

Safer Westminster Partnership Strategy 2020 - 2023

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



The last few months have been unprecedented times and have highlighted the importance of working in partnership to protect the most vulnerable within our society. This is the overarching aim of this strategy and it sets out how we will make 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 over the next three years.

We want to work together to protect the most vulnerable in our communities from becoming victims or offenders, by making sure that we have the right support and services in place to protect them.

Half of all crime is committed by people who have been through the criminal justice system therefore we will work together to tackle the drivers of crime, such as substance misuse, getting people back into employment, and finding accommodation to improve their life chances so that they don't reoffend.

Before lockdown 41% of all crime in the borough was within a small area of the West End and St James's wards with a significant proportion taking place in the night-time economy. We want to develop a co-ordinated approach with businesses and partners to develop joint tactical interventions to prevent crime from escalating in this area.

The threat from terrorism remains and we will continue to ensure we have robust plans and undertake table top exercises to continue our fight against terrorism.

Covid-19 has shown us how important communication is and focusing upon what matters most to our residents, businesses and visitors. We want to develop upon what we have learnt in recent months and develop consistent cohesive campaigns that educate and encourage the community to adopt safe measures in their daily lives.

These will be a challenging few years ahead of us thus making it more important than ever to work in partnership in an evidenced way to keep our residents and those who work and visit Westminster safe.

Helen Harper BCU Commander Central West BCU and Royal Parks

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 Sections 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).

One of the statutory requirements of a CSP is to prepare, implement and performance manage an evidence-led annual strategic assessment and three yearly partnership plan for the reduction of crime and disorder in the area.

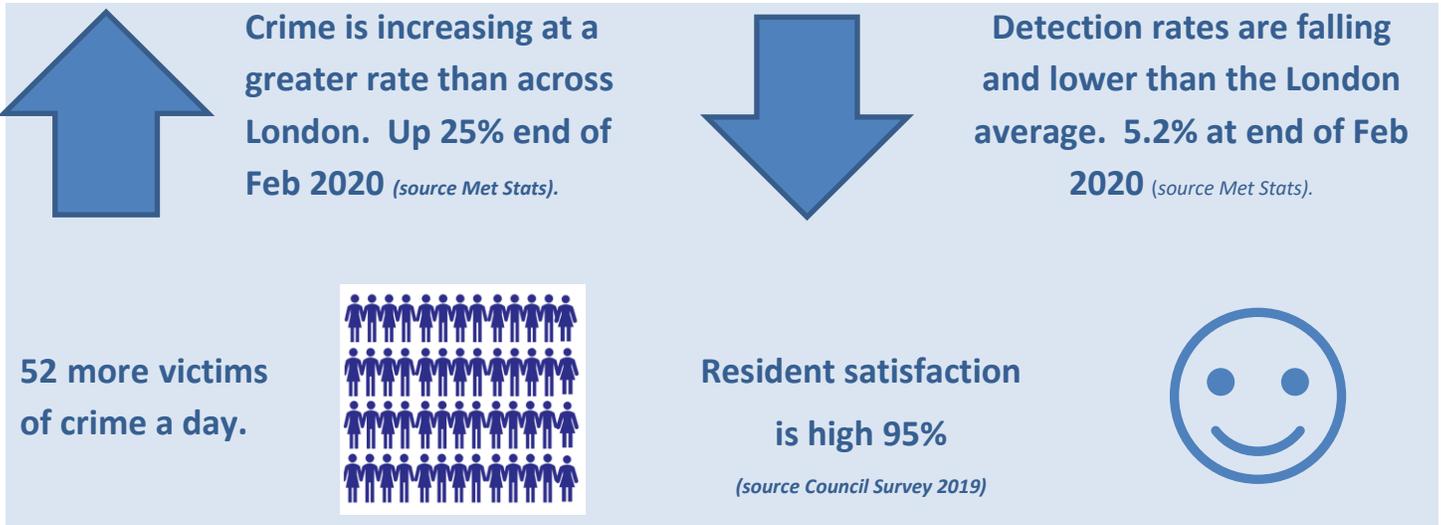
This is our 2020/23 three year partnership plan and represents a commitment to work in partnership to prioritise working with the most vulnerable within our communities to reduce crime and ASB across Westminster. We will do this by intervening early with families and young people to reduce their risk 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 which reviewed data from July 2018 to June 2019 and will focus upon the five identified priorities:-

1. Protecting the most vulnerable in Westminster from becoming victims or offenders of violence or exploitation;
2. Working with the most problematic offenders to reduce their re-offending;
3. Making the West End a safer place for visitors, residents and businesses;
4. Enhancing the partnership response to countering terrorism.;
5. Focusing on what matters most to residents, businesses and visitors.

Each priority will have an action plan detailing 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 Helen Harper the BCU Commander Central West BCU and Royal Parks. The Board will review and report on progress of the plan and it will also be subject to scrutiny by the City Management and Public Protection Policy and Scrutiny Committee.

These are challenging times as COVID-19 has had a profound impact upon all the responsible authorities and impacted on budgets and funding streams. 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.

Evidence



The evidence base for the strategy is taken from our annual Strategic Assessment, last produced in September 2019. The strategic assessment draws from a range of data sets across the partnership. The report uses this data to identify the key crime, disorder, anti-social behaviour, drug misuse and re-offending issues which affect the City of 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.

Using this evidence base, the vision, goals and priorities for the SWP have been set. In addition to this a partnership workshop was undertaken in January. At this workshop partners were presented with the key findings of the Strategic Assessment and used this to help develop the actions for this strategy.

Crime continued to increase in Westminster at a far greater rate than across the Metropolitan Police Service. There were 52 more victims of crime a day than the previous year. Whilst 80% of the increase was attributable to theft, predominately in the West End, most other crimes have increased too. Whilst crime levels have increased, detection levels continue to decline, with only 5% of crimes being 'solved'. Despite this public confidence and feelings of safety remain very high.

The lockdown in response to Covid-19 has had a substantial impact upon crime and disorder levels and will continue to do so until social distancing restrictions are removed and freedom of movement is resumed. Our evidence base will continue to be refreshed annually and the strategic priorities and action plan may need to be revised to reflect this next year.

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 Plan¹. 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 are two cross cutting principles:-

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

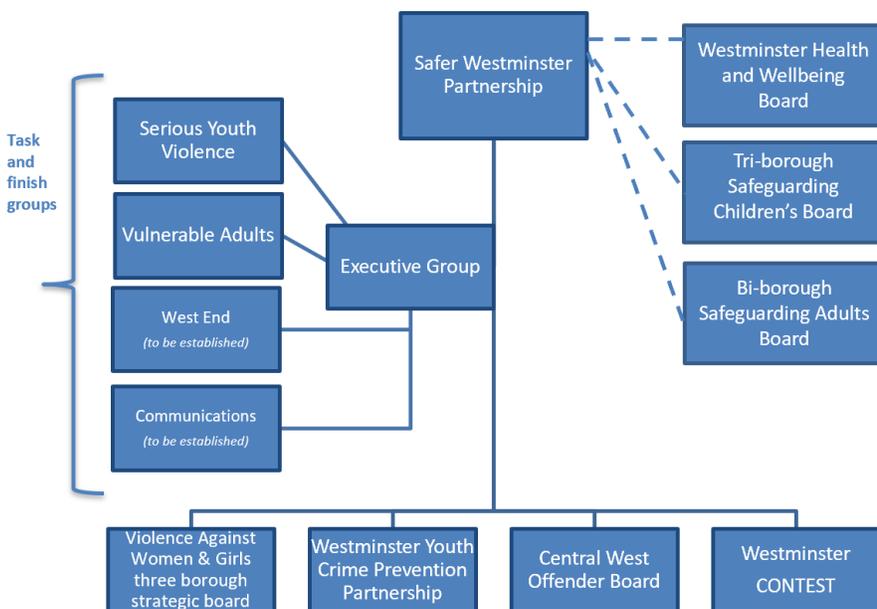
The evidence and research base clearly states the importance of intervening early with children and young people who meet a number of risk and protective factors to prevent the escalation into a life of crime and anti-social behaviour.

