

**Safer Southwark Partnership Revised Rolling Plan  
SSP Strategic Assessment Summary Key Data Findings  
Appendix 2**

**Safer Southwark Partnership  
Rolling plan 2008 to 2012  
2009 – Revised version  
The partnership review**

## **Overview and context**

The partnership review took place across two days in February 2009 and was attended by responsible authorities, strategic and delivery partners. The purpose of the review was to look at the work of the partnership during 2008/9, review partnership governance, review the findings of the strategic assessment and to revise the 2008 – 2012 rolling plan for 2009 -10.

## **The strategic assessment**

The strategic assessment is an annual review of partnership information that identifies the crime and anti social behaviour trends for the borough and makes resourcing recommendations accordingly. The findings of the strategic assessment were considered as part of the partnership review of the rolling plan.

Consultation and engagement with local communities forms a key part of the strategic assessment. This year this includes the resident's survey, pupil voice, community safety focus groups, BVPI local government user satisfaction survey and other small-scale consultations.

### **What are the key features of this year's strategic assessment?**

- Improvements in public perception of community safety.
- Residents are concerned about young people and their involvement in violent crime
- Violent crime is improving but remains a concern, especially young people's involvement in serious violent crime.
- Crime and disorder is disproportionately concentrated in a roughly triangular area in the centre of the borough. Does this have implications for the way we deliver our services?
- The need to breakdown and refine our analysis further using sampling, cohort studies and qualitative data.
- The need to consider all the data in the context of an economic downturn that is not expected to improve in the short term.

To this end the partnership intends to continue the work of the strategic assessment throughout the year on a rolling basis, with an expert group reviewing and reality checking the analysis and directing the progress of the strategic assessment. The strategic assessment will become a live document rather than a yearly process.

## **The Partnership Priorities**

**SSP priorities 2008 -12 were identified as:**

- Serious violent crime
- Preventing youth crime
- Anti social behaviour
- Drugs and alcohol
- Reducing re-offending and protecting the community
- Social and physical regeneration
- Safer communities

### **Were the priorities correct?**

Emerging from the partnership review was a general acceptance that some of the priorities would be better addressed as overarching themes within the priorities and that the plan needed to have more focused set of priorities for the next three years and that the action plans for 2009/10 should be simpler and focus on the key actions need to drive and improve partnership performance against priorities.

The partnership also reflected on the changing and refreshed priorities for individual partners and the need to reflect these in partnership priorities.

### **Priorities for 2009 -12**

After consideration of the above the partnership decided to adopt the following priorities for 2009 – 12

- Serious violent crime
- Preventing youth crime
- Anti social behaviour
- Drugs and alcohol
- Reducing re-offending and protecting the community
- Communities and communications

These priorities should always be considered in the context of the social and physical regeneration under way in the borough and the effects of the economic downturn on community safety in the borough.

## **Performance**

As part of the strategic assessment the partnership considered 2008 -2009 performance data to date. It was noted that good progress had been made against the Safer Southwark Partnership (SSP) crime and drugs strategy 2008-09, in particular the

positive progress made in reducing recorded crime. We have achieved a 15% reduction in serious acquisitive crime, 26% reduction in knife crime, 14% reduction in gun crime, 9% reduction in serious youth crime and a 15% reduction in personal robbery. It was noted that domestic violence appeared to be increasing.

Safer Southwark Partnership performance is measured through PSA 23, which links to a number of other PSAs. This is illustrated in the table below.

PSA performance is measured through national indicators. Some of the national indicators have been prioritised by Southwark Council as part of its local area agreement. Detailed information on this and information on SSP performance can be found in the strategic assessment.

## **Performance framework**

The performance review approved the draft performance framework included with the strategic assessment. The current focus has been to establish a framework from the national performance indicators. As the indicators are relatively new some of the baselines have yet to be established but over the life of the rolling plan will

The national performance framework includes new perception indicators. The new place survey will take place every two years and will be used as the basis for the new perception indicators. The first survey was in September 2008 and the results are included in the strategic assessment. The partnership noted that Southwark residents are finding the borough a safer place to live in.

