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City of Westminster

Safer Westminster Partnership

Crime & Disorder Reduction Strategy 2011 – 14



Members of the Safer Westminster Partnership



Introduction

Over the last nine years there have been significant reductions in crime across Westminster, but community safety remains a high priority for our residents and businesses and we will continue to invest heavily and cleverly as a partnership in tackling crime & disorder.

Our priorities have been drawn up following extensive analysis of local crime and disorder. We have also consulted with residents and other stakeholders to ensure the Safer Westminster Partnership (SWP) focuses on what will make the most difference to quality of life in Westminster.

Over the next three years we are committed to:

- tackling violence and disorder associated with the night time economy in Westminster
- preventing young people getting involved in serious youth violence and supporting them to reduce their offending
- developing new mechanisms to address re-offending across the city
- reducing repeat victimisation and violence against women and girls, and bringing the perpetrators to justice
- addressing the harm caused by substance misuse and its impact on Westminster residents.

In addition to these strategic priorities, counter terrorism remains a priority for many of the partnership agencies and our strategy will remain flexible, in line with the changing local and national picture on terrorism and the changing role for local partnerships.

This is all the more important with the Olympics coming to London and Westminster in 2012. Through delivery of this strategy we hope to mitigate any potential impact of the Games on Westminster's residents and businesses.

To ensure success in these challenging times, we will need to consider the following enablers:

- Value for money – we will continue to explore opportunities to commission and combine services across boundaries where it makes sense to do so and will use financial incentives to deliver improved outcomes and value for money.
- Local solutions – our foundation is joined up service delivery. We will utilise local problem solving, founded on robust community engagement, to deliver seamless, co-ordinated activity to address all the factors that impact on quality of life.

Westminster is a global city with local responsibilities. We have to balance the attractions of a 24/7 city with the needs of our large residential and business communities. There is rightly great pride in Westminster and we want this strategy to be a catalyst for individuals, community groups, and businesses who want to do more to continue to make Westminster one of the safest cities in the world.



Cllr Astaire, Cabinet Member for Society Families and Adult Services



Mike More – Chair of the Safer Westminster Partnership



Commander Simon Bray

Crime in Westminster

Westminster is home to over 240,000 people, and a work place for half a million more. In total, over a million people enter Westminster every day for the tourist and entertainment attractions it has to offer. Yet, despite being one of Europe's most prestigious locations, Westminster also ranks as the 87th most deprived area in England, and 17th in London.

All of this presents us with significant challenges when working to make the city a safer place to live, work and visit. Westminster has the highest overall levels of crime in London. However, relative to the number of people actually in the city on any given day, it is still one of the safest places in the capital.

Throughout the period 2002 – 2008, covering the first two Safer Westminster Partnership strategies, the total number of crimes reported to the police in Westminster fell significantly from approximately 83,000 in 2000 – 01 to just 64,000 in 2007 – 08 (a drop of over 20%).

The more recent trend (2008 – 11) has seen crime levels stabilise with around 63,000 offences reported in the 12-months to December 2010, a fall of a little over 1% (see figure 1, below).

With Westminster's unique environment, the recent performance trends and the financial situation facing us we need to take a different approach to identifying priorities for the next three years.

The 2010 – 11 Strategic Assessment took a holistic approach to analysing crime and disorder; identifying and prioritising issues according to cross-cutting themes. This approach enables the partnership to address more than one type of issue, making better use of our combined resources and ensuring activity is joined up on the ground.

In October 2010, we consulted publicly on these priorities and invited comments online. We received over 100 responses generally supportive of our chosen priorities. Respondents ranked night time economy as the number one priority followed by re-offending, young people, drugs, and violence against women. More detailed results of this consultation are available separately at www.westminster.gov.uk/crime

Figure 1: Crime in Westminster, 2000 – 11

Source: MPS Recorded crime



Night Time Economy

“One of the biggest crime and disorder challenges facing the borough is alcohol related violence and disorder, which is primarily focused in the West End.”