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

As resources continue to be stretched 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 SWP is Chaired by the police BCU Commander Helen Harper and membership reflects all responsible authorities and is based on individuals’ ability to represent their own organisation interests and further ability to embed jointly agreed actions into mainstream frontline business or commissioned plans. The business of the partnership is open to scrutiny by all agencies and in particular the Policy and Scrutiny function of the Council.



The Executive Group will be the driving force to delivering the SWP priorities. This group is responsible for analysing trends and making recommendations to the SWP regarding refocused activity.

Reporting into the Executive Group are several partnership boards. There is a well-established three borough² Violence Against Women and Girls strategic board.

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

² Three boroughs also known as the Tri-borough are City of Westminster, Royal Borough of Kensington and Chelsea and Hammersmith and Fulham.

The board is influenced by six operational groups focusing on distinct areas; housing, specialist services, children's and health, risk and review, harmful practices and modern slavery and exploitation.

The Youth Crime Prevention Partnership acts as the management board overseeing local delivery of responsibilities under the Crime and Disorder Act 1998 for Youth Justice Services. It is chaired by Sarah Newman Bi-Borough Executive Director of Children and Family Services and provides strategic direction to prevent offending and reoffending by children and young people.

The Central West Offender Board is a three borough board chaired by the police with accountability for partnership activities aimed at reducing reoffending by adults, and those in transition from youth to adult services.

CONTEST reflects the partnership structure to respond to terrorism, across the four strands of the Government's Counter Terrorism Strategy; Prevent, Pursue, Protect and Prepare. Regular information and intelligence sharing takes place through the London Security Review Meeting and Westminster Security Partnership Meeting.

Also feeding into the Executive Group are Task and Finish groups that are set up as and when needed to respond to new and emerging issues. Currently there are two in place, firstly the Serious Youth Violence Taskforce set up in 2018 and chaired by Sarah Newman Bi-Borough Executive Director of Children and Family Services. This group looks at funding and commissioned services to reduce serious youth violence up to and including the age of 24.

Secondly, the Vulnerable Adults group was set up in 2019 and feeds in jointly with the Safeguarding Adults Executive Board. The aim of the group is to reduce repeat victimisation in older adults and specifically focus on reducing their risk to fraud and scams and the risk of being exploited/abuse by cuckooing or within sheltered accommodation.

We will be establishing two further groups to meet the strategies aims. Firstly, to focus on the high crime area of the West End, working with partners and the business community to ensure levels of crime and disorder do not revert to pre-lockdown levels. Covid-19 has improved our understanding of Westminster's communities particularly the most vulnerable and we will be setting up a task and finish group to improve how we engage and focus on what matters to them to reduce crime and disorder.

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. There are clear synergies with the priorities of the strategic boards and joint working and clear accountability structures between the groups is imperative for effective working.

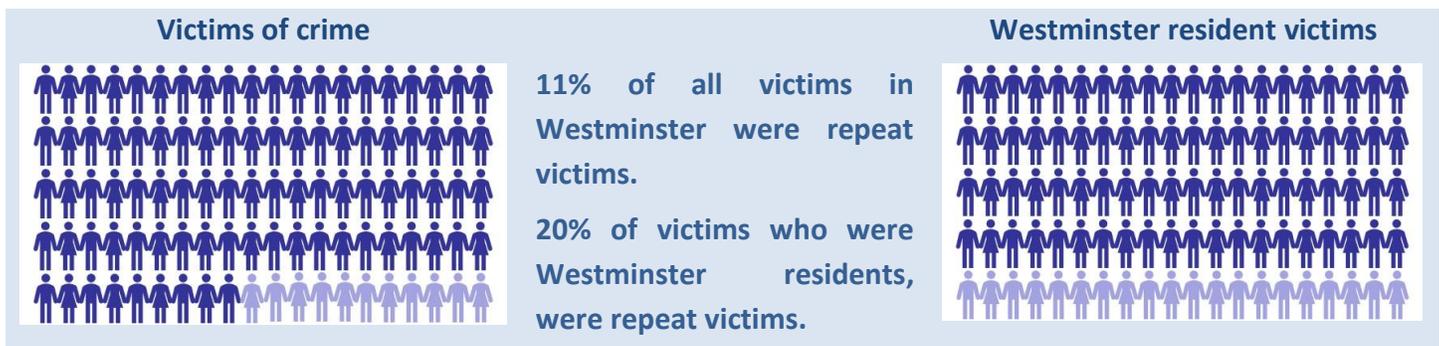
Objectives

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

The five objectives are:-

1. Protecting the most vulnerable in Westminster from becoming victims or offenders of violence or exploitation;
2. Working with the most problematic offenders to reduce their re-offending;
3. Making the West End a safer place for visitors, residents and businesses;
4. Enhancing the partnership response to countering terrorism.;
5. Focusing on what matters most to residents, businesses and visitors.

1. Protecting the most vulnerable in Westminster from becoming victims or offenders



Previous victimisation is the single best predictor of future victimisation than any other characteristic of crime. Although most people are not victims of crime, those who are victimised consistently face the highest risk of being victimised again. 11% of all victims of crime in Westminster were repeat victims of crime in the previous year and this increased to 20% for just Westminster residents. Our Strategic Assessment identified the characteristics of those who are disproportionately at risk of victimisation and by differing crimes. For example, young people are far more likely to be victims of robbery and sexual offences whilst older people are more at risk of burglary and fraud. If we concentrate resources on these disproportionately victimised cohorts, we aim to break the cycle that sees these vulnerable people becoming victims of crime time and time again. Research shows that there is a victim offender overlap, while crime victims do not always become offenders, most offenders have been victims.

Hate crime has a particularly harmful effect on its victims, as it seeks to attack an intrinsic part of who they are or who they are perceived to be: their race, religion, sexual orientation, disability or transgender identity. We currently do not have a clear picture of hate crime in Westminster and an understanding of why rates are significantly greater here than other boroughs. The Hate Crime Commission independently chaired by Nick Ross, is looking to address this and to hear from people who have experienced hate crime, to help us and our partners improve our services and develop a meaningful strategy to combat hate crime.

Anti-social behaviour can greatly impact upon people's quality of life. We have implemented a single ASB case management system for the partnership and training has begun on how to use it. We still do not have a detailed

picture of ASB within Westminster and on the communities, who are most likely to be victimised. We will begin to collate and analyse this data to further our knowledge and improve our response in an intelligence led way.

Violent crime has the highest economic and social cost to the partnership. It cost approximately £112m to deal with the anticipation, consequence and cost in response to violent³ crime in Westminster in one year alone. That is 36% of the total cost of crime to the partnership compared with only 14% of the volume of crime.

