. In all these offences they account for just over 60% of those accused compared to 22% of Southwark's population

What will we do to reduce offending?

We are developing and implementing a multi-agency, integrated offender management (IOM) model that will coordinate partnership activity to manage individuals who have offended, in order to ensure that the criminal justice intervention delivers sustainable behaviour change. This will be called Southwark RADAR (reducing and deterring adult reconviction).

Southwark RADAR will include police officers, probation officers, a resettlement worker and substance misuse specialists. By coming together the team will ensure information sharing, integrated care and support and improved outcomes. The team will initially oversee the joint case management of at least 650 individual offenders. The SSP will add value to the Southwark RADAR by investing in its staffing

How will we measure our performance?

The Safer Southwark Partnership has an overarching performance target (in line with the Southwark Council Plan) to reduce violence by 2% in 2011/12.

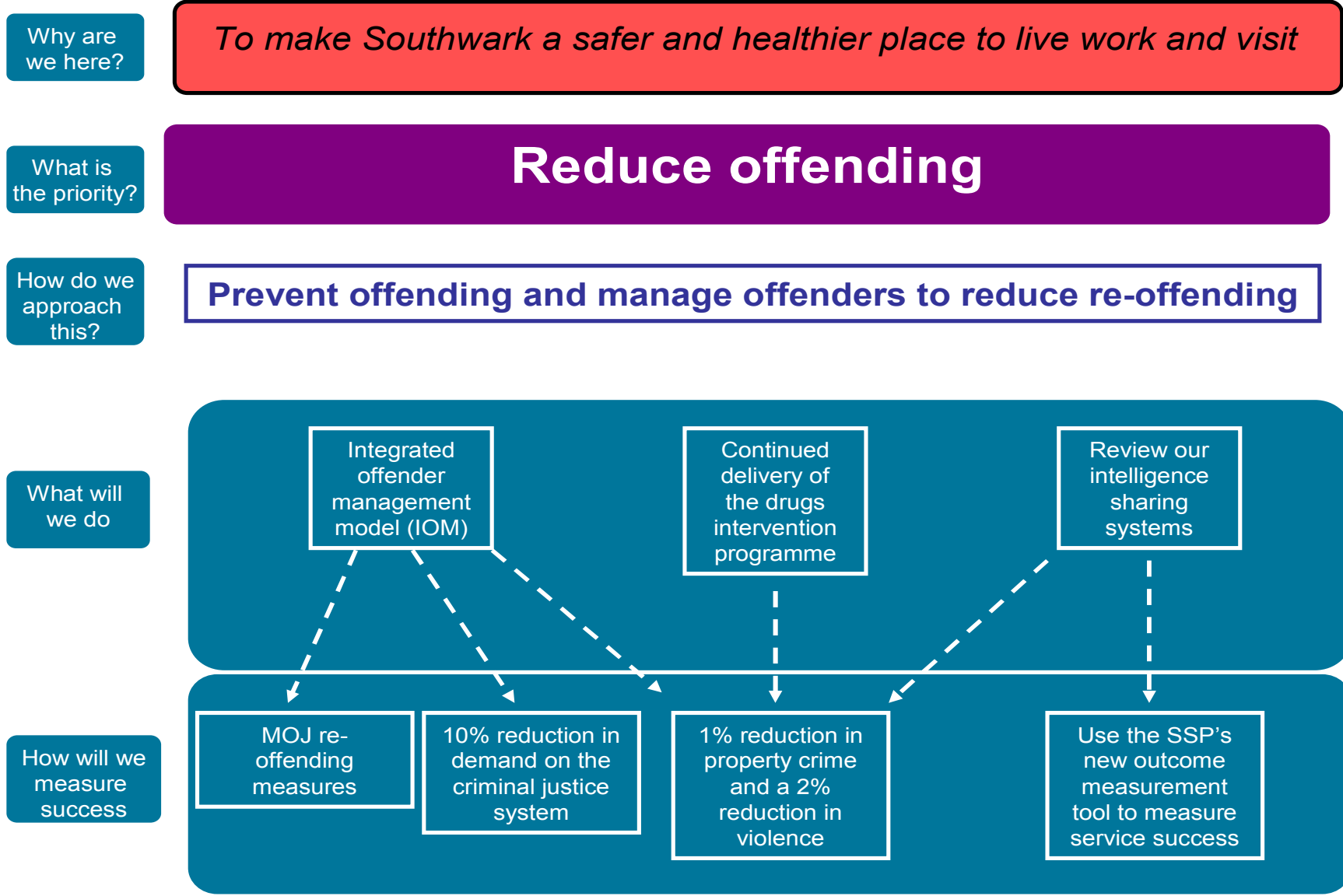
We will achieve a reduction in property crime of 1% in 2011/12. Many of the offenders that the SSP works with as part of Southwark RADAR will be serving sentences of 12 months or less for offences such as residential burglary or vehicle crime (property or acquisitive crimes). Therefore the SSP consider reductions in property crime as a measure of success.