## **Horizon Scanning**

The partnership considered emerging events, legislative changes and policy changes that might affect the work of the partnership over the next year.

The Police and Crime Reduction Bill will make probation a statutory partner of the Safer Southwark Partnership and reducing reoffending will be a statutory duty of the partnership

There are several home office initiatives that the partnership is involved in that involve testing the concept of investment in community resources rather than criminal justice resources to reduce offending and violent crime. This means providing help as a partnership to individuals who wish to exit a criminal lifestyle by offering choices and pathways to individuals away from criminal behaviour. Southwark is involved in both the pathways and Diamond district pilots.

The government white paper "Real people Real communities" offers food for thought and opportunities for the SSP to interact with the community and offer people power in making decisions about community safety. There is an increasing emphasis placed on the importance of community engagement and an intention to move toward more face to face communication and engagement. This will impact on our communication and consultation strategies.

Locally the change in local authority funding regimes means that in Southwark funding is increasingly geared to local priorities and reducing worklessness is an important local priority. The partnership needs to consider all its grant funded programmes against this priority which supports our largest single grant programme.

Finally partners must be mindful of Home Office proposals for the CDRP to be subject to scrutiny twice a year by the same body that hears community calls for action.

The partnership noted that work over the next three years will be in a context of reduced resources and diminishing grant income. The partnership agreed that value for money will be very important over the next year and accepted that from a commissioning point of view it was necessary to move quickly to an outcome based commissioning model and to review all partnership funded activity.

## **Governance**

The partnership review noted the size and complexity of current partnership governance arrangements and identified alignment with Young Southwark and some streamlining of governance arrangements as issues for consideration by the partnership in 9/10

## **The priorities**

Last year the rolling plan identified priority actions within each priority area. This section of the strategic summary outlines

- last years priorities
- the partnership review of progress and any new factors that may have changed those priority actions
- the revised priority actions for the 09/10 revised rolling plan

### **Serious violent crime:**

Tackling violent crime is a priority for the partnership and our resident's survey confirms that it's the crime that concerns people the most in the borough. The partnership is very active around tackling violent crime and its effect on the community and also plays a lead role in regional and national responses to violent crime

Violent crime has reduced but fear of crime remains high. We will continue with the enforcement activity through Operation Hamrow, the early intervention with schools on gangs and extend the work with adults and young adults to better divert from gangs and support offenders at the end of their sentences. We have enhanced services to support victims of violent crime with Victim Support Southwark, which has proved successful with the 19 - 30 age group. We have worked with the Home Office in the development of the national "Saving Lives. Reducing Harm. Protecting the Public. An action plan for tackling violence 2008-11. The key recommendations from the plan have been incorporated into the rolling plan.

### **Last year our priorities were:**

- Targeting delivery of enforcement action on identified gang members and repeat offenders of serious violent crime
- Working closely with our communities to ensure confidence in criminal justice agencies

- Ensuring that young people convicted of knife crime receive focused interventions to change their behaviour
- Increasing young people's safety and their confidence in adult responses to crime and victimisation
- Improving the protection of witnesses from the earliest stage of the criminal justice system. This includes protection for family members and key individuals who are at threat.
- Supporting community initiatives which break the cycle of violence
- Providing high quality support to victims of domestic violence and sexual violence, delivering a holistic response (independent domestic violence advocates [IDVA] model) to meet the need of all sections of Southwark's population
- Establish a domestic violence court for Southwark
- Improving education to provide people with confidence to challenge inappropriate sexual behaviour
- Work with central government and health agencies to increase the number of sexual offence referral centres.