Victims of domestic violence are far more likely to be repeat victims than many other crimes. The Crime Survey of England and Wales estimates that 34%⁴ of victims of domestic violence were repeat victims. The impact to the victim is significant, domestic violence victims and witnesses experience some of the highest levels of emotional and physical impact. Evidencing why it is important to continue to focus partnership resources on reducing domestic violence.

Youth violence has been the subject of much media and government scrutiny over the last year and has seen the development of the Government Serious Violence Taskforce and London Violence Reduction Unit. Westminster is a priority area for MOPAC and as such has been given additional funding to tackle this pressing issue. A whole system approach, namely a public health approach, to tackle the root causes, wider and contextual influences of health and crime is widely evidenced as best practice to tackle youth violence. We have already adopted this approach and progress is monitored by the Serious Youth Violence Task Group. We want to continue and expand upon this over the coming years.

Locations can increase vulnerability to crime, these are neighbourhoods 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. Church Street is the most 'vulnerable' ward in Westminster with greater than London average of vulnerabilities. By piloting a public health approach to reduce youth violence in this area we aim to have a greater impact of reducing youth violence.

Our evidence base showed that vulnerable older residents are more likely to experience financial and physical abuse and are disproportionately more likely to be repeat victims of crime. We have set up a joint task and finish group with the Safeguarding Adults Board and we will continue to develop this group to encourage victims of crime to report to the police and to tackle the abuse they face.

To have the greatest impact upon protecting the most vulnerable in Westminster from becoming victims or offenders we will:-

- Provide bespoke support to those most at risk of violence and exploitation;
- Prevent and reduce young people (10 to 24) from involvement in violence and exploitation;
- Enhance support in the locations with the highest levels of vulnerability, i.e. Church Street;
- Work with the most vulnerable older adults to prevent them from becoming victims of fraud and exploitation.

³ This includes violence with injury, violence without injury and homicide.

⁴ <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/thenatureofviolentcrimeinenglandandwales/yearendingmarch2018>

Provide bespoke support to those most at risk of violence and exploitation.



Over the last year there has been increased government focus on violent crime. In December 2018 the Mayor of London formally launched a new Violence Reduction Unit. The Home Office plan to introduce a new legal duty for agencies and organisations across the public, voluntary and community sector to work in partnership to prevent and tackle serious violence. This has been taking place in Westminster for some time, through the work of the Violence Against Women and Girls (VAWG) three borough strategic partnership and the Serious Youth Violence task and finish group.

The three borough VAWG strategic partnership leads on delivering a community co-ordinated response to VAWG. Its aim is to keep survivors and children at the centre of its aims and objectives, whilst also holding perpetrators to account for their actions. The group are in the process of refreshing their strategy which reports into the Safer Westminster Partnership, Safeguarding Children’s and Adults Boards and Health and Wellbeing board. The group recognises that people may be impacted by more than one type of abuse and people seek support in many different ways. Therefore, the partnership aims to provide a bespoke, person centred approach.

The three borough VAWG partnership is committed to providing high quality services which are accessible, flexible and available in a timely way to a wide range of survivors, not just of domestic abuse but also sexual violence, exploitation and harassment, stalking, honour based violence, forced marriage, faith based abuse, female genital mutilation, prostitution and modern slavery and exploitation.

Violence against the person offences make up only 14% of all recorded crime in Westminster and only 36% of this involved injury. But we do know the majority of violence is not reported to the police, approximately 38%⁵ is. This is even more pronounced for domestic abuse incidents. According to the Crime Survey for England and

⁵<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/thenatureofviolentcrimeinenglandandwales/yearendingmarch2018#how-much-violent-crime-is-reported-to-the-police>

Wales 7.9% of women and 4.2% of men experienced domestic abuse in the last year. The impact of domestic abuse on the survivor, family and society is huge, in terms of the mental, physical, social and financial costs.

1 in 5 women have experienced stalking or harassment at some point in their lives, meaning this will affect approximately 18,395 women in Westminster. Estimates also show that approximately 2,619 women have undergone female genital mutilation in Westminster.

Modern Slavery refers to the offences of human trafficking, slavery, servitude and forced or compulsory labour. The true scale of modern slavery and human trafficking in the UK is unknown. Training is on-going across partner agency front-line staff, so that they can spot the signs that someone may be vulnerable or is being exploited, know how to question them effectively and where to go to for support.

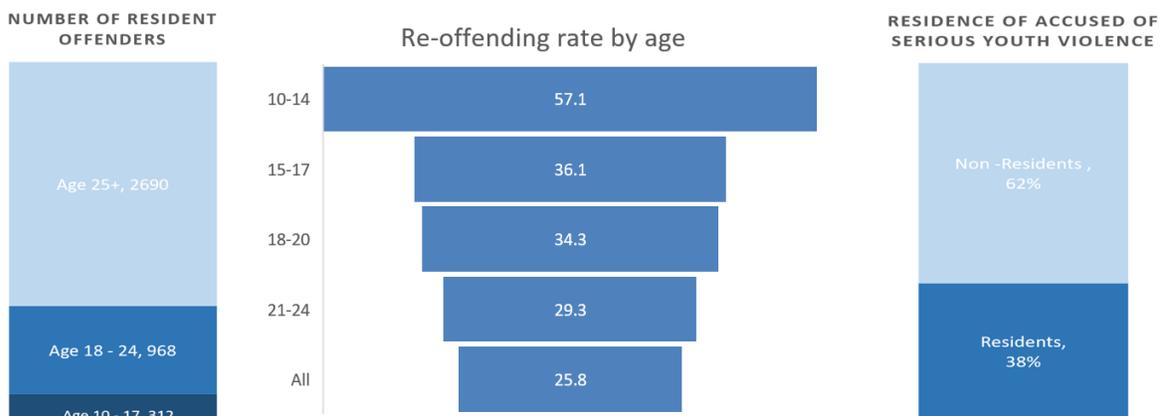
This evidence shows us that whilst these offences are often hidden from us, the scale and extent of VAWG offences in Westminster is significant and the impact enormous to the survivors and families. We will continue to commission services to support survivors and families of violence against women and girls' offences. Making sure that there are clear pathways to them and to other regional and national services. Taking a survivor centred approach. Victim/Survivor satisfaction will be key to understanding the effectiveness of our commissioning.

The VAWG partnership will look to continue to deliver a whole housing approach, to improve housing options for families affected by domestic abuse. Funded by the MHCLG, this project aims to reduce homelessness, increase tenancy sustainment and provide move on options for families affected by domestic abuse.

The multi-agency risk assessment conference (MARAC) is a local multi agency victim focused meeting, where information is shared between statutory and voluntary sector agencies, on the highest risk cases of domestic abuse. The role of the MARAC is to facilitate, monitor and evaluate effective information sharing to enable appropriate actions to be taken to increase public safety. Numbers of referrals and the percentage of repeats (29%) have been steadily increasing. We want to ensure that we have an effective MARAC in place to improve safety of victims and their children and to reduce repeat victimisation.

The pandemic has highlighted further how vulnerable rough sleepers are to crime, disorder and exploitation. Funding will continue for the Integrated Street Engagement Unit who bring together council services with the police and local charities to provide a co-ordinated and comprehensive support for Westminster's daytime street population, to find out what they need to help them turn their lives around.

Prevent and reduce young people (10 to 24) from involvement in violence and exploitation



Young people only make up a small proportion (32%) of Westminster's resident offending population. The volume of resident young people offending in Westminster has seen one of the highest reductions across London in the last ten years, 74%. Despite this, those that remain are far more likely to re-offend than older offenders.

