

# Safer Westminster Partnership Strategy 2017 - 2020

*Making Westminster safer by working in partnership to reduce the risk and harm of crime and ASB, focusing on protecting the most vulnerable within our communities.*

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## Foreword

This strategy for the Safer Westminster Partnership sets out our vision and how we will work in partnership, i.e. the local authority, police, probation, fire service, clinical commissioning group and Mayor's Office of Policing and Crime to make Westminster Safer over 2017-20.

These are challenging times with the recent terrorist attacks across the country and in Westminster and the continuing squeeze on public sector funding making it more important than ever to work in partnership in an evidenced based way to keep our residents and those who work and visit here safe.

Cutting crime and improving safety is not only about effective policing; it relies upon understanding the factors that enable crime and anti-social behaviour to take place, working together we can make a bigger difference than working in isolation. We have used the evidence base from our strategic assessment to develop our vision and strategy for the next three years.

We have developed a vision *'Making Westminster safer by working in partnership to reduce the risk and harm of crime and ASB, focusing on protecting the most vulnerable within our communities'*. This shows how we want to prioritise our resources towards those who are most vulnerable within Westminster. In particular we want to intervene early to reduce the risk of victimisation and prevent offending.

The key priorities and action plans outlined within this strategy reflect the strength of the Safer Westminster Partnership to join forces to make Westminster a safer place to live, work and visit.

Peter Ayling Westminster Police Borough Commander,  
Chair of the Safer Westminster Partnership

## Introduction

The Safer Westminster Partnership (SWP) is the statutory Community Safety Partnership (CSP) for Westminster. The aim of the SWP is to ensure the responsible authorities work together to reduce crime and disorder in Westminster. CSPs were set up under Section 5 – 7 of the Crime and Disorder Act 1998 and are made up of representatives from the ‘responsible authorities’, which are;

- Police Service (Metropolitan Police Service);
- Police and Crime Commissioner (Mayor’s Office for Policing & Crime (MOPAC));
- Local Authority (Westminster City Council);
- Fire and Rescue Service (London Fire Brigade);
- Clinical Commissioning Groups (Central London Clinical Commissioning Group);
- National Probation Service (London Probation Trust); and
- Community Rehabilitation Company (MTC Novo).

The Police and Justice Act (2006) brought in new statutory requirements for CSPs and have been updated by subsequent legislation until the Crime and Disorder Regulations 2011. The requirements of this legislation is to produce an annual strategic assessment of crime and disorder, this provides the evidence base for setting a strategy and refreshing annually a partnership plan.

These are challenging times as budgets and funding streams continue to be cut across the partnership. That is why it is more important than ever to continue to work in partnership in an evidenced based way to have the greatest impact upon reducing crime and ASB in Westminster.

This strategy represents a commitment to work in partnership to prioritise working with the most vulnerable within our communities to reduce crime and ASB across Westminster. We will do this by intervening early with families and young people to reduce their risk of victimisation and prevent offending, and by working in collaboration with partners to focus on the key contributing factors evidenced to reduce victimisation and offending. This strategy is based upon evidence from our annual strategic needs assessment and will focus upon the four identified priorities:-

1. Identifying and working with repeat victims to reduce their vulnerability;
2. Working with the most problematic offenders to reduce their re-offending;
3. Reducing high harm crime in Queens Park and Church Street wards and the West End;
4. Enhancing the partnership response to countering terrorism.

Each priority will have a detailed action plan that will identify how we will put our commitments into action. The delivery of the plan will be overseen by the Safer Westminster Partnership board which is chaired by Peter Ayling the Westminster Metropolitan Police Borough Commander. The Board will review and report on progress of the plan and it will also be subject to scrutiny by the Adults, Health and Public Protection Policy and Scrutiny Committee.

## Evidence

A strategic assessment was produced in October 2016 with the aim to identify the key crime and anti-social behaviour issues affecting Westminster. Cutting crime and improving safety is not only about effective policing; it relies upon understanding the factors that enable crime and ASB to take place, working in partnership to neutralise those factors and doing so in a reasoned and evidence based way. The strategic assessment drew from a range of data across the partnership. Using this evidence base the vision, goals and priorities for the SWP have been set and are detailed below.

## Vision and goals

*Making Westminster safer by working in partnership to reduce the risk and harm of crime and ASB, focusing on protecting the most vulnerable within our communities.*

This vision highlights the priority of the SWP to focus resources towards protecting the most vulnerable within Westminster, in line with the MOPAC London Policing Plan<sup>1</sup>. Often vulnerability, crime and deprivation can come together creating a cycle of offending and victimisation. The SWP wants to work together to break that cycle.

Underpinning this vision is two cross cutting principles that apply to the Victim, Offender, Location and CONTEST delivery groups that drive delivery of the SWP priorities.

*Intervening early with families and young people to reduce their risk of victimisation and prevent offending.*

*'Early intervention is not a 'nice to have' added extra to the justice system, it is vital if we are ever to break the cycle of crime, punishment and more crime'. Secretary of State Liz Truss, 13 February 2017*

*Working in collaboration with partners to focus on the key contributing factors that reduce victimisation and offending.*

As resources continue to be cut across the public sector it is more important than ever to ensure we work as a partnership in an evidenced based way to achieve the greatest impact upon reducing crime and improving safety in Westminster.