The SSP will measure success in tackling the reducing offending priority through the different elements of the integrated offender management model and the Ministry of Justice offending measures.

The SSP has signed up to a Ministry of Justice pilot for justice reinvestment. This pilot is designed to test if incentivising local partnerships to reduce their demand on the criminal justice system works. If the SSP successfully reduces demand on the criminal justice system by more than 10%, we will receive a financial reward.

Diagram four details our performance management framework and includes some of the programmes will deliver along with the some of the high level success measures we will use.

Diagram four – performance management framework



7. Building sustainable community capacity and public confidence

The strategic assessment 2011/12 measured levels of public confidence by asking residents what they think via public attitude surveys. These surveys monitor perception levels in relation to crime and the fear of crime, as well as confidence in the police and partners to tackle these issues.

Given the resource environment in which the Safer Southwark Partnership works and the expected impact of the national government's cuts on communities, the SSP is committed to support communities to tackle their own issues, to engage in decision making and to have more confidence in the SSP.

The SSP will ensure investment in increasing community capacity to address community issues, such as supporting and empowering communities to tackle low level anti social behaviour.

The SSP is committed to ensuring all communities feel able to access the services and the justice they need and want. The SSP will take action to ensure the consideration of vulnerable groups and how they can best be supported and empowered.

What will we deliver in 2011/12?

The SSP will establish a service user group, to ensure that service users have a say in what the SSP does and how it invests its resources, including service design.

The SSP will establish a service providers' forum, to share information and build relationships with the voluntary and community sectors, as well as ensuring that our service providers are delivering the right services to those who need them.

How will we measure our performance?

The SSP will improve by 2% the percentage of the public who agree that the police and council are dealing with crime and anti social behaviour issues that matter in Southwark. We will measure this through the police public attitude survey (PAS).

We will increase the percentage of people who feel safe walking alone after dark in Southwark by 2% to 72% in 211/12. This will be measured through the council's reputation tracker.

In addition to this we will measure our success in the development and delivery of a hate crime strategy and delivery against the dog strategy 2011/12.

Diagram five details our performance management framework and includes some of the programmes will deliver along with the some of the high level success measures we will use.

Diagram five - What will the SSP do?

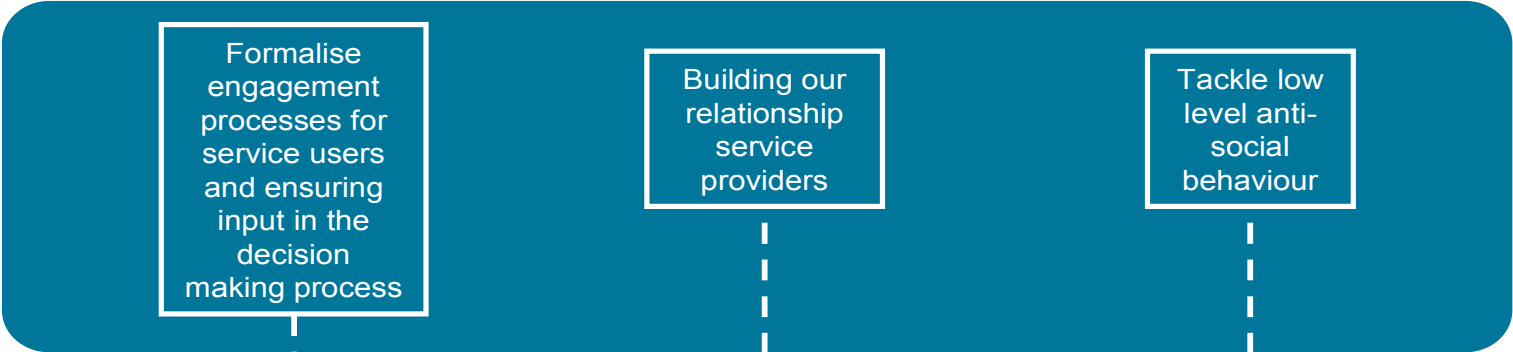
Why are we here?

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

What is the priority?

Building sustainable community capacity and public confidence

What will we do?



How will we measure success



8. Supporting families and those with multiple disadvantage

The Safer Southwark Partnership is clear that supporting families and those with multiple disadvantages is a value in all of the work that we do. Therefore it does not require a sub group of its own, or specific resource allocation. Rather we will ensure this priority is considered in everything we do.

Social disadvantages include:

- ❖ Homelessness
- ❖ Unemployment
- ❖ Poor physical or mental health
- ❖ No or limited social network
- ❖ Being young
- ❖ Poor educational attainment

The SSP interprets those with multiple disadvantages as those people that are experiencing three or more of the above.