Most young people accused of serious youth violence offences in Westminster are not residents. Developing a strategic approach to the issue of cross border offenders is one of the key strands to our approach to working with the most problematic offenders to reduce their re-offending, discussed later in the strategy.

For those resident offenders, intervening early with families and young people to reduce their risk of victimisation and prevent offending, is a cross cutting principle of the work of the SWP.

We know that 42% of prisoners have a history of being permanently excluded from school. Many studies have shown the impact of excluding children from school is very detrimental not only to their health and wellbeing but increases the risk of being involved in crime and disorder. So, we have developed a school's inclusion pilot in nine schools across the borough, aimed at preventing exclusions. The programme brings together the school, family and child into a new relationship using a trauma informed framework. It is gaining momentum and three of the schools are helping us to develop the approach that we will deliver across the whole school system.

The Serious Youth Violence Task Group, was set up in May 2018 to reduce serious youth violence and the fear of violence in our communities. This multi-agency group uses a Public Health approach, which is a whole system approach to Serious Youth Violence, looking at the root causes, wider and contextual influences of health and crime. The groups' aim is to provide appropriate strategic and tactical responses to adapt to the changing nature of violence in Westminster, as well as empowering our communities to help stand up against serious youth violence.

A serious youth violence dashboard was developed to highlight the risk and protective factors which are the flags and signals of involvement in crime and youth violence and the latest crime trends and performance of the commissioned services. We still do not have a complete picture of youth violence and exploitation and the impact our approach has had. We will work together to share data more effectively and improve our evaluation of the interventions we have taken. This is essential to really understand what works and to support any future funding bids.

Fundamental to our response to reducing and preventing violence and exploitation in young people, is the Integrated Gangs and Exploitation Unit (IGXU). This is a multi-agency, multi-disciplinary team with co-located staff from a wide range of agencies from the police, council, health and voluntary sector. The IGXU identify and work with vulnerable and exploited young people aged 10 – 24 involved in group violence or on the periphery of gangs to improve their life choices, social integration, reduce associations with gangs and reduce incidences of youth violence.

The nature of gangs has changed over recent years and the IGXU has changed to reflect this. This includes the rapid increase of County Lines approach to drug dealing. This is the practice of trafficking mainly Class A drugs into rural areas and smaller towns away from major cities. The consequences of county line markets are far reaching and include serious violence and physical harm, incidents of kidnap, use of weapons, ruthless debt control, turf war and homicide. County Lines offenders are highly adaptive in the recruitment and exploitation

of vulnerable people. The profits from this can be substantial. This provides us with a real challenge in encouraging young people not to get involved and to seek other employment opportunities.

The IGXU have developed a systemic way of working, primarily working with families and supporting parents to respond differently to their children, giving them the tools to build relationships and connection to help break the cycle of going missing and being involved in County Lines. We have achieved real successes in getting young people into employment and training and want this to continue.

Youth violence doesn't just have long term consequences for the young people, who are interchangeably victims and offenders, but also their families and the wider community. This is why we are improving our engagement with communities. This includes delivering workshops and capacity building training sessions. We produced a serious youth violence booklet for parents, to provide facts and practical advice to look for signs of a child's involvement, as well as signs to look for and how to seek further help.

Many roles within the IGXU are funded through government grants. This is why it is so important to have a sound evidence base of what works so that we can continue to seek funding and commission services to support those roles that really make a difference in reducing and preventing young people from involvement in violence and exploitation.

Intervening early when we identify risks

Enhance support in locations with the highest levels of vulnerability, i.e. Church Street



51% of people entering prison have the literacy age of an 11 year old.



43% of prolific offenders were eligible for free school meals. Compared with 15% pupils.



42% of prisoners have a history of being permanently excluded from school.

Vulnerability to crime and antisocial behaviour is becoming increasingly concentrated within certain places and among certain individuals. MOPAC created the Vulnerable Localities Profile, using London based datasets related to crime deprivation and population. This tool is 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. Church Street ward has the highest levels of vulnerability using this method in Westminster and this has remained so for the last three years, although levels are decreasing.

Copious research exists on the risk and protective factors, that are flags or signals of risk of involvement in crime and youth violence. Overall, Westminster has lower risk and protective factors than across London. No single risk factor leads a young person to delinquency. The more risk factors that young people are exposed to, the greater likelihood they will experience negative outcomes, including delinquency. This data also flagged Church Street as an area of concern, which is an area housing many of the young people worked with by the Youth Offending Team and IGXU.

Using this evidence base the Serious Youth Violence Task Group decided to prioritise the Church Street ward to pilot a Public Health approach to Serious Youth Violence, to make an impact in the area most in need in the borough. With a view to assessing the effect and seeing what can be adapted on a wider scale across Westminster.

The project focuses on the transition from leaving primary school and joining secondary school, which can be a vulnerable time for pupils as they need to adapt to a more challenging school setting with different academic structures and expectations, as well as often travelling further to school on a journey where they may not feel safe, and mixing with a new set of peers. A smooth transition is key to helping to support young people to achieve and stay in school and not get involved in crime.

An integral part of the programme will be to maximise the strengths and relationships that already exist within the community. Youth clubs and community groups already operating in the area are vital to ensuring the success of the project, engaging not just the young people they are working with but their families too. Positive diversionary activities will not only keep young people safe and off the streets, but they will focus on building resilience and maintaining their health and wellbeing.

The programme is being led by the Young Westminster Foundation in partnership with Westminster City Council and wider partners, including Future Men.

At the end of the pilot we hope to see increased youth engagement, improved health and wellbeing and improved peer and adult relationships.

Work with the most vulnerable older adults to prevent them from becoming victims of fraud and exploitation



The Safeguarding Adults Board has a statutory duty to help and safeguard adults with care and support needs. Data collated by the board showed, a third of concerns sent to them were a crime or a potential crime. Most crime concerns related to fraud and this was far more prevalent in older residents. More worryingly, the source of concern in over half of all cases was from someone they knew.

Our police data has shown that although older people are less likely to be victims of crime, they are far more likely to be repeat victims. Fraud has evolved more dramatically than other crime over recent years, facilitated by new and emerging technology. Whilst all age groups are at risk of becoming a victim of fraud, the crime survey data highlights you are three times more likely to be a victim of fraud than domestic burglary. More worryingly national data shows, 43% of people aged over 65 have been targeted by scammers.

12% of Westminster's residents are aged over 65 and this is due to increase to 15% by 2030. With an increasing ageing population, is an increasing demand for sheltered accommodation. People with care and support needs are not all vulnerable to abuse but they may become so at any point due to physical or mental ill health, acquired disability or old age. Data has shown that abuse within sheltered accommodation is increasing. We want to ensure that this does not escalate further and understand the scale and extent of this across the borough.

Cuckooing is where drug dealers take over the home of a vulnerable person in order to use it as a base for county lines drug trafficking. We do not have a complete picture of the scale and extent of this within the borough and whilst work is undertaken to enforce against the perpetrators, we need to review what mechanisms and support are in place for those who are exploited and at risk of exploitation. Children who are at risk of exploitation are far more likely to be identified as they are far more likely to come to notice to statutory organisations who identify the signs. The vulnerabilities associated with the exploitation of adults in county lines offending often create a barrier to victims' engagement with authorities.