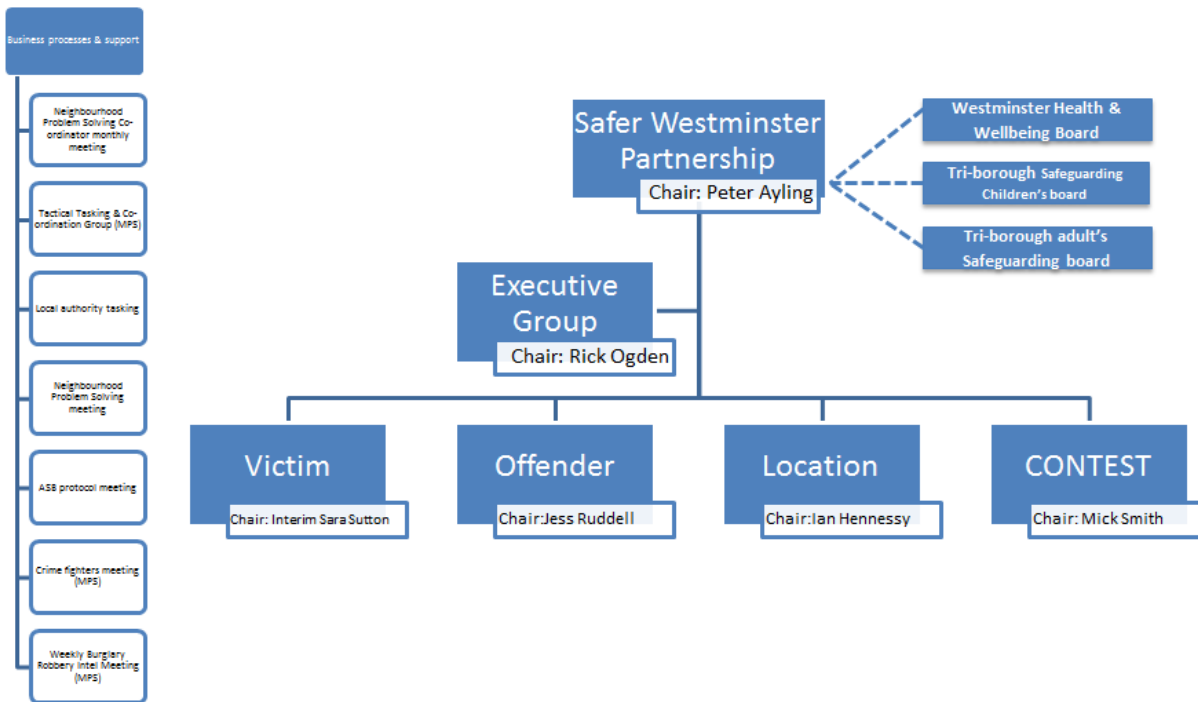
## How will we deliver this?

The structure of the SWP has been refreshed this year to ensure it is evidence based and that its work is centred upon the most prolific offenders, work with the highest repeat victims and target resources in vulnerable/high crime locations. Adopting this problem oriented approach will ensure the overarching structure will not need to change whilst the specific priorities beneath may do.

This more streamlined problem oriented approach enables cross cutting themes such as employment and mental health to be discussed in relation to all victims or offenders rather than just specific groups. The new structure is shown overleaf.

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<sup>1</sup> <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/police-and-crime-plan-safer-city-all-londoners>



The introduction of an Executive Group will be the driving force to delivering the SWP priorities. Made up of the Chairs of each of the delivery groups and chaired by the Fire Service this group will challenge performance and look for synergies, risks and issues across the groups.

The main focus of the delivery groups is to;

- Victim - Identify and work with repeat victims to reduce their vulnerability;
- Offender - Work with the most problematic offenders to reduce their re-offending;
- Location - Reducing high harm crime in Queens Park and Church Street wards and the West End;
- CONTEST - Enhancing the partnership response to countering terrorism.

Feeding into all of the Delivery Groups will be the business process and support groups that will be instrumental in identifying emerging crime and disorder risks that the SWP may need to consider and prioritise.

Whilst Section 17 of the Crime and Disorder Act 1998, as amended by the Police and Justice Act 2006 requires all responsible authorities to consider crime and disorder and the misuse of drugs, alcohol and other substance in the exercise of all their duties, activities and decision making, the structure chart shows the dotted links into the main statutory partnership boards which have regular cross over with the work of the SWP.

## Objectives

This section details the evidence behind the SWP objectives and what the SWP will do to address them. The action plans for each of the respective delivery groups can be found in the Appendix.

## **Victim – Identifying and working with repeat victims to reduce their vulnerability**

### **Improving co-ordination across the partnership to identify all repeat victims and ensure they have access to appropriate services;**

Reducing repeat victimisation should be at the heart of any action taken to work with victims, as we know previous victimisation is the single best predictor of future victimisation. Police data showed 14% of victims of crime had been repeat victims within the last 12 months. Concentrating resources on this cohort will have the greatest impact upon reducing further victimisation. Data shows many of these victims are not just victims of one specific crime and therefore a more co-ordinated approach to tackling repeat victims needs to be taken. Work has been on-going across the partnership to address repeat victims of ASB and Domestic Violence this needs to be expanded to ensure all repeat victims have access to appropriate services.

Housing providers deal with a lot of low level ASB issues which if ignored can progress into more serious crimes. We will develop a minimum set of standards for housing providers for dealing with victims to ensure all victims are treated equitably.

The success of these actions will be evidenced as a reduction in repeat victimisation rates.

### **Provide bespoke support to those most at risk of domestic violence to reduce high levels of repeat victimisation;**

It is estimated 8.5% of the female population and 4.5% of the male population suffer some form of domestic abuse<sup>2</sup>. 16 – 19 year olds are more likely to be victims of domestic abuse than any other age group highlighting the importance of early intervention. On average high risk victims live with domestic abuse for 2.6 years before getting help<sup>3</sup>. On average 22% of victims of domestic abuse in any given month are repeat victims of this type of abuse. Angelou Partnership has been commissioned to provide specialist front line support for survivors and their families across the Tri-borough. Over 2016 they received 1,107 referrals to the service from Westminster. They are delivering excellent results with 96% of women reporting a reduction in abuse due to support and advice received from Angelou and therefore we will continue to fund them.