**The partnership review noted that:**

- There was no interest from the courts to have a DV court in Southwark, although an IDVA had been deployed at the court and that was well received.
- The idva model is now established in Southwark and has had a huge impact on repeat offending. Over eighty percent of people who report domestic violence are not repeat victims.
- The community safety road show and "talkeoke" was proving a very successful model of talking to communities about violent crime and delivering a reassurance message.
- We are making successful interventions in peoples lives through focused challenge and support schemes and enabling them to change their behaviour St Giles SOS, Home visit scheme.
- We are perceived as a regional leader in tackling violent crime initiatives

**The revised priorities for the partnership were:**

- Increase the number of intensive advocates to work with violent offenders.
- To continue to develop the Pathways Scheme in the borough. Pathways is a multi-agency programme of 'focused deterrence' that supports those who wish to exit their gang lifestyle while using robust enforcement techniques against those who continue to engage in serious violence.
- Continue to develop a direct dialogue with local communities and partners by expanding our roadshows to community groups, through established events, businesses and to wider partnership agencies
- Review and further develop our pilot our safe accommodation programme to remove individuals and families from the threat of gang violence.
- Establish focused multi agency programmes in local areas, aimed at building community capacity to address gang and weapon violence.
- Establish and deliver joint cross border operational programmes to tackle gang and weapon violence.

## **Preventing youth crime**

The focus for the youth crime agenda remains the delivery of the criminal justice activity of the youth offending team (YOT) and the wider diversion and prevention activity. There is also a clear intention from the Youth Justice Board (YJB) for YOTs to focus more on serious offending. This will mean that YOTs will be required to provide appropriate interventions for those individuals who have higher risks of offending.

### **Last years priorities were:**

- Sustainable prevention and diversion activity across statutory and voluntary sector providers, which are flexible and responsive to local issues
- Establishing services to support the transition from youth to adult services for vulnerable young adults.
- Ensuring a good understanding of risks; professionals, parents and carers will know who to approach with their concerns leading to reductions in first time entrants to court
- Delivering effective programmes to give key safety messages to young people with shared principles on relationships and responsibility
- Co-ordinating our multi-agency interventions in schools using safer schools partnerships and healthy schools partnerships
- Work with the YJB to provide appropriate interventions for those individuals who have higher risks of offending

2008-09 will include the development of locality work and the roll out of the common assessment framework. We will ensure that the SSP partnership agencies are fully linked into these developments. This will improve referral to our early intervention projects and in turn impact on reducing first time offending.

### **The partnership review noted that:**

- Chief crime types for victim and perpetrator is assault and personal robbery
- Number of first time entrants is increasing despite investment in prevention and diversion services
- We need to ensure that future work ties into the localities agenda and is managed jointly through the partnership and Young Southwark. Future plans need to reference and cross link with each other
- That school journey was rolled out and appears to have had an impact but that our peak time activity needs evaluation
- Common assessment framework underused.

### **Partnership priorities for 09/10 are as above but with a focus on:**

- Continue to tackle the peak times and locations of youth crime, focusing our resources after school. We will establish a priority patrol task force which will cover key school locations
- Ensuring that Young Southwark and SSP work is linked and cross referenced by having a single action plan for the Youth crime strategic group incorporating YJB, SSP and police plans.
- Ensuring any actions arising from recent inspections are delivered.

- Providing authoritative local leadership, engagement and communications around gangs and knife crime to young people and families.
- Recommission our drug service provision for young people to enable more young people with substance misuse needs to access treatment and support.
- Carrying out further analysis around crime types, times and cohorts to see if more efficient use can be made of our resources
- Following the restructuring of youth support and prevention services we will work with Children's Services to implement targeted youth support and integrated youth support services to coordinate provision and reduce first time entrants to the youth justice system (NI 111)

### **Anti social behaviour:**

We have well-established award winning services in the borough including Southwark Anti Social Behaviour Unit (SASBU) and Southwark Mediation and are highly regarded by the home office and other local authorities as experts and innovators in the field. The resident's survey confirms this as we have reduced perceptions of anti social behaviour in the borough. Our model is to focus on people and places, practice early intervention and provide diversion and support services alongside enforcement activity.