Whilst it is recognised a lot of work is on-going across the partnership to reduce the risk of vulnerability it is not being done in a co-ordinated fashion. In response the SWP and Safeguarding Adults Executive Board, agreed to set up a joint task and finish group. The group is in its infancy and aims to be a time limited multi-agency forum to proactively and reactively work together to reduce repeat victimisation in vulnerable older adults, exploring synergies, areas of commonalities and opportunities.

The group has narrowed its focus onto three crime areas:- fraud and scams, cuckooing and abuse within sheltered accommodation.

The first aim of the group is to establish an evidence base of where and who are most at risk in the borough and a detailed evidence base of what works. They will then review current strategies, policies, processes and procedures across the partnership and make recommendations for improvement where needed.

The group will look to monitor trends and consider what the partnership response should be. A key part of the work will be agreeing messaging around reducing vulnerability.

The task and finish group will be complete when there is a protocol developed for the partnership and systems are in place to ensure effective partnership working to reduce repeat victimisation in vulnerable adults.

2. Working with the most problematic offenders to reduce their re-offending.



Half of all crime is committed by people who have been through the criminal justice system and a small proportion of these offenders are responsible for a significant volume of crime. Concentrating resources on these offenders will have the greatest impact upon reducing re-offending.

The number of Westminster resident offenders is decreasing at a much greater rate than the rest of London, despite a steadily increasing population and increasing crime levels. Although the cohort size has reduced, they are far more recidivist than the average offender in London. Certain factors (criminogenic needs) increase the likelihood that someone will continue to commit crime. In Westminster the main contributors are substance misuse, employment and access to suitable accommodation.

Westminster provides many opportunities for offenders to commit crime, due to the high concentration of resident and visitor population and the volume of businesses and the night-time economy. 65% of those accused of crime in Westminster were not residents.

Probation services are at the heart of an effective criminal justice system. They manage offenders under Licence when released from prison and on Suspended Sentence Orders and Community Orders imposed by the Courts. The Government's Transforming Rehabilitation programme saw the privatisation of offender management for low to medium risk offenders to Community Rehabilitation Companies in 2014. The Government has now reversed this decision and from April 2021, offender management will be unified within the National Probation Service. This will be a major undertaking and a key risk and challenge for the partnership in ensuring as smooth a transition as possible and offenders continue to be effectively managed and rehabilitated.

Taking this evidence base into account, to have the greatest impact upon reducing re-offending we will work in partnership to:-

- Tackle the drivers of crime, particularly substance misuse, employment and accommodation;
- Working in partnership to ensure the Integrated Offender Management scheme works effectively to support and reduce re-offending of the most recidivist offenders;
- Develop a strategic approach to the issue of cross border offenders;
- Recognise the distinct needs of 18 – 25 year old offenders to reduce their re-offending.

The Area West Offender Board will be the driving force for these actions. To reflect the police BCU structure and probation services operating wider than just Westminster, this is a three borough board chaired by the police with accountability for partnership activities aimed at reducing reoffending by adults, and those in transition from youth to adult services.

Tackle the drivers of crime, particularly substance misuse, employment and accommodation



45% of acquisitive crime is committed by opioid/crack dependent people.



59% of violent crimes in Westminster is estimated to be alcohol related.



People leaving prison who find a job are between 6 and 9% less likely to reoffend.



67% of prisoners who identify themselves as homeless reoffend within a year of release. Compared with 43% in settled accommodation.

Drugs and alcohol are identified as two of the key drivers of crime and disorder. Individuals dependent on opioids and/or crack cocaine are responsible for an estimated 45% of acquisitive⁶ crime and in Westminster an estimated 59%⁷ of violent crime is alcohol related.

In Westminster that equated to 10,008 recorded acquisitive crimes at an estimated cost of £48 million⁸ and 6,302 violent crimes at an estimated cost of £66 million.

⁶ Acquisitive crime = shoplifting, burglary, vehicle crime and robbery.

⁷ Area West BCU Violence Problem Profile 2018/19.

⁸ Of note this cost does not include the cost of shoplifting.

Being in treatment reduces levels of offending. When engaged in and completing treatment, people use fewer illegal drugs, commit less crime, improve their health and manage their lives better. Therefore, we need to ensure all agencies know how to refer and encourage people to access treatment and increase referrals from the criminal justice system into our current local service provision, Drug and Alcohol Wellbeing Service (DAWS), Insight, Change Grow Live and the Club Drug Clinic. We will monitor the levels of people accessing treatment via the criminal justice system to assess our success.

Reducing the number of heroin and crack users is likely to have the largest impact on volume crime levels. As well as encouraging people into treatment, we need to prevent people from becoming drug users in the first place.

The demand for all common drugs remains high. Purity of heroin and cocaine at UK street level is high and there is a resilient demand market for these drugs. We will look to reduce this demand by launching a Public Health campaign aimed at local residents on the impact of taking drugs on young people who live in the borough. There is a need for more effective drug messaging to reinforce individual responsibility by communicating the wider consequences of drug taking. This includes messaging to affluent areas and people in Westminster.

People leaving prison who find a job are between 6 and 9% less likely to reoffend than those who do not, even when a range of factors are considered. Work can provide a foundation for a different kind of life, yet 75% of people leaving prisons don't have a job to go to. Over half of employer's struggle to fill vacancies due to skills shortages, yet those companies that employ ex-offenders would recommend others do the same. There are many businesses in Westminster, and we must work with them to provide these opportunities. The Safer Westminster Partnership will continue to fund additional support for offenders to access employment, support and education. We will also ensure that offenders are accessing the services that are available.

The provision of suitable accommodation may not reduce reoffending by itself, but can be seen as necessary if not sufficient condition for the reduction of reoffending.⁹ 67% of prisoners who identify themselves as homeless reoffend within a year of release compared with 43% in settled accommodation. This issue is exacerbated in Westminster due to the cost of property.

Westminster has the highest recorded population of rough sleepers of any local authority in the country. 41% of rough sleepers have been in prison, demonstrating the importance of joint working across sectors to reduce both reoffending and rough sleeping. So that we can improve their housing outcomes and reduce re-offending.

⁹ Maguire & Nolan (2007) *Accommodation and related service for ex-prisoners*.

Working in partnership to ensure the Integrated Offender Management scheme works effectively to support and reduce re-offending of the most recidivist offenders



The IOM is a multi-agency partnership approach that brings together key partners to supervise, manage and positively impact on the criminal activity of prolific offenders within the community.

Although the number of resident offenders is declining across the borough, those that remain and reoffend are responsible for a considerable proportion of crime.

Our evidence locally has shown that the cost of crime and number of offences has decreased after involvement with the IOM and the interval of offending has increased.

To break their cycle of offending and to prevent the disproportionate amount of harm they cause to communities,

we will continue to prioritise and provide additional support to this cohort. To date this has been commissioned and delivered by the Starting Over service, delivered by Turning Point.

Starting Over work alongside the IOM partnership to provide additional time, flexibility and outreach to male clients, above and beyond what the statutory services can feasibly provide for this client group. This can include support with substance misuse, getting people back into employment, training and education and finding support to address any mental and physical health problems, alongside helping them navigate the housing system and accessing accommodation.

Westminster's resident offenders are older and more prolific than across London. Their highest levels of re-offending are for theft offences (41%). We will look to influence prioritising these offenders locally to have the greatest impact upon reducing re-offending.

Develop a strategic approach to the issue of cross border offenders.

65% of those accused of crime in Westminster were not residents. Westminster is attractive to offenders to commit crime, in particular theft and handling offences where the West End presents many opportunities.