Standing Together is commissioned across the Tri-borough to co-ordinate MARAC conferences and two domestic violence courts including one at Westminster Magistrates Court. The multi-agency risk assessment conference (MARAC) is a local multi agency victim focused meeting where information is shared on the high risk cases of domestic abuse between statutory and voluntary sector agencies. The number of cases being referred to the MARAC has increased slowly however the number of repeats has decreased and is 18%, considerably lower than nationally (25%) evidencing that the approach taken in Westminster is working. We will continue to fund Standing Together to deliver this important service and will monitor the success by tracking the number of repeat victims coming through the MARAC.

### **Provide bespoke support to vulnerable young victims i.e. those aged under 24 who are at risk of serious youth violence;**

There are a number of indicators that help to identify young people who are vulnerable to becoming victims of crime. This includes being a looked after child and going missing from either school or home. These factors

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<sup>2</sup> ONS (2015), Crime Survey England and Wales 2013-14, London: Office for National Statistics

<sup>3</sup> SafeLives (2015), Insights IDVA National Dataset 2013-14; Bristol: Safe Lives

also greatly increase the risk of becoming a victim of child sexual exploitation. Police data showed that people aged 20 -24 are significantly more likely to be victims of crime than the average population, this is most pronounced for female victims. Police data also showed young people are more likely to be victims of sexual offences and robberies.

The ASB team and Integrated Gangs Unit (IGU) will work with Victim Support to improve linkages and ensure young people are accessing support. The IGU will continue to fund a young women's advocate to support young women affected by gangs and youth violence, in particular those who have experienced or are at risk of sexual violence and exploitation. We will monitor the success by ensuring that 80% of all young people accessing the service achieve a positive outcome.

#### **Gain a greater understanding of the level and quality of pan London provision for victims in Westminster;**

MOPAC assumed responsibility for commissioning victims' services in London in October 2014 and victims form the heart of their Policing and Crime Plan. Whilst pan London commissioning of services is welcomed boroughs do not receive any feedback on the impact or who in their communities these services have affected. This is important for us to understand any gaps in provision and also to ensure that our victims are receiving a quality service.

Victim Support will be a vital member of the Victims delivery group and will provide quarterly performance data to enable us to a gain a greater understanding of the victims of crime to inform future Strategic Assessments. The development of a directory of victim's services for partners and agencies to access will be undertaken to raise awareness of services available.

#### **Review the SWPs compliance with the Victims Code of Practice;**

The Code of Practice for Victims of Crime is the statutory code that sets out the minimum level of service that victims should receive from the criminal justice system. The Victims' Code applies to all criminal justice agencies and sets out what each criminal justice agency must do for victims and the timeframe in which they must do it. To ensure that we are getting the basics right it is important to understand that all partners are adhering to the code.

We will assess how each agency is performing and identify any gaps or performance issues to ensure victims are treated fairly by the criminal justice system. We will work to improve the victim journey by ensuring accurate and timely information sharing to guarantee they only share their story once; assessing all vulnerabilities at the outset so the most appropriate agency retains the lead.

The quarterly public attitude survey results will identify if these actions have been effective.

#### **Early intervention to prevent victimisation.**

Prevention is better than cure and therefore early intervention is a cross cutting principle for the SWP. A variety of programmes are delivered through schools to prevent crime and children becoming victimised, we as a partnership will ensure this work is co-ordinated and we prioritise the most important messages. We will also explore the use of civil interventions against people who exploit vulnerable members of our community.

The Strategic assessment identified that older people had an increased risk of victimisation of theft and fraud. Developing bespoke crime prevention messages and working with trading standards will help to tackle this.



## **Offender – working with the most problematic offenders to reduce their re-offending**

**Ensure adequate commissioned services for the most prolific and vulnerable offenders to address their criminogenic needs, in particular around substance misuse and accommodation;**

Half of all crime is committed by people who have already been through the criminal justice system and a small proportion of these offenders are responsible for a significant volume of crime. Fundamental to this is addressing their criminogenic needs of which substance misuse in particular opiate misuse and accommodation were identified as the greatest issues.

The Integrated Offender Management scheme targets these prolific offenders and we have commissioned Starting Over through the Drug and Alcohol Wellbeing Service to provide additional support through two key workers to work with up to 30 offenders at a time to address their criminogenic needs. Starting Overs approach has been evidenced to be successful in reducing re-offending as their previous contracted work with Short Sentence Prisoners saw a 42% reduction in re-offending. They will also provide a housing worker post that is split across the Tri-borough. The provision of suitable accommodation may not reduce reoffending by itself, but it can be seen as a necessary, if not sufficient, condition for the reduction of reoffending<sup>4</sup>. Through Starting Over we will expect to see a reduction in those charged and ultimately a reduction in re-offending.

Offenders have many needs and will not just be known to offender based services, a review of commissioned services will assist in identifying any duplication in service provision and to identify any gaps. This will result in a comprehensive list of services available to share with partners.

**Provide bespoke support to vulnerable young offenders i.e. those aged under 24 who are at risk of or are committing serious youth violence;**

Whilst the number of young people entering the youth justice system is falling, those that remain are often some of the most challenging and vulnerable young people in society and have the highest recidivism rates.

The Integrated Gangs Unit (IGU) aims to identify and work with vulnerable and exploited young people involved in violence, to improve their life choices, social integration, reduce associations with gangs and reduce incidences of serious youth violence.