As part of the development of our violent crime strategy 2010/15, the SSP conducted a series of case studies to look at the different factors that cause individuals to become involved in serious violence. Case studies were based on 15 individuals involved in serious violence connected to groups or gangs. The SSP researched their backgrounds to see if there were common factors leading to a lifestyle of violent behaviour. Some of the key findings were:

- ❖ Before coming to the attention of the police or other enforcement agencies, the individuals were generally known first to services such as educational welfare, social care and mental health providers.
- ❖ The violent behaviour escalated over a period of time.
- ❖ There is often a correlation between chaotic and dysfunctional backgrounds and/or a significant and traumatic event and violent behaviour in young people. There were three particular common features:
 - First there was often a member of the family who had health issues.
 - Secondly there was a period of family trauma such as domestic abuse between parents, family breakdown or

serious incident that acted as a trigger point to the behavioural issues.

- Thirdly there was a sibling or family member already involved in serious violence.

These case studies demonstrate the reality of multiple disadvantage and supporting families.

The SSP will work to provide prevention, intervention and enforcement within the context of supporting families and multiple disadvantages. This will ensure we resolve situations and solve problems in a holistic and sustainable way, for example for the Peckham area project. This project is identifying the families most in need in this area and working with them in partnership to address their family needs and disadvantages, as well as being clear about personal responsibilities.

The SSP will work with other key partnerships to ensure delivery against this priority, including the Children's and Families Trust, the Southwark Safeguarding Children Board and the Adult Safeguarding Board.

How will we measure our performance?

The SSP board will hold to account chairs of all subgroups as part of our performance management process. Supporting families and those with multiple disadvantages will be embedded in the delivery plans of all sub groups and progress against action plans is reported to the SSP board quarterly.

The SSP will conduct further cohort studies to assess the impact of working with families rather than just with individuals.

9. Drug and alcohol action team (DAAT)

The role of the drug and alcohol action team (DAAT) is to lead the Safer Southwark Partnership's (SSP) work on tackling the harm caused by substance misuse. Substance misuse includes both drugs and alcohol.

The Government's new drug strategy was published in December 2010 and had three strands of:

- ❖ Reducing demand
- ❖ Restricting supply
- ❖ Building recovery aiming to support people to live a drug free life

A new national alcohol strategy will be published in autumn 2011.

Needs assessment findings

Every year the DAAT produces a substance misuse needs assessment to identify the needs of the community. The most recent needs assessment found that:

- ❖ The number of people in effective treatment in Southwark has been declining in recent years, however we still consider there to be a significant need for treatment
- ❖ The largest single referral route into treatment is self referral
- ❖ There were an estimated 8,464 dependent drinkers in 2009/10 and 3,417 problematic drug users
- ❖ There is an aging population of heroin and crack users who still need treatment services but changing patterns of drug use mean that there is an increasing prevalence of other drug use, including cannabis
- ❖ Most service users are poly drug users, including alcohol. Poly drug usage means to use two or more different drugs
- ❖ Substance misuse is particularly high amongst those with a housing need, those with diagnosed mental health problems and those known to the criminal justice system.
- ❖ 90% of the young people receiving treatment (via our young peoples' treatment service) are receiving help for problems associated with cannabis and/or alcohol.

What will we deliver in 2011/12?

The DAAT has identified nine key priority areas for this year and these can be summarised into three strands: prevention and education, treatment and enforcement.

- ❖ Prevention and education: Activity will be undertaken to prevent people starting to use drugs in the first instance and education to make people aware of the risks associated with drug and alcohol misuse
- ❖ Treatment: We will provide a first class recovery based treatment system which addresses addictions and works holistically with clients to enable them to recover from dependency and integrate back into society. A substantial remodel of our treatment system began in 2010 and will be completed in 2011.
- ❖ Enforcement: We will work in partnership to tackle criminality associated with drug misuse and supply. This includes work on domestic violence, serious violence connected with illegal drug supply, the night time economy and the criminal justice treatment provision.

There is also a recognised need to maximise referral pathways from statutory services into treatment services in 2011/12.

How will we measure our performance?

The DAAT has to report to the National Treatment Agency on the performance of its treatment system. Performance measures include:

- ❖ Numbers of clients in effective treatment
- ❖ Numbers of clients exiting treatment in a planned way
- ❖ Achieving targets relating to clients' treatment journey
- ❖ Screening for blood borne viruses

Why are we here?

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

What is the priority?

Drug and Alcohol Action Team (DAAT)

How do we approach this?

Tackling the harm caused by substance misuse

What will we do

PREVENTION

Prevent people from starting to use drugs and educating people as to the risks

TREATMENT

Provide a recovery based treatment system

ENFORCEMENT

Working in partnership to tackle criminality associated with drug misuse and supply

How will we measure success

Numbers of clients exiting treatment in a planned way

Numbers of people in effective treatment

1% reduction in property crime and a 2% reduction in violence