Our commissioned services are for residents only, therefore to have an effective strategy to reduce re-offending we need to work with other boroughs and MOPAC to develop effective interventions to reduce cross border offending.

This will include having clear pathways and processes in place to share information effectively so prolific offenders from other boroughs are managed effectively by their resident borough.



Recognise the distinct needs of 18 – 25 year old offenders to reduce their offending

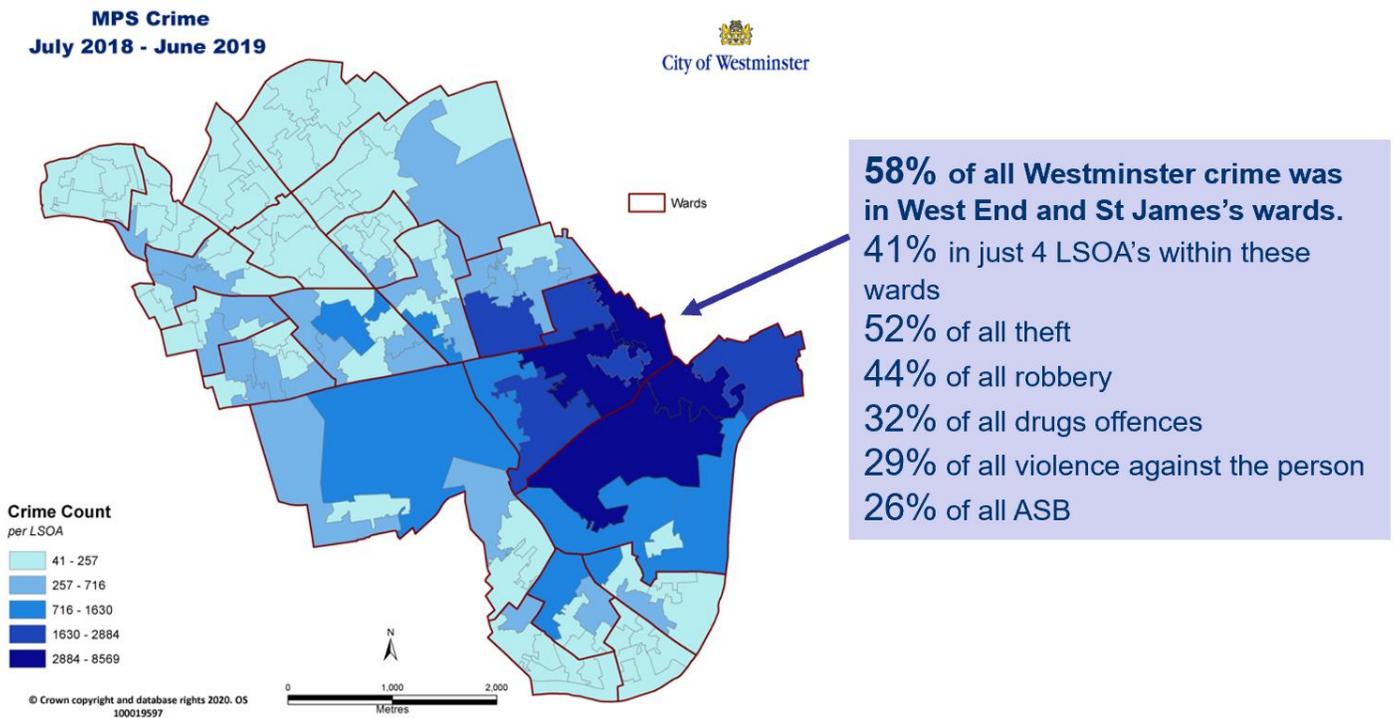
Research strongly supports the view that young adults, particularly young men, are a distinct group with needs that are different both from children under 18 and adults older than 25 and there is a strong case for a distinct approach to, and additional investment in this cohort.¹⁰

Most adult and youth justice policy and legislation define adulthood as commencing at age 18, yet young people continue to mature both psychologically and socially up until their mid-twenties.

This age group is responsible for committing the greatest volume of offences. 25% of resident offenders were aged 18 -24. There is currently no system wide statutory provision to differentiate the treatment of young adults in the criminal justice system from that of older adults.

We will establish a working group with key partners to review current policy, processes and procedures in place for this age group. This will include looking at best practice and how current services could/should be adapted for this age group. To monitor our success we will track the re-offending rates of this age group.

3. Making the West End a safer place for visitors, residents and businesses.



58% of all crime in Westminster occurred in just two of its twenty wards, the West End and St James's. These are not just hotspots of crime and disorder for Westminster but for London. If we drill down further, crime is even more geographically concentrated, 41% of all recorded crime was within four of the borough's 128 Lower Super Output Areas¹¹. This is also true of data from other emergency services such as British Transport Police, London Ambulance Service and the Fire Brigade.

¹⁰ <https://www.t2a.org.uk/wp-content/uploads/2018/06/House-of-Commons-Justice-Committee-Young-adults-in-the-criminal-justice-system-2017-18.pdf>

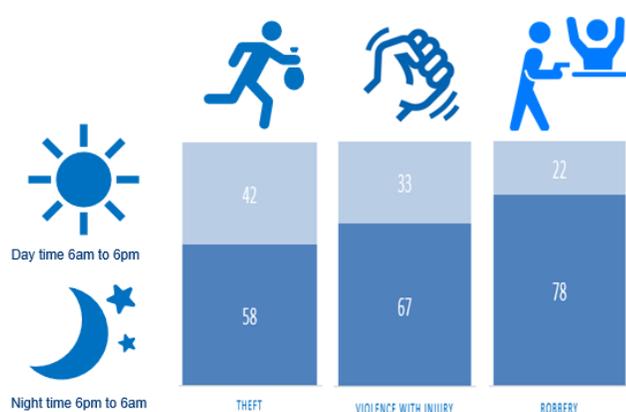
¹¹ Lower Super Output Areas is a geographic area containing approximately 1,500 population.

Crime occurs where there is an opportunity, namely where there are more people and more places to commit crime, so we would expect the West End to have the greatest volume of crime. However, crime has become more concentrated in these four LSOA's where levels increased by 49% in the last year compared to a 28% increase across the borough. Whilst most of that increase was due to less serious crime such as theft, we need to have a more co-ordinated approach to prevent this escalating further and prevent precious resources being diverted away from focusing on high harm crimes.

60% of crime in this small area occurred between 6pm to 6am, meaning we need to develop a co-ordinated approach so that the West End has a safe and thriving night-time economy.

This area is the heart of businesses in the borough so joint working and a shared approach to reduce crime is crucial to this success.

Develop a co-ordinated approach to have a safe night-time economy.



58% of all thefts, 67% of violence with injury and 78% of robberies in this small area, occurred during the night-time economy hours. Mostly over Friday and Saturday evening. Our intelligence has shown us 59% of all violence against the person offences were linked to alcohol. One in ten London Ambulance Service alcohol related incidents across London were in Westminster over the last two years. But the vast majority of people, enjoy a safe night out.

We want to establish an effective local partnership so people can enjoy a safe night out without fear of becoming a victim of alcohol related crime or disorder, whilst enabling the West End economy to grow.

With the strong night-time economy in Westminster, licensing plays an important role in identifying hot spots for alcohol harm, effectively managing the policing of the night time economy and acting against premises that are causing problems in order to protect the public from crime, antisocial behaviour and noise nuisance caused by irresponsible premises. We want to improve local intelligence so decisions about the sale of alcohol and the management of the night-time economy are based on reliable data and the latest evidence. This will include undertaking proactive licensing inspections. We will also undertake a cumulative impact assessment, which will analyse in detail crime and disorder data, environmental health concerns, complaints and health related data. This evidence base will be used to limit the growth of licensed premises where the promotion of the licensing objectives is likely to be negatively affected and to support a new licensing policy.