An IGU Evaluation found there was a highly significant reduction in the volume and severity of crime following engagement with the IGU. Following interviews with a number of clients who participated in the programme identified some of the key aspects to the programme's success; being a non-statutory agency, being available when and where participants feel comfortable such as a coffee bar and not in an office and being independent. This independent, flexible, informal approach was also identified as the success to reducing offending in Tri-borough adult short sentence prisoners.

We will continue to fund a number of posts in the IGU such as gangs exit, employment support, mental health support and youth outreach workers. As a result we will expect to see a reduction in serious youth violence, robbery and a reduction in the level of concern about gang and gang violence.

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<sup>4</sup> Maguire & Nolan (2007) 'Accommodation and related services for ex-prisoners', in Hucklesby & Hagley Dickenson (Eds) Prisoner Resettlement: Police and Practice, Devon: Willan.

**Improve offender cohort co-ordination to ensure clarity of partner's roles and responsibilities and gain a greater understanding of what works;**

A lot of intensive work is undertaken with the various offender cohorts such as prolific offenders through the Integrated Offender Management (IOM) scheme, Gangs through Gangs Multi Agency Panel (GMAP), high risk offenders through Multi agency protection panel arrangements (MAPPA) and the Youth Offending Service (YOS) and a considerable overlap is seen amongst the cohorts monitored and managed across the partnership, not just in the individuals but in the services commissioned to address their criminogenic needs. Greater co-ordination is needed to prevent any silo working to ensure no duplication in services provided or commissioned and it is clear which agency/cohort has primary responsibility for managing that individual, to prevent contradictory approaches to offender management.

We will develop a standardised performance framework to assess the effectiveness of the cohort management and report quarterly to the offender board. Process maps and procedures will be developed to show clear pathways and responsibilities for each of the cohorts. A review of information sharing agreements will occur to ensure offenders only tells their story once. At this first meeting key contributing factors to the offender's behaviour will be identified to establish who the lead agency should be.

**Explore and tackle the issue of cross border and foreign national offending in Westminster, utilising every possible funding opportunity.**

About half of the people who offend in Westminster do not live here and a significant proportion are foreign nationals. This is far greater than other boroughs as offenders generally do not travel far to commit crime. The volume of people passing through Westminster each day makes the borough attractive to offenders particularly for theft offences. Foreign nationals are responsible for a large proportion of ASB in particular begging and rough sleeping and theft from shops, enforcement action should continue against this cohort.

We will explore the use of the MOPAC co-commissioning pot to lead on work to address this. As our funding from MOPAC has been cut by 56% we will look to identify other potential funds to support the work to reduce re-offending.

**Intervening early with young offenders at risk or in the criminal justice system to prevent future criminality.**

We know the key factors that put someone at risk of offending or being a victim of crime, such as being in care or being a child in need. Early intervention and working with Children's services at the early signs of risk should play a key part in reducing or preventing offending.

We need to work more closely with the Tri Borough Alternative Provision Schools to deliver training on trauma. A review is on-going to identify how better to integrate the YOS, IGU and Early Help services to improve co-ordination of resources and identify other funding and co-commissioning opportunities.

## **Location – Reducing high harm crime in Queens Park and Church Street wards and the West End.**

### **Develop a joint area action plan for Church Street, Queen’s Park ward and the West End to reduce high harm crimes and reduce vulnerability in this area driven by business intelligence;**

The vulnerable localities index is a method used to identify priority neighbourhoods that are places experiencing high levels of crime in residential areas, alongside problems of deprivation and demographic factors that influence the area’s poor sense of community cohesion. 100 is the average VLI for all wards across London. Church Street had the highest score in Westminster at 126, Queen’s Park 125. Therefore we need to prioritise these wards to prevent these factors from limiting the chances of the people living there or creating a cycle of offending or victimisation.

We will work in partnership to improve the employment opportunities within these areas through maximising the referral opportunities from the Westminster Employment Service. Drug dealing is prominent in these areas and we will work to prioritise crack house closures within these areas and ensure that vulnerable people are supported.

Deprivation causes mental and physical health problems. Good, positive, mental health and emotional well-being has a protective and beneficial role leading to an improved quality of life.<sup>5</sup> We are therefore looking to pilot or test enhanced mental health provision within these priority wards linking into the work of the Health and Wellbeing Board.

The SWP recognises the importance of early intervention, so we will look to intervene early to low level ASB, through family support and joint visits to identify what parental support is available. In conjunction we will review how joined up our tasking processes are at police and the local authority, with the aim of maximising opportunities to intervene early with low risk issues to prevent escalation. We will ensure that these areas are prioritised through the problem solving and tasking meetings.

To support this we will undertake a gap analysis of youth provision in Queens Park and Church Street to raise awareness of locally available services.

To support growth and development we will work with Business Improvement Districts (BIDs) to encourage their business and land owners to invest locally in these areas.

Over half of all crime in Westminster occurs within two of the twenty wards, i.e. West End (29%) and St James’s (23%). These two wards are also the highest crime wards in London accounting for 4% of all London’s crime. Looking at crime at a lower geographical area i.e LSOA<sup>6</sup> you can see just how concentrated crime is. Just three LSOA’s contain 28% of all crime across Westminster, two in West End Ward and one in St James’s. Targeting resources in these three crime concentrated areas will have a significant impact upon reducing overall crime levels.

To address community concerns re open drugs markets in Soho we aim to understand the impact and what can be done to address this. The West End forms part of the Impact Zone and we will take forward recommendations from the recent Impact Zone review.