Westminster Strategic Assessment, 2010 – 11

With its concentration of over 3,000 licensed premises across the West End, Leicester Square, Soho and Covent Garden, Westminster contains by far the largest Night Time Economy in the UK. Leicester Square alone is one of the busiest and liveliest places in the world, with upwards of 225,000 people passing through to visit the numerous cafes, bars, pubs and clubs every Saturday night. With such a high concentration of licensed premises, levels of alcohol consumption and alcohol related crime are much higher in areas associated with the night time economy than in any other part of the city.

The crime of ‘violence against the person’ is heavily linked to alcohol use and makes up the majority of offences associated with the evening economy in Westminster. A key priority for the Safer Westminster Partnership is to work with licensed premises to reduce the risks of violent crime, theft and alcohol related disorder. This will enable us to maintain a safe and secure environment for visitors and residents and to ensure Westminster’s thriving West End remains an attractive, welcoming place for residents and visitors.

Priority Areas to the Night Time Economy



Victims and offenders within the Night Time Economy

- The majority of 'violence against the person' victims within Westminster are males (62%), demonstrating that men are more likely than women to become victims of violence in the night time economy area.
- 75% of victims within the night time economy area are aged between 18 and 35 years old.
- Only a quarter of all victims in the central night time economy area are Westminster residents.
- More calls are made to the police about rowdy and inconsiderate behaviour, generally associated with the night time economy area or with youth disorder, than any other disorder. These made up over a third of calls in the past year.
- The 2009/10 British Crime Survey estimated that 50% of all violence occurs when the offender is under the influence of alcohol.

Building on the success of the Soho Living City Project, which took a holistic approach to improving quality of life in Soho, over the next 3 years we will seek to:

- 1 Reduce levels of violent crime associated with the night time economy including sexual assault and robbery
- 2 Reduce levels of acquisitive crime associated with the night time economy
- 3 Reduce levels of alcohol related disorder within the night time economy area
- 4 Reduce the risk of terrorism within the night time economy area

To achieve these outcomes, we will implement actions that

- Promote positive personal behaviours
- Ensure effective management of licensed premises
- Improve the physical environment within licensed premises
- Enable people to get home quickly/safely
- Improve the feeling of safety in the public realm
- Reduce the risk of counter terrorism upon the night time economy

A Safe and Secure Night Time Economy (NTE)

The Safer Westminster Partnership has committed at least £39,000 to deliver the Night Time Economy Action Plan, alongside core resources, which play a significant role in the delivery of the Night Time Economy priorities.

| Objectives | Activities | Lead/Support | Milestone |
|--|---|--|--|
| Promote positive personal behaviours | Work with licensed premises to ensure responsible drinking messages are advertised and promoted within licensed establishments throughout Westminster. Scope all options for recouping costs associated with mobile A & E and London Ambulance Service provision within the NTE. | Lead: Substance Misuse & Crime Group Support: Communications Team / Corporate Policy Team Lead: Substance Misuse & Crime Group Support: Corporate Policy Team | Develop responsible drinking messages with public health as part of 2011/12 campaign To have the pilot report signed off by partners by June 2011 To publish report, discuss with Westminster partners and scope any pan London funding to explore possibilities to continue service |
| Ensure effective management of licensed premises | Continue to run a problem solving approach to identify the most problematic licensed premises across Westminster. Target police/council / licensing activity at those identified. Continue lobbying to ensure full cost recovery provision is built into National Licensing Policy with a view to recouping costs associated with problematic licensed premises. | Lead: Problematic Premises Steering Group Support: Neighbourhood Crime Reduction Service Lead: Substance Misuse & Crime Group Support: Corporate Policy Team | Hold fortnightly meetings to review problem solving approach Ongoing |
| Enable people to get home quickly/safely | Work in collaboration with TFL, BTP and private transport providers to improve safe travel options out of the NTE at critical times. Increase the level of information provided to visitors on safe travel in and out of the NTE. | Lead: Night Time Economy Group Support: NCRS Lead: Night Time Economy Group Support: NCRS | June 2011 agree scope of research work to understand NTE travel issues and appropriate actions July 2011 Develop plan for use of media van December 2011 – Christmas Safer Travel Initiative |