The Soho Angels project was launched in 2018 and is a team of volunteers who patrol the streets of Soho on Friday and Saturday nights helping people who are feeling unwell, who have fallen victim of crime, or need assistance in some other way. The service has been very well received and early indicators show a positive impact upon reducing crime in the area. We want to look at the lessons learnt from the Soho Angels project and look to expand where necessary.

Success will be seen by a reduction in call outs for the Emergency services to alcohol related issues.

Improve joint working between businesses and the Safer Westminster Partnership.



Whilst the SWP primary focus is upon tackling high harm crimes, we can't ignore the rapidly increasing levels of theft in the borough. 70% of all recorded crime in this small area was theft. 80% of the increase in crime in Westminster was attributable to increases in theft, most notably in this area. Theft is the most frequent precursor crime for juvenile offenders and theft offenders have the highest recidivism rates at 41%. The sheer volume of offences, very low detection rates and escalating costs to the partnership means it is drawing partnership resources away from dealing with more serious and high harm crime.

The business community have provided invaluable support over the pandemic and we want to build upon that effective working to develop joint tactical and strategic interventions to prevent crime. This will include the regular production of intelligence products which can inform appropriate tactical interventions to prevent increasing crime in the area. Aided by improving information sharing by ensuring effective information sharing protocols are in place. As most of the crime in this area is theft, we need to facilitate the early reporting of theft offences so that the police can respond in a timely manner.

If this is delivered effectively, we should see a harmonious partnership achieving reductions in crime in this area and improved detection rates.

4. Counter Terrorism – Enhancing the partnership response to countering terrorism.

PREVENT		Stop people becoming terrorists or supporting terrorism.
PURSUE		Stop terrorist attacks.
PROTECT		Strengthen our protection against a terror attack.
PREPARE		Mitigate the impact of a terrorist attack.

The UK security national threat level at the time of writing¹² was substantial meaning an attack is likely. There has been an increase in support for extreme right wing or identarian groups nationally and to an extent locally. The threat from right wing extremism in London, is predominately in the form of public order, with Westminster a focal point for demonstrations.

¹² May 2020

The West London Counter Terrorism Local Profile states that attacks by lone actors in London are almost certain to be planned within the next months, with Daesh-inspired low complexity attacks, mounted by lone actors, representing the most significant threat.

Islamist related extremist activity is increasingly taking place via social media. Radicalisation can be a subtle process especially for young people, who may not be engaging in conversation but are absorbing information and opinions.

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

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

Prevent

There is no single demographic profile of a terrorist in the UK and no single pathway leading to involvement in terrorism, but several factors can converge to create the conditions under which radicalisation can occur.

Prevent works at an early stage, seeking to intervene to encourage and empower individuals and communities to challenge extremist and terrorist ideology and behaviour. Local authorities lead the delivery of Prevent with an agenda that is far-reaching and is concerned with all types of extremist ideology. The work that we are undertaking across the city includes: supporting educational institutions; working with and supporting community groups, partnering with youth groups to engage with vulnerable people; providing training on identifying vulnerabilities and the Prevent strategy to frontline practitioners; working with faith institutions and supporting people who are at risk of being drawn into terrorist and extremist activity through the Channel safeguarding process.

These projects are designed to address the Prevent Strategy objectives but often also address wider needs & vulnerabilities, including; parenting programmes, youth mentoring, workshops in schools to build resilience against gang exploitation & safeguarding against violent extremism and far-right awareness workshops for students, professionals and frontline workers.

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.

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. Due to the sensitive nature of this work details cannot be included in this strategy.

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 crime¹³. Much of the partnership's activity in this area will be 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 take a threat and risk informed approach to protective security measures in the public realm. Ensuring it is proportionate and designed sensitively to respect the public realm and implemented to take account of the functionality of the area and needs of the users.

We await the results of the Government Protect Duty consultation and implement where necessary.

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. Resilience and preparedness to respond will save lives reduce harm and aid recovery.

We will engage with the community and voluntary sector with a view to establishing a framework for supporting each other in response to an emergency or major incident.

Robust plans and adequate training of partners will be crucial to the success in Emergency Planning Procedures and Business Continuity. We will ensure all our plans are relevant and up to date and all key partners have a clear understanding of what is required of them. We will continue to test the robustness of our plans and develop these further from lessons learnt.

The West End Security Group are key, to increase the partnerships ability to respond to the Protect and Prepare strands.

5. Focusing on what matters most to residents, businesses and visitors.



We want to capture the voices of our communities to understand what matters most to them to keep themselves and Westminster safe.

Communication is a critical component to the prevention of crime. Research shows that using non-authority messages and presenting information clearly and using humour are potentially more effective in persuading people to change their behaviour, than using fear or long detailed lists of target hardening measures.

People prefer to be shown and not told what to do. Effective crime prevention communication makes people feel both responsible and competent in respect of a given issue.

¹³ NACTSO (2017) 'Crowded Places Guidance for the UK'

New forms of media have revolutionised information and how we communicate amongst ourselves and the outside world. We need to consider using innovative communication devices to grab public attention in an increasingly 'noisy' information environment.

Use of social media is cost effective but will not reach all, therefore we need to identify an approach to also engage with the hard to reach communities.

Social media is increasingly being used as a method to exploit vulnerable people, whether it is for sexual exploitation, radicalisation, financial scamming or County Lines. We need to develop a co-ordinated approach to mitigate this increasing risk and to reduce the number of people being exploited in this manner.

We will therefore develop a communications plan which will set out how we will improve our communications to residents, businesses and visitors about how to keep safe. The plan will set how we will co-ordinate communication activities across the wider partnership so that all partners working within the SWP are working towards shared communication aims and outcomes. So that we provide consistent communication messages from one source. In particular we will develop a joint Community Engagement strategy focusing on targeting serious youth violence and Prevent.

We want to develop consistent cohesive campaigns that educate and encourage the community to adopt safe measures in their daily lives. So that people know where to access help and support and how to reduce their risk of becoming a victim of crime. We will do this by building in mechanisms for pro-actively listening and responding to our communities. This will enable us as a partnership to respond better to community tensions and concerns to build a safer cohesive Westminster.

Appendix Action plans

Key objectives	What will we do?	How will we do it?	What will success look like?
Protecting the most vulnerable in Westminster from becoming victims or offenders.	Provide bespoke support to those most at risk of violence and exploitation	<ul style="list-style-type: none"> Commission specialist services to provide intensive support to victims of violence against women and girls offences. Clear referral pathways to local, regional and national services. Ensure a victim centred approach to all our work. Work with the VAWG strategic partnership. Improve our evidence base and understanding of hate crime and ASB. Act on recommendations from the Hate Crime Commission. Continue to support the Integrated Street Engagement Unit. 	<ul style="list-style-type: none"> Reduction in repeat victimisation for domestic abuse offences. Commissioned services receive good user satisfaction rating. Partners know where to refer and how to access support. Increased victim satisfaction in partners response to crime. A co-ordinated community response to supporting vulnerable people. Reduction in day time rough sleepers.
	Prevent and reduce young people (10-24) from involvement in violence and exploitation	<ul style="list-style-type: none"> Take a Public Health approach to violence by working in an integrated multi-agency way with a focus on prevention and the wider determinants of health Commission services to provide intensive support to young victims and offenders of violent crime and exploitation. Continue our school inclusion pilot using a trauma informed framework to prevent exclusions and look to expand it. 	<ul style="list-style-type: none"> A whole system wide approach with a range of stakeholders committing together to reduce serious youth violence. Young people at risk are identified and appropriate support is provided. Commissioned services receive good user satisfaction rating. Reduction in exclusions.
	Enhance support in the locations with the highest level of vulnerability, i.e. Church Street.	<ul style="list-style-type: none"> Pilot a public health approach to reduce serious youth violence in Church Street Work with the Church Street regeneration team to engage with community members and explore opportunities for dedicated resources to support young people and their parents. 	<ul style="list-style-type: none"> Increased youth engagement. Improved health and wellbeing. Improved peer and adult relationships.