### **Last year our priorities were:**

- Increasing victim confidence in reporting by ensuring that improving confidence in the community that issues around anti social behaviour are being dealt with
- Working with perpetrators using early intervention and diversion to reduce complaints of ASB
- Increasing reporting anti social behaviour, increase information sharing and intelligent use of resources
- Managing anti social behaviour in areas of transition (see social and physical regeneration)

### **The partnership review noted that:**

- The perception indicators show us that the public are still concerned about young people "hanging around".
- Concerns about what the effects of the recession might be on anti social behaviour
- That the Respect Task Force has now become the Youth task force and their is a new emphasis on tackling youth ASB
- That the four squares focused intervention was a good piece of work that provides us with a useful "places" model.
- The Bonfire Night/Halloween model is working well.
- The decline in crack houses in the borough following a focus on the Aylesbury and Heygate estates

### **Revised priorities for the partnership:**

- Provide better information for local residents on what is being done to tackle the local issues that affect them the most.
- Deliver a multi agency street based team to work in key areas affected by anti social behaviour and criminality.
- Improve our support for victims of anti social behaviour, particular in giving witness support and regular feedback.
- Implement the new requirements of the Housing Regeneration Act (family intervention tenancies) and establish a local protocol
- Focus on areas where there is low reporting and harder to reach groups.
- Develop joint working with schools and education services to tackle asb in schools and on school journeys and ensure coordinated intervention with young people. We will establish a priority patrol task force which will cover key school locations at the end of each day.

## **Drugs and alcohol**

Last year the rolling plan outlined that the major task in the lifetime of the plan would be delivering services against the new 10 year strategy “drugs, protecting families and the communities. Key tasks for 2008 were reviewing the alcohol strategy and DPPO.

### **Last year our priorities were:**

- Operate tried and tested young people’s substance misuse services as an integrated part of wider children and young people’s service provision
- Developing a full range of alcohol treatment prevention and intervention services, including early interventions for harmful and hazardous drinking
- Channel information received from partners and from the community into work to reduce class A drug use and supply, including the multi-agency crack house work.
- Developing responsive and accessible treatment services that engage with the changing client profile across the borough
- Providing mainstream support and transfer of knowledge and learning to reduce re-offending through the success of criminal justice substance misuse interventions.

### **The partnership review noted that:**

- Young peoples substance misuse services need to be commissioned and delivered in the context of the Children and young peoples plan
- No additional monies had been provided for alcohol treatment but there was good progress being made towards providing alcohol services in primary care settings
- The success of the multi agency crack house work which has hugely reduced the number of crack houses in the borough and the time it takes to close them and the successful disruption of local drug markets on a street dealing level.
- That women and people from BMAE communities are well represented in treatment but that overall the partnership is not getting enough crack and heroin users into treatment growth target for the year was 12% and the current projection is 10.6%. This will affect future funding.



- The reduction in street drinking was maintained although hotspots have changed

### **Revised priorities for the partnership**

- To increase the number of problematic drug users entering and remaining in effective treatment:
- Develop an expanded and innovative assertive outreach service to work with people misusing drugs and alcohol who have previously been hard to engage in treatment services.
- Identify and develop appropriate community-based premises for the Drug Intervention programme to enable increased treatment capacity and significantly improve outcomes for both service users and the wider community
- Commission a comprehensive new specialist substance misuse education and treatment service for young people in Southwark.
- To further reduce street drinking, dealing and begging by multi agency management of hotspots.
- To manage public binge drinking and associated powder cocaine use in night time economy hotspots by targeted multi agency management.

### **Reducing re-offending and protecting the community**

Last year the rolling plan recognised the role that reducing reoffending could play in tackling crime in the borough and to reflect the work that was taking place nationally with the reform of the prison services and probation service towards a single national offender management system. The partnership pledged to work with the local criminal justice board and the government to deliver against the governments “Working together to cut crime” and the criminal justice strategic plan 2008-11.