| Objectives | Activities | Lead/Support | Milestone |
|---|---|---|--|
| Improve the feeling of safety in the public realm | Implement a sustainable voluntary sector project within the NTE that: a) Improves feelings of personal safety within the NTE b) Reduces levels of alcohol related disorder associated with the NTE c) Reduces levels of violent crime within the NTE | Lead: Night Time Economy Group Support: NCRS | Completion of training for Street Pastors July 2011 Piloting of Street Pastors project ends November 2011 |
| Reduce the risk of counter terrorism upon the NTE | Creation of an action plan and multi agency delivery group to forward the community safety zone within Westminster Develop and implement a counter terrorism training package for front line staff and trading with other London Boroughs. | Lead: Night Time Economy Group Support: NCRS Lead: NCRS Support: Policy Team | May / June 2011 deliver a two stage communications strategy for licensed proprietors and hotels in the CSZ area Piloting April 2011 . Marketing of training package to being May 2011 |

Youth Related Crime & Disorder

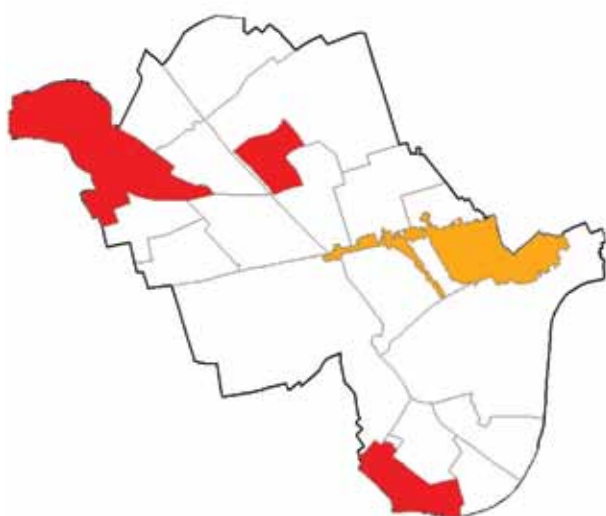
“Young people are strongly associated with overall crime and disorder in the city, both as victims and offenders”

Westminster Strategic Assessment, 2010/11

There are approximately 35,000 young people living in Westminster, making up 14% of the population. There are also a large number of young people who visit the city every day, to attend schools or travel through on public transport. Whilst a large proportion of these young people will never commit a crime or become involved in the criminal justice system, the small proportion that are involved in criminal activity or antisocial behaviour can have an extremely negative impact on our residents, businesses and visitors to the city. 12% of all suspects in Westminster are youths, who are most likely to be suspects for shoplifting, robbery of the person, theft, common assault and actual bodily harm offences.

In order to help make Westminster a safe place, it is important that the Safer Westminster Partnership has a clear programme of activities to prevent young people's involvement in crime and disorder, as well as seeking to change the behaviour of those already involved in crime. Together, we want to ensure that every young person in Westminster has the opportunity to make a positive contribution.

Priority Areas for Youth Crime & Disorder



Over the next three years our priorities are to:

- 1 **Reduce reoffending rates of young people in the criminal justice system**
- 2 **Reduce levels of serious violent crime committed by young people**

To achieve these outcomes we will:

- Identifying and addressing risk factors that lead to offending and anti-social behaviour
- Providing support and interventions to change behaviour
- Applying enforcement and deterrent measures.

1. Reduce reoffending rates of young people in the criminal justice system

The Youth Crime Prevention Partnership leads on ensuring young people have support and interventions, as well as appropriate enforcement measures, to prevent their involvement or further involvement in criminal activity. We are committed to tackling anti-social behaviour and offending firmly and rapidly where necessary, using:

- Enforcement measures such as Anti-Social Behaviour Orders (ASBOs) and group dispersal zones
- Monitoring of those young people already involved in the criminal justice system
- Support and interventions.

In the last year, the partnership has achieved a reduction in reported incidents of anti-social behaviour of 69% in six key wards.

We will provide opportunities for young people to engage in positive activities through the council's Locality Young People's Service, which runs tailored youth prevention programmes aimed at diverting young people from crime and ASB. We also divert first time offenders from the criminal justice system, where appropriate, into reparation activity in the community, and are exploring alternative and suitable solutions to custody. In addition, the Metropolitan Police will work closely with the council and with neighbouring boroughs to enforce against young people involved in criminal activity or antisocial behaviour.