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<sup>5</sup> [https://www.mentalhealth.org.uk/sites/default/files/mental\\_health\\_resilience\\_inequalities\\_summary.pdf](https://www.mentalhealth.org.uk/sites/default/files/mental_health_resilience_inequalities_summary.pdf)

<sup>6</sup> LSOA = Lower Super Output Area is a geographic area that contains a mean population of 1,500.

Design has an important role to play in preventing crime and reducing criminal activity without compromising the enjoyment and usability of products, places and services by legitimate users. For it to be most effective, crime prevention needs to be designed-in at the start of a project. If designers consider the ways in which the object, systems or environments they are designing might be susceptible to crime early in the design process, they can prevent crime from occurring, or at least reduce the opportunities for offender behaviour. We will work with planning to ensure this is prioritised within these vulnerable areas.

Information sharing is fundamental to achieving all of this so we will review our information sharing agreements to see how effective we are as a partnership at sharing day to day information in a timely fashion. This will include developing a portal to facilitate information sharing across the partnership on Community Protection Notices (CPNs). CPN's aim to prevent unreasonable behaviour that is having a negative impact on the local community's quality of life.

To support some of this work we will link into the Young Westminster Foundation to look for opportunities for additional resources.

## **Counter Terrorism – Enhancing the partnership response to countering terrorism.**

The national security threat level for International Terrorism remains at severe meaning an attack is highly likely. Islamist terrorism has remained the principal threat. The recent horrific terror attacks in the UK including Westminster reinforces why we need to work in partnership to mitigate this risk.

The local delivery of counter-terrorism activity follows CONTEST, the Government's counter-terrorism strategy. CONTEST is based on 4 areas of work:

- Pursue: to stop terrorist attacks;
- Protect: to strengthen our protection against a terrorist attack;
- Prepare: to mitigate the impact of a terrorist attack;
- Prevent: to stop people becoming terrorists or supporting terrorism;

### **Pursue**

The aim of pursue is to stop terrorist attacks. This means detecting and investigating threats at the earliest possible stage, disrupting terrorist activity before it can endanger the public and, wherever possible, prosecuting those responsible. The police are the lead agency responsible for delivery of this strand of work.

### **Protect**

Understanding the threat we all face and of the ways we can mitigate it can help keep us safer. Everyone can play a role in this effort by taking steps to help boost their protective security whether that's at work, at home or away; when travelling, when out and about or just simply when online. Having better security for all these areas makes it harder for terrorists to plan and carry out attacks. It also helps reduce the risk of other threats such as organised crime<sup>7</sup>. Much of the partnership's activity in this area is to inform, advise and support others regarding the local threat picture and on ways in which they can develop and maintain plans to reduce or mitigate their vulnerabilities.

We will work to provide advice and guidance to businesses and other organisations around the terrorist threat and on the importance of having appropriate security plans.

We will proactively work with locations considered to be more vulnerable in order to review their protective security and advise on measures that may mitigate or reduce those vulnerabilities.

We will develop a local Protect plan for the threat-led deployment of police and other resources.

### **Prepare**

The purpose of prepare is to mitigate the impact of a terrorist attack where that attack cannot be stopped. This includes work to bring a terrorist attack to an end and to increase our resilience so we can recover from its aftermath. An effective and efficient response will save lives reduce harm and aid recovery.

We will continue to increase awareness of Westminster's Emergency Planning Procedures through training a wider group of officers and delivery training exercise to test that knowledge.

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<sup>7</sup> NACTSO (2017) 'Crowded Places Guidance for the UK'

Ceremonial plans will be updated including carrying out inspections of the routes to ensure no changes to the street scape will impact on the plan when implemented and undertaking a table top exercise.

Awareness training will be delivered to the London Fire Brigade to ensure they have a better understanding of the role of Westminster City Council at an incident.

A clear strategy will be developed for the testing of Business Continuity Plans and Executive Business Impact Assessments, this will include working regularly with business continuity champions.

If required the Chief Executive will be provided with support in his role of London Local Authority Gold. A call out rota will be created to detail who will be required to support the Chief during his period as London Local Authority Gold.

## Prevent

Prevent aims to stop people becoming terrorists or supporting terrorism, in all its forms. Prevent works at the pre-criminal stage, using early intervention to encourage and empower individuals and communities to challenge extremist and terrorist ideology and behaviour. The delivery of Prevent is led by local authorities. In delivering the strategy in Westminster, staff work closely with a wide range of sectors and institutions; these include but are not limited to: education, criminal justice, faith, charities and government departments, in addition to community organisations. Vulnerability to radicalisation and extremism is not limited to any particular part of Westminster's diverse communities and Prevent is concerned with all types of extremism. Local delivery of the Prevent Strategy is focused on the local threat picture and on local needs and vulnerabilities.

We will commission a range of projects in order to support and empower Westminster's communities. These projects are designed to address the Prevent Strategy objectives (above) but often also address wider needs and vulnerabilities.

Through community engagement activity, we will continue to build and strengthen our understanding of Westminster's diverse communities and also develop partnerships with local community and charitable organisations.

We will support Westminster's institutions in the delivery of Prevent, providing advice, guidance and training.

Through the Channel and wider Prevent safeguarding processes, we will work closely as a partnership to support and safeguard individuals potentially vulnerable to extremism or radicalisation.