#### **Last year our priorities were:**

- A joint work programme with the LCJB, with agreed priorities and shared resources
- Establishing pathways from community reparation and restorative justice to education and training
- Focusing our resources to tackle priority crimes for the boroughs, prolific offending and violent crime, robbery, residential burglary as and when they emerge
- Rebalancing the criminal justice system in favour of the victim
- Working with the LCJB to expand specialist courts beyond domestic violence
- Reshaping mainstream services to provide universal and targeted support for ex-offenders
- Continuing to develop specific and enhanced means to address substance misuse that is linked to offending behaviour
- Enhancing support for families of offenders as part of Southwark’s parenting support programmes.

**The partnership review concluded that this had been a very fast moving area of development during the past 12 months and noted the following:**

- Southwark is the only London borough to include both the reducing reoffending indicators in the LAA
- Pilot area for Diamond districts and Pathways
- Large reparation scheme with wardens active in “Saturday reparation” scheme
- Drug interventions programme providing a weekly surgery in Brixton.
- Probation funding St Giles “ through the gate” service”
- The borough offender profile provides a business case for partnership activity and investment.
- The partnership also noted that the PPO scheme resettle and rehabilitate strand appears to be ineffective.

**Revised priorities for the partnership:**

- To increase the number of problematic drug users entering and remaining in effective treatment:

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-Identify and develop appropriate community-based premises for the Drug Intervention programme to enable increased treatment capacity and significantly improve outcomes for both service users and the wider community

- Commission a comprehensive new specialist substance misuse education and treatment service for young people in Southwark.
- To further reduce street drinking, dealing and begging by multi agency management of hotspots.
- To manage public binge drinking and associated powder cocaine use in night time economy hotspots by targeted multi agency management.

**Communities and Communications**

This is a new priority that reflects the close relationship between the aims and objectives of the Stronger Communities Partnership and the Safer Southwark Partnership.

**The priorities last year predated the establishment of the Stronger communities partnership and were:**

- Support for vulnerable adults  
The key aim is to strengthen partnership working between the safeguarding adults board and the SSP to share priorities and resources to reduce crime and the fear of crime for vulnerable members of our community.
- Support for vulnerable people including victims and witnesses

This will focus on generic service provision plus a focus on hate crime and new work in relation to disability and older people. Actions relating to supporting victims are also included in the specific thematic areas.

- Preventing violent extremism  
Strengthening the community response to extreme ideology. This work will be done in partnership with the Southwark Muslim forum and the emergency planning forum.

#### **The partnership review noted that:**

- Partnership activity in Southwark is considered nationally to be well developed and there is a strong relationship with the voluntary sector who consider themselves to have a shaping voice in policy as well as being delivery partners.
- There was an acceptance that current financial constraints may lead to reductions in services.
- Many communities that don't speak English as a first language need access to interpreting services or other support in order to report crime.
- Wardens' services were now linked into the adult safeguarding board.
- Street populations (particularly of A10 nationals) are contributing to people feeling unsafe.
- Young people report that they don't feel safe

#### **Revised priorities for the partnership**

- Use community councils and neighbourhood panels to identify area of improvement where the punishment of community payback can be used for the benefit of local communities
- The SSP needs to find local ways of increasing confidence in the criminal justice system and encouraging local people to use it.
- There will be a community/localities focus to the communications effort around fear of crime with an emphasis on direct dialogue
- The SSP to explore synergies with stronger communities' partnership and develop a joint communications plan.
- PVE work will focus on young people and strengthen its work around specific initiatives to challenge extremist ideology particularly in further education establishments
- Support the implementation of the policing pledge and consider how to roll out to other services

## **Conclusion**

The partnership consider to the new priorities to be stretching but attainable and the right priorities to tackle crime, disorder and fear of crime in the borough.

The rolling plan will be reviewed annually. The intention is that the priorities are reviewed annually but that the action plans and strategic assessments are live documents that are managed and revised by the partnership.

The rolling plan should be considered as a live document as further revisions may be required to ensure full alignment with the LAA and respond to comments from the government office for London (GoL) on targets and performance indicators.