2. Reduce levels of serious violent crime committed by young people

Serious youth violence and gangs are considered a fairly recent problem in Westminster, with figures showing that only a small percentage of serious violent crime in the city is committed by someone under the age of 18. However, although incidences may be infrequent compared to some other London boroughs, serious youth violence has a devastating impact on individuals, families and the community as a whole.

Westminster has produced a Serious Youth Violence Strategy which recognises that the best approach to prevent and reduce the number of young people actively involved in serious youth violence is multi-pronged; combining enforcement, intervention and prevention. This work will be developed and expanded over the next three years in order to reduce young people's involvement in serious youth violence. The council will identify, monitor and disrupt specific gangs that operate in Westminster and reduce the number of young people associated with gangs through the Gang Multi-Agency Partnership, which puts in place and carries out intervention and enforcement plans tailored to each individual case.

Equalities

Young people are far more likely to be victims of crime than they are to commit an offence. Young people of black and ethnic minority background are disproportionately represented as victims. In particular, young people of Arabic ethnicity are over represented as victims of robbery and violence, predominantly in North Westminster, whilst black victims are over represented as victims of offences of violence, particularly in the south of the city.

We are committed to working with victims of youth crime, particularly those hard to reach or disproportionately represented, to avoid them becoming repeat victims or perpetrators. We will fund a dedicated victim support worker to increase the number of young victims accessing support, increase knowledge amongst young people about support available to victims, provide one-to-one and outreach support to victims and help to reduce young people's fear of becoming a victim in Westminster.

Youth Related Crime & Disorder

The Safer Westminster Partnership has committed at least £294,000 of resources to deliver the Youth Related Crime and Disorder Action Plan, alongside core resources and other external funding that may be secured.

| Objectives | Activities | Lead/Support | Milestones |
|---|---|---|--|
| Identify and address risk factors that lead to offending and antisocial behaviour (ASB) | Restructure the processes used to monitor young people involved in or at risk of antisocial behaviour so that the response is targeted towards prevention and intervention. | Lead: Policy Team and Neighbourhood Crime Reduction Service (NCRS) Support: Locality Young People Service (LYPS) | May 2011; monthly thereafter Monitor approximately 100 young people and 20 – 25% on ABC contracts, according to need |
| | Continue to run cross-border meetings to identify problematic young people and expand to neighbouring boroughs. | Lead: Youth Offending Team (YOT) and Metropolitan Police Service (MPS) | Hold six weekly cross-border meetings |
| | Continue to support Triage 1 which diverts first time entrants away from the criminal justice system into reparation activity and explore expanding it to other police stations within the city. Put evaluation criteria in place. Review whether further similar diversionary programmes should be rolled out. | Lead: MPS and LYPS Support: Policy Team | Reduce the number of first time entrants to the Youth Justice System (N1 11) |
| | Review current YOT interventions around the main dynamic risk factors for offenders: lifestyle, thinking, behaviour and education, training and employment, motivation to change, substance misuse and neighbourhood. | Lead: YOT Support: Policy Team | Oct 2011 – part of tri-borough plans |
| | Train young people in conflict resolution skills and to run knife crime awareness and conflict resolution in schools, through the Fear and Fashion programme. | Lead: Fear + Fashion Support: LYPS and YOT | Train 15 young people Deliver 30 sessions in schools |
| | Provide dedicated victim support to increase the number of young victims accessing support, increase the knowledge amongst young people about support available and provide one-to-one and outreach support to victims. | Lead: Victim Support Support: LYPS and YOT | May 2011 Double the numbers of victims accessing support Run 40 outreach sessions; 12 workshops and 12 presentations to young people |