## Appendix Action plans

### Victim

<b>Chair</b> Interim, Sara Sutton <b>Aim</b> <i>Identifying and working with repeat victims to reduce their vulnerability.</i> <b>Cross Cutting Principles</b> <i>Intervening early with families and young people to reduce their risk of victimisation and prevent offending.</i> <i>Working in collaboration with partners to focus on the key contributing factors that reduce victimisation and offending.</i>				
Objectives	Actions	Lead	KPI	Deadline
1 Improving co-ordination across the partnership to identify all repeat victims and ensure they have access to appropriate services;	Development of a minimum set of standards for housing providers for dealing with victims of crime and ASB	Serena Simon	# of housing providers signed up to standard	Mar-18
	Ensure processes are in place to identify repeat victims of crime and ASB and to offer additional support as appropriate	Serena Simon / Adam Taylor	Repeat victimisation levels	Mar-18
2 Provide bespoke support to those most at risk of domestic violence to reduce high levels of repeat victimisation	Continue to provide a multi-agency response to high risk / high need victims of domestic and sexual violence through the MARAC process	Adam Taylor	Safelives monitoring data	Quarterly reporting
	Continue to provide a specialist response to victims of all forms of violence against women & girls through the Angelou Partnership	Adam Taylor	Women report increased physical safety and /or psychological safety and feelings of safety as measured by exit surveys/ closing assessments	Quarterly reporting
	Review of contractual options for VAWG as a result of changes in LCPF and potential co-commissioning funds.	Adam Taylor	Sustain services through to 2021	Annual review
3 Provide bespoke support to vulnerable young victims i.e. those aged under 24 who are at risk of serious youth violence.	Improve linkages between SWP commissioned work with victims and victims support - including ASB, IGU, and VAWG	Serena Simon / Adam Taylor / Victim Support	Referral levels between commissioned services and victim support	Nov-17
	Young womens advocate to support young women affected by gangs.	Serena Simon	KPI from the service	Quarterly reporting
4 Gain a greater understanding of the level and quality of pan London provision for victims in Westminster	Victim support to provide quarterly Westminster data to the Group incorporating demographics of those accessing services to support the production of the Strategic Assessment.	Victim Support	Victim support service user data	Quarterly reporting
	Produce a directory of victims services for partners and agencies to access to raise awareness of services available.	Serena Simon	Directory published	Dec-17
	Lobby MOPAC for performance data from Victim services they commission.	Adam Taylor	TBD	Mar-18
5 Review the SWPs compliance with the Victims Code of Practice	Assess how each agency is performing and identify any gaps or performance issues.	Serena Simon	Number of complaints received.	Mar-18
	Improve victim journey by ensuring accurate and timely information sharing, and clarity of peoples roles and responsibilities.	Serena Simon / Adam Taylor	Public attitude survey	Quarterly
	Improve the victim journey at the initial point of contact assessing all vulnerabilities and identifying the most appropriate agency as lead.	Serena Simon / Adam Taylor	TBD	Mar-18
	Explore the option of peer support to increase victim engagement in the CJS.	Serena Simon	TBD	Mar-18
	Improve Tri-borough legal knowledge of ASB cases to ensure prompt action.	Serena Simon	TBD	Mar-18
6 Early intervention to prevent victimisation	Ensure victim based support across schools is joined up.	Adam Taylor / Serena Simon / Richard Stanley	Number of young people accessing support services	Sep-17
	Ensure partners understand the thresholds of referrals for safeguarding.	Angela Flahive	Take-up of training by community safety partners	Mar-18
	Deliver crime prevention messages to older population to prevent victimisation of theft and fraud.	Trading standards		Ongoing
	Explore the use of civil interventions to people exploiting vulnerable people	Serena Simon		Mar-18
	Discuss with communications and planning the using of signage to prevent victimisation in high victimisation areas.	Mick Smith		Nov-18

Offender

Chair Jess Ruddell Aim <i>Working with the most problematic offenders to reduce their re-offending</i> <i>Intervening early with families and young people to reduce their risk of victimisation and prevent offending.</i> Cross Cutting Principles <i>Working in collaboration with partners to focus on the key contributing factors that reduce victimisation and offending.</i>				
Objectives	Actions	Lead	KPI	Deadline
1 Ensure adequate commissioned services for the most prolific and vulnerable offenders to address their criminogenic needs, in particular around substance misuse and accommodation	Continue funding Starting Over to provide 2 key workers and 1/3 housing worker to provide additional support to members of the IOM cohort who have health and social care needs.	Angela Lambillion	A reduction in charge data by what %? Up to 30 clients are engaged at any one time. Number of housing needs met	31/03/2018
	Using MOPAC LCPF provide Employment Training & Education support in partnership with Westminster Employment Service.	Angela Lambillion	A KPI from the service	31/03/2018
	A review of the partnerships commissioned services to support offenders to ensure no duplication of services and identify any gaps in provision.	Angela Lambillion	Review complete	31/10/2017
	Provide a comprehensive list of services available within Westminster to support offenders	Angela Lambillion	List complete	30/06/2017
2 Provide bespoke support to vulnerable young offenders i.e. those aged under 24 who are at risk of or are committing serious youth violence.	Fund a youth resettlement worker to work with young offenders sentenced to custody or on remand in custodial institutions to improve ETE and resettlement into the community with support from peer mentors.	YOS	Reduce the use of custody for all young people in the borough. % accessing ETE	31/03/2018
	Fund youth outreach workers to assess, engage and motivate young people to access support.	IGU	Reduction in serious youth violence, robbery reduction in level of concern about gang and gang violence.	31/03/2018
	Commission Gang Exit provision - an ex offender from St Giles to assist exiting young people from gangs or from preventing them being caught up in this lifestyle.	IGU	A target from the commissioned service	31/03/2018
	Employment Support – A dedicated family and children’s employment coach to support young people into training and employment	IGU	A target from the commissioned service	31/03/2018
	Mental Health support – part time support from a mental health nurse in CAMHS to support young people who have experienced trauma	IGU	A target from the commissioned service	31/03/2018