Key objectives	What will we do?	How will we do it?	What will success look like?
	<p>Work with the most vulnerable older adults to prevent them from becoming victims of fraud and exploitation.</p>	<ul style="list-style-type: none"> Review current strategies, policy, processes and procedures and make recommendations for improvement where needed; Review of the evidence base to identify what works; Discuss emerging trends, themes and risks and consider and oversee a partnership response; Co-ordinate and disseminate agreed messages around reducing vulnerability; Joint working with the Adult Safeguarding Executive Board. 	<ul style="list-style-type: none"> Clear policies and guidance in place so that partners know where to refer and how to access help and support. Reduction in repeat victimisation in this cohort.
<p>Working with the most problematic offenders to reduce their re-offending</p>	<p>Tackle the drivers of crime, particularly substance misuse, employment and accommodation</p>	<ul style="list-style-type: none"> Targeted Public Health campaign in Westminster on the impact of drug taking. Encourage more people to access treatment for substance misuse. Provide additional support for offenders into employment training and education and ensure services are being accessed More integrated working with the Rough Sleeping team to ensure offenders who are sleeping rough have access to appropriate services. 	<ul style="list-style-type: none"> Greater numbers of people accessing substance misuse treatment. More ex-offenders in employment or training. Improved housing outcomes for offenders.
	<p>Working in partnership to ensure the Integrated Offender Management (IOM) scheme works effectively to support and reduce re-offending of the most recidivist offenders</p>	<ul style="list-style-type: none"> Providing additional support to the most prolific offenders to reduce their criminogenic needs to prevent re-offending or strong enforcement if they refuse support. Work with the IOM team to influence the prioritising of over 35 year olds and recidivist theft offenders onto the cohort. 	<ul style="list-style-type: none"> Reduction in re-offending of the IOM cohort. Number of IOM cohort successfully complete substance misuse treatment. Number of IOM cohort access employment or training. Number of IOM cohort access housing.

Key objectives	What will we do?	How will we do it?	What will success look like?
		<ul style="list-style-type: none"> Provide intensive support and guaranteed accommodation of two weeks for a targeted group of IOM offenders. 	
	<p>Develop a strategic approach to the issue of cross border offenders.</p>	<ul style="list-style-type: none"> Work with MOPAC and other MPS boroughs to have a greater understanding of who and why people are coming to Westminster to commit crime and develop effective interventions to reduce this. 	<ul style="list-style-type: none"> Clear pathways/processes are in place to ensure effective information sharing and that prolific offenders from other boroughs are managed by their borough of residence where possible.
	<p>Recognise the distinct needs of 18 – 25 year old offenders to reduce their offending.</p>	<ul style="list-style-type: none"> Establish a working group to review current policy, processes and procedures; Look at best practice to identify how current services could be adapted to be more flexible for this group. 	<ul style="list-style-type: none"> Improved processes and services for this age group; Reduction in offending by this age group;
<p>Making the West End a safer place for residents, businesses and visitors</p>	<p>Develop a co-ordinated approach to have a safe night-time economy.</p>	<ul style="list-style-type: none"> Improving local intelligence so decisions about the sale of alcohol and the management of the night-time economy are based on reliable data and the latest evidence Proactive licensing inspections. Undertake a cumulative impact assessment to support a new licensing policy. Look at lessons learnt from the Soho Angels project. Establishing effective local partnerships so people can enjoy a safe night out without fear of becoming a victim of crime or disorder, whilst enabling the West End economy to grow. 	<ul style="list-style-type: none"> Reduction in alcohol related violence. Reduction in London Ambulance Service call outs. An evidence based Cumulative Impact Assessment been undertaken.
	<p>Improve joint working between businesses and the SWP.</p>	<ul style="list-style-type: none"> Develop a greater understanding of patterns of crime within this small geographical area. Develop joint tactical interventions to prevent crime. 	<ul style="list-style-type: none"> Regular production of intelligence products which can inform appropriate tactical interventions to prevent increasing crime in the area.

Key objectives	What will we do?	How will we do it?	What will success look like?
		<ul style="list-style-type: none"> Facilitate the early reporting of theft so that police can respond in a timely manner. Improve information sharing. 	<ul style="list-style-type: none"> Effective information sharing protocols in place. Reduction in crime and disorder.
Counter Terrorism – enhancing the partnership response to countering terrorism	Prevent: to stop people becoming terrorists or supporting terrorism.	<ul style="list-style-type: none"> Commission a range of projects in order to support and empower Westminster’s communities. Support institutions where they are at risk of radicalisation; Support and safeguard individuals at risk of being drawn into extremism or radicalisation. Strengthen our understanding of our diverse communities and develop relationships with local communities and charitable groups. 	<ul style="list-style-type: none"> Training delivered and positive feedback received. Individuals safeguarded through Channel and Prevent.
	Pursue: to stop terrorists attacks	Due to the sensitive nature of this work details are not included.	
	Protect: to strengthen our protection against a terrorist attack.	<ul style="list-style-type: none"> Work in partnership to consider appropriate protective security measures for locations Support the delivery of agreed protective security schemes of locations to reduce their vulnerability to a terrorist attack. Increase the vigilance of staff to a terrorist attack Conduct assessments of locations identified as potentially vulnerable to a terrorist attack. 	<ul style="list-style-type: none"> Counter terrorism training delivered to staff and contractors Project Argus and ACT (Action Counters Terrorism) training delivered to managers
	Prepare: to mitigate the impact of a terrorist attack.	<ul style="list-style-type: none"> Engage with the community and voluntary sector with a view to establishing a framework for supporting each other in response to an emergency or major incident. Work with businesses to be prepared. 	<ul style="list-style-type: none"> Training events delivered; Table top exercises undertaken ahead of all major events. Debriefs and learning gained following any major incident or test exercise.

Key objectives	What will we do?	How will we do it?	What will success look like?
		<ul style="list-style-type: none"> Support the safe delivery of large scale events. 	
<p>Focusing on what matters most to residents, businesses and visitors</p>	<p>Capture the voices of our communities to understand what matters most to them to keep themselves and Westminster safe.</p>	<ul style="list-style-type: none"> Develop a communications plan to set out how we will co-ordinate communication activities across the wider partnership so that all partners are working towards shared communication aims and outcomes. Agree upon a forum to communicate community safety advice and messages from across the Partnership to residents, businesses and visitors to Westminster. Develop a joint Community Engagement Strategy focusing on serious youth violence, Prevent and ASB. 	<ul style="list-style-type: none"> Consistent messaging is delivered regularly to Westminster’s communities. Residents feel safe and informed.