| Objectives | Activities | Lead/Support | Milestones |
|---|---|--|---|
| Provide support and interventions to change behaviour | Provide dedicated support programme to adult substance misusers with children to improve family functioning. Strong family functioning and communication is a protective factor against development of anti-social behaviour and crime for young people. | Lead: Westminster Drug and Alcohol Team (DAAT) | <p>May 2011</p> <p>Provide MPACT parenting programme 3 times per year</p> <p>Ensure that 100% of substance misusing parents in treatment living in North Westminster receive a family assessment and relevant interventions</p> |
| | Provide interventions to an identified group of gang members and those at risk of gangs, through the Gang Multi-Agency Partnership. Locality flexible gang worker will provide targeted intervention to an identified group of young people. Identify siblings and girlfriends of gang members, who may be at risk of gang involvement and refer to Locality Young Peoples Service (LYPS) to take appropriate action. | Lead: Policy Team, NCRS and LYPS | Meet every 6 weeks, reviewing 10–12 young people each time |
| | Provide practical advice and support to parents and guardians of gang members and encourage and recruit, arrange training for, and maintain and direct a group of local voluntary parent mentors who will be able to provide parent to parent mentoring within their community | Lead: NCRS | Summer 2011. Milestone to be determined |
| | Conduct a 1 year longitudinal tracking of young people who were on the Brathay gang exit programme in Queen's Park in 2010 in order to monitor the success of the programme. | Lead: MPS Support: Policy Team | Monitor offending behaviour of 19 young people until February 2012 |

| Objectives | Activities | Lead/Support | Milestones |
|---|---|--|--|
| Provide support and interventions to change behaviour (Continued) | <p>Evaluate the effectiveness of the pilot diversion bus and make a decision as to whether it should be continued in 2011 – 12.</p> <p>Explore and pilot new initiatives to divert young people from custody, including:</p> <ul style="list-style-type: none"> • Progressing the development of Triage 2 for previous offenders who admit guilt • Developing alternatives to remand in custody for those unlikely to receive a custodial sentence • Providing a package of support and reparation in the community for some young people whilst on bail. <p>Explore ways to improve employment opportunities for young offenders in Westminster</p> <p>Provide support to LYPS to enable the identification of substance misuse among young people, and a specialist substance misuse service to address medium to high levels of need. Develop dedicated support to young people who are involved in drug supply but not using substances themselves to help develop their understanding of the consequences and outcomes of this behaviour.</p> | <p>Lead: Policy and LYPS/ NCRS</p> <p>Lead: YOT Support: Policy and Performance</p> <p>Lead: Policy Support: LYPS and YOT</p> <p>Lead: Westminster DAAT</p> | <p>May 2011</p> <p>Young people within the youth justice system receiving a conviction (N143)</p> <p>Increase the proportion of young people who are engaged in full time education, training or employment (N145)</p> <p>Provide support to all three LYPS teams at least weekly</p> <p>Provide support to 20 young people involved in drug dealing</p> |
| Application of enforcement and deterrent measures | <p>Agree (through Gang Multi-Agency Partnership – GMAP) enforcement measures to be taken against individuals/groups involved in gang activity.</p> <p>Explore the use of other ASB civil legislation tools to enforce against ASB and embed new national policy at local level, e.g. explore the feasibility of gang injunctions.</p> <p>Metropolitan Police Service Youth Engagement Team (YET) to continue working with 'hub' locality teams (ABC workers) by carrying out home visits, assisting with giving reprimands and following up on intelligence concerning young people.</p> | <p>Lead: GMAP members, in particular MPS, Housing and YOT Support: NCRS/Policy Team</p> <p>Lead: Policy Team, NCRS, LYPS, YOT, MPS, Housing, City West Homes</p> <p>Lead: MPS and LYPS</p> | <p>Meet every 6 weeks, reviewing 10 – 12 young people each time</p> <p>Ongoing</p> <p>100% of all reprimands to have joint home visits by LYPS and YET</p> |

Reoffending

“Westminster has a large group of offenders at high risk of reoffending who, because of the length of their sentences, are not currently supervised or supported”

Westminster Strategic Assessment, 2010 – 11

Reducing reoffending and rehabilitating offenders is vital in order to make our city safe. Whilst enforcement and protection are important to mitigate the immediate effects of crime, preventing an offender from committing further offences is key to limiting the longer-term effect on the community and to helping an individual make a positive contribution to society.

Offender management programmes, which monitor and supervise the offender and rehabilitation programmes helping to address an offender’s needs, are vital to reducing reoffending. In Westminster, we have programmes aimed at supervising or rehabilitating different groups of offenders, including:

- Prolific and Priority Offender scheme
- Prevention Action Group
- Youth Offending Team
- Drug Intervention Programme
- Family Recovery Programme.