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3	Improve offender cohort co-ordination to ensure clarity of partners roles and responsibilities and gain a greater understanding of what works	Develop a standardised performance framework to assess the effectiveness of the cohort management and to report quarterly into the offender board.	Iain Keating/Lilly Harrington/An gela Lambillion	Use IDIOM - reduction in charge rates, reduction in severity and frequency of offending.	30/09/2017
		Increase the number of officers trained in IDIOM	Claire Kelland	Number of officers trained	31/08/2017
		Recruitment of an Offender Co-ordinator to review and analyse all offender related data in particular around offender cohorts and commissioned services.	Angela Lambillion	Post recruited to	31/10/2017
		Quarterly performance reports to be produced to inform the offender delivery group.	Offender co-ordinator	Performance reports produced	In line with meeting dates
		Process maps and procedures to be developed to show clear pathways and responsibilities for each of the cohorts and that appropriate Information Sharing Protocols are in place. Minimise agency involvement with individuals. Identify key contributing factors to establish who the lead agency should be.	Iain Keating/Lilly Harrington/An gela Lambillion	Clear process maps and procedures shared with partners.	30/09/2017
		All groups to review membership Terms of Reference and to track attendance of agencies at: MAPPA, IOM, GMAP.	Chairs of MAPPA, IOM and GMAP	Review complete by July meeting. Feedback to quarterly meetings of agency non attendees	31/03/2018
		Monthly/quarterly checks to be made to assess the overlap of all offender (and victim?) cohorts including; IOM, Gangs, MAPPA, YOS, Missing Children, MACE, MARAC, Unite, ASB, Channel?	Offender co-ordinator	Monthly/quarterly report produced and circulated to key individuals.	31/03/2018
		Review of pathways/referrals between MAPPA and MARAC to ensure agencies are aware of/monitor violent offenders who are not on license.	MARAC & MAPPA chairs	Review complete	31/08/2017
4	Explore and tackle the issue of cross border and foreign national offending in Westminster, utilising every possible funding opportunity;	Review of ASB - CBO and CPN processes across the partnership to ensure they are aligned.	Police who?/Serena Simon/Claire Hardy	Review complete	31/10/2017
		Explore use of MOPAC co-commissioning pot to lead on work to address cross border offending.	Angela Lambillion/Adam Taylor	Review complete	30/09/2017
		Bid to Controlling Migration Fund to secure additional funds to support work of Operation Unite.	?		
5	Intervening early with young offenders at risk or in the criminal justice system to prevent future criminality	Identify other potential funds to support the work to reduce re-offending.	Angela Lambillion	Funding identified	31/03/2018
		Work with schools in particular TBAP to identify those at greatest risk of offending. Training to be delivered to TBAP on trauma.	?	Reduction in truancy levels	
		Work with young people identified with key risks to offending i.e. LAC, child in need. How does this link into work of Early Help?	Early Help		
		Review how better to integrate our YOS, IGU and Early Help services to improve co-ordination of resources and identify other funding and co-commissioning opportunities.	YOS/IGU/Early Help	Review complete	
		Due to an increase in younger people involvement in the CJS YOS to undertake a mapping exercise to identify who/where across the partnership manages this risk. Journey map 10 young people.	Kiran Hayer	Mapping complete	30/06/2017

**Location**

Chair Ian Hennessy Aim <i>Reducing high harm crime in Church Street and Queen's Park wards and the West End.</i> Cross Cutting Principles <i>Intervening early with families and young people to reduce their risk of victimisation and prevent offending.</i> <i>Working in collaboration with partners to focus on the key contributing factors that reduce victimisation and offending.</i>				
Objectives	Actions	Lead	KPI	Deadline
Working in partnership to reduce the vulnerabilities in Church Street, Queens Park and the West End	To improve employment opportunities and maximise referral opportunities promote the Westminster Employment Service within Queens Park and Church Street wards. A briefing session arranged to key partners.	Beth Coyne	KPI's for the Church Street employment service are 65 programme starts, 30 interims and 25 job starts.	Dec-17
	Metropolitan Police Service to prioritise Crack House Closures in Queens Park and Church Street and ensure vulnerable people are supported.	Police	Number of closures.	Jul-17
	Pilot or test enhanced mental health provision within these priority wards, through linking in with the work of the Health and Wellbeing Board. Generate funding to provide support. Or commission support.	Ezra Wallace (awaiting confirmation)	Awaiting confirmation	Mar-18
	Deliver training to MPS, CWH, Residential Services, City and West End Operations managers and produce ASB protocols to deal with low level behaviour.	Serena Simon	Training sessions delivered. Protocol produced.	Aug-17
	Intervene early to low level threshold ASB, through family support and joint visits to identify what parental support is available.	Terry Abbot City West Homes Clare Hardy	No of interventions	Mar-18
	Link into the Young Westminster Foundation to look for opportunities for additional resources.	Adam Taylor/Angela Lambillion/Mark Chalmers	Links made	Oct-17
	Corporate social responsibility - interest from BIDs to encourage their business and land owners to invest locally.	Mommna Nasir	Investment made	Sep-17
	Work to address community concerns re open drugs markets in soho, to understand the impact and what can be done to address this.	Steve Manger	Reduction in community concern?	Jul-17
	Take forward recommendations from the Impact Zone review that require greater partnership response.	Steve Manger	Recommendations completed	Jul-17
	What can we do as a partnership to support the work of the West End Partnership?	Richard Cressey	Activity delivered	Sep-17
	Review how tasking processes are joint up at police and local authority. To maximise opportunities to intervene early with low risk issues to prevent escalation.	Mick Smith Steve Manger	Review undertaken	Oct-17
	Effective ASB case management across the partnership which support ASB protocols	Serena Simon Clare Hardy	No of cases logged	Sep-17
	Review of information sharing agreements and how effective we are at sharing day to day information in a timely fashion.	Adam Taylor	Review undertaken and ISA's established	Oct-17
	Ensure priority areas are prioritised through problem solving and tasking meetings.	Ian Hennessy	Number of problems successfully delivered. Compare number of actions in vulnerable areas with those not.	Mar-18
	Gap analysis to review youth provision within Queens Park and Church Street and raise awareness locally of services available. Provide recommendations to SWP.	Jayne Vertkin	Report produced.	Before school summer holidays
	Business Crime Reduction Partnership event - educating and information sharing with business on crime reduction initiatives.	Greg Ward	Businesses informed	Mar-18
	Develop a portal to ensure information is shared across the partnership on CPN's	Clare Hardy	Portal developed	Sep-17
	Develop seasonal joined up plans to reflect partnership activity in particular in the vulnerable areas.	Steve Manger	Plans developed	Before school summer holidays
Designing out crime - review with planning the process this is done to ensure is undertaken in vulnerable areas. Link into the refreshed City Paln.	Patrick Ransom	Plans delivered and activity undertaken	Dec-17	