Reoffending in Westminster is predominantly linked to property crimes, particularly theft, burglary and theft from motor vehicles, as well as low-level violence, criminal damage, and drugs, which can act as a driver for reoffending. Reoffending cuts across all of the Safer Westminster Partnership priorities.

Reoffending is a new priority for the Safer Westminster Partnership, with the 2010 statutory duty placed upon community safety partnerships to reduce reoffending. The Coalition Government is increasingly looking at ways that local partnerships can be incentivised to reduce reoffending and demand on the criminal justice system and Westminster is actively involved in these negotiations.

Therefore the reoffending priority is in a developmental stage, with two clear priorities listed below. An action plan will be produced during 2011/12.

The Safer Westminster Partnership has committed at least £35,000 of resources to develop its Reducing Reoffending priorities, alongside core resources and other external funding that may be secured.

Over the next three years we will:

1. Provide support to challenge attitudes and change behaviours of persistent offenders.

We plan to build on current offender management approaches in Westminster, such as the Prolific and Priority offender scheme and the Family Recovery Programme, to develop an integrated partnership approach to reducing reoffending. In order to change attitudes and behaviour of offenders, we plan to provide a combination of strong supervision and support based on the seven offending pathways:

- Accommodation
- Education
- Health
- Drug and alcohol misuse
- Finance
- Mental health
- Attitudes, thinking and behaviour.

Our initial focus will be young adult offenders aged 18 – 24 serving short-term prison sentences (under 12 months).

2. Secure funding to establish an integrated approach to reoffending

The council, along with partners, is best placed to take the lead in reducing reoffending, as it provides the vast majority of rehabilitative support to offenders. Currently the risks and rewards for a local authority are not aligned, as the local authority has a statutory duty to reduce offending, and needs to invest resources to achieve this; however the savings made within the criminal justice system are made centrally, rather than directly to the local area to reinvest in services. Westminster will be working alongside central government to explore all opportunities to secure funding, as well as a share in any savings brought about by a reduction in reoffending and consequent reduction in demand on the criminal justice system.

Repeat offenders

Young adults aged 18 – 24 are most at risk of reoffending in Westminster. Offenders who receive a short-term prison sentence of less than 12 months also have a much higher risk of reoffending. Over 70% of offenders sentenced to custody in Westminster are on short-term sentences, which is higher than both the national and London averages. Socially excluded sections of the community are typically over-represented in the offender population, with Westminster offenders having higher than average incidences of homelessness, drug misuse, unemployment, poor educational achievement and mental health needs.

Violence against women & girls

“Repeat victimisation is a common feature of domestic violence – 89% of female victims at any time have suffered four or more incidents”

Westminster Strategic Assessment, 2010 – 11

The term Violence against Women and Girls (VaWG) refers to ‘any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life’.

Domestic violence and other forms of gender-based violence such as ‘honour-based violence’ and forced marriage are issues that disproportionately affect women and girls on a worldwide level.

VaWG is an issue that is significantly under-reported meaning that national and local figures are unlikely to reflect the true scale of the problem.

Almost 80% of all domestic violence offences reported to the police in Westminster involve victims who are Westminster residents.

The majority of cases of forced marriage that are reported in the UK involve young women and girls aged 13 – 30 years from South Asian families, partly because there is large established South Asian population in the UK. There have also been cases involving families from East Asia, Middle East, Europe and Africa.

Reports of Female Genital Mutilation have been primarily associated with women and girls of African origin, however, it is recognised that as this issue is so under reported, understanding the extent of its victims on a local level remains difficult.

Over the next three years we will seek to:

1. Reduce the rate of repeat victimisation in relation to domestic violence
2. Increase the number of perpetrators brought to justice

To achieve these outcomes, we will implement:

- Early intervention through personal, social and health education
- Targeted work with perpetrators to reduce reoffending
- Support and advocacy services for victims to help reduce the risk of repeat victimisation
- Improvements to the safety of public spaces.