Contest

Chair Mick Smith Aim <i>Enhancing the partnership response to countering terrorism</i> Cross Cutting Principles <i>Intervening early with families and young people to reduce their risk of victimisation and prevent offending.</i> <i>Working in collaboration with partners to focus on the key contributing factors that reduce victimisation and offending.</i>				
Objectives	Actions	Lead	KPI	Deadline
<b>Protect</b>				
1 We will work to provide advice and guidance to businesses and other organisations around the terrorist threat and on the importance of having appropriate security plans.	Deliver Project Griffin CT Awareness Training Sessions	Mick Wright	Number of Sessions Number of people trained	31/03/2018
	Deliver Project Argus CT Awareness Sessions	Mick Wright	Number of Sessions Number of organisations trained	31/03/2018
	Review current activity regarding security and awareness raising for businesses and organisations, identifying areas for improvement	Mick Wright, Mike Wilkins		30/09/2017
	Develop and deliver an action plan for improving awareness raising amongst businesses and organisations	Mick Wright, Mike Wilkins		31/03/2018
2 We will proactively work with locations considered to be more vulnerable in order to review protective security and advise on measures that may mitigate or reduce those vulnerabilities.	Undertake security assessments of all sites identified as vulnerable, providing site owners with detailed reports and recommendations	Mick Smith	Percentage of site assessments completed	31/03/2018
	Develop Council processes for the consideration of service requests in relation to protective security, producing and delivering an action plan to improve those processes.	Mick Smith	N/A	31/03/2018
	Work as a partnership to consider, and if appropriate implement, measures to improve the protective security of the public realm	Mick Smith	N/A	31/03/2018
3 We will develop a local Protect plan for the threat-led deployment of police and other resources.	Produce a monthly threat assessment	Mick Wright	N/A	Monthly
	Review deployments of PSO and other resources on a monthly basis	Mick Wright	Number of Stop & Search Number of Stop & Account Number of s43 Stops Suspect Package Calls CT Intelligence Reports Number of vehicle stops	Monthly
	Review deployments and activity in light of significant changes in threat or attack methodology	Mick Wright	N/A	On Exception
<b>Prepare</b>				
1 Increase awareness of Westminster's Emergency Planning Procedures	Carryout internal Emergency Planning training to a wider group of officers at all levels (Strategic, Tactical and Operational)	Peter Reeves		31/03/2018
	Following on from the training deliver sufficient exercises to test the training and understanding of the City Council's Emergency Response Plans	Gareth Morgan		31/03/2018
	Carryout a specific exercise in relation to the Local Disaster Mortuary Plan	Mike Wilkins		30/11/2018
2 Update Royal Ceremonial Plans	Ensure the service plans are up to date in line with any changes to the Ceremonial Plans.	Mick Smith / Peter Reeves		On going
	Attend Multi Agency Planning meetings to maintain awareness of changes throughout the year at all levels.	Mick Smith / Peter Reeves		On Going
	Carryout inspections of the routes to ensure no changes to the street scape will impact on the plan when implemented.	Peter Reeves / Gareth Morgan		July / November / March
	Meet with service leads to ensure plans are up to date.	Mick Smith / Peter Reeves		June / December
	Carryout a minimum of one tabletop exercise per year involving all service leads.	Peter Reeves		30/06/2017
3 Deliver Awareness Training to the London Fire Brigade	Arrange with the Station Managers of Paddington, Soho, Lambeth and Kensington Fire Stations to arrange awareness training to the Watch Managers at each station to have a better understanding of the role of Westminster City Council at an incident.	Peter Reeves		31/07/2017
4 Develop a clear strategy for the testing of	Work with Business Continuity Champions to ensure EBI's are in place, up to date and that there is an understanding across the service area of their BC responsibilities.	Stephen Ansah		31/10/2017
	Hold regular Business Continuity Champions Meetings	Stephen Ansah		Quarterly
	carryout at least one exercise a year involving all service areas	Stephen Ansah		31/03/2018
5 Support the Chief Executive in his role of London Local Authority Gold	Provide Effective Support to the CEO if called out as LLAG	Peter Reeves		
	Ensure an a call out rota is created and shared with relevany officers who will be required to support the CEO during his period as LLAG	Peter Reeves		08/06/2017

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Prevent				
1	Commission a range of projects in order to support and empower Westminster's communities.			
2	Build and strengthen our understanding of Westminster's diverse communities and also develop partnerships with local community and charitable organisations.			
3	Support Westminster's institutions in the delivery of Prevent, providing advice, guidance and training.			
4	Support and safeguard individuals potentially vulnerable to extremism or radicalisation.			