Priority Areas for Domestic Violence



Violence Against Women

The Safer Westminster Partnership has committed at least £195,000 of resources to deliver the Violence Against Women and Girls Action Plan, alongside core resources and other external funding that may be secured.

| Objectives | Activities | Lead/Support | Milestones |
|---|---|--|--|
| Provide early intervention through personal, social and health education for young people | Raise awareness of the impact of violence against Women and Girls in schools and youth settings across Westminster. | Lead: Westminster Schools Domestic Violence Prevention Group Support: Violence against Women and Girls (VaWG) Group | July 2011 12 schools to be engaged via DV prevention project in schools. Agree plans to extend project into next academic year |
| | Secure funding to commission a specialist support service for young people and children affected by violence against Women and Girls (Young Persons Independent Domestic Violence Advocacy Service) . | Lead: VaWG Strategy Group Support: Corporate Policy Team | May 2011 confirmation of MPA funding bid successful. May 2011 establish available resources and develop commissioning specification |
| Targeted work with perpetrators to reduce reoffending | Proactively pursue opportunities to implement civil powers as a means of bringing Domestic Violence (DV) perpetrators to justice. | Lead: Neighbourhood Crime Reduction Service (NCRS) Support: Corporate Policy Team | Sept 2011 establish civil powers available with a view to applying to DV perpetrators |
| | Scope opportunities for piloting an Integrated Offender Management / payment by results programme working with repeat perpetrators of domestic violence in Westminster. | Lead: Policy Team Support: Metropolitan Police Service (MPS) | May 2011 explore IOM model in H&F and applicability to Westminster |
| Provide support and advocacy for victims and reduce the risk of repeat victimisation | Secure funding to expand the scope and capacity of Westminster's Multi Agency Risk Assessment Conference Service (MARAC) beyond 2011/12. | Lead: NCRS Support: Corporate Policy Team | Ongoing mapping of national funding opportunities and any changes to MARAC remit. |
| | Commission an Independent DV Advocacy Contract (IDVA) in 2011 and secure national funding opportunities to sustain IDVA contract delivery beyond 2011/2012. | Lead: NCRS Support: Corporate Policy Team | July 2011 finalise current commissioning process Ongoing work to explore what resources are available from local partners / external agencies |

| Objectives | Activities | Lead/Support | Milestones |
|--|---|---|--|
| Provide support and advocacy for victims and reduce the risk of repeat victimisation (Continued) | Support the improved development of DV Courts in Westminster with a view to increasing the of VaWG victims proceeding with prosecution. Actively pursue all opportunities to jointly commission specialist services for victims of VaWG with other boroughs. | Lead: MPS Support: VaWG Strategy Group Lead: Corporate Policy Team Support: NCRS | 2011/12 establish mechanism to gather baseline on number of DV cases and unsupported prosecutions Hold discussions with K&C and H&F regarding opportunities to jointly commission a children's IDVA service |
| | Secure external funding to enable the delivery of a Sanctuary Scheme for victims of domestic abuse across Westminster in 2011/2012. | Lead: Policy Team Support: NCRS | April 2011 July 2011 review current Sanctuary scheme, explore alternative models and funding |
| Improve the safety of public spaces | Target areas associated with sexual assault (Night Time Economy priority). | Lead: MPS Support: Night Time Economy Group | Ongoing |

Substance misuse

“Offending in Westminster decreases through engagement with treatment services and the decrease is greater the longer the client is engaged with the services”

Westminster Strategic Assessment, 2010 – 11

The issue of substance misuse in an inner city is multi dimensional, and understandably a high priority for people in Westminster. We aim not only to stem the supply of drugs to market, but also to tackle crimes that are committed to fund drug habits, through specialist support programmes, enforcement and awareness – raising activity. The challenges for the Safer Westminster Partnership are not only to understand the level of need and provide adequate support to meet that need, but also to work in partnership with criminal justice agencies to reduce the prevalence and perception of offending and anti social behaviour related to substance misuse within communities.

Overview of substance misuse within Westminster

- The most visible drug offences to the public are linked to the night time economy. Soho, followed by the West End & China Town and Strand & Whitehall, account for more than a third of all drug offences in Westminster.
- Three quarters of all drug offences in Soho and the West End & China Town take place between 8pm and 4am. The vast majority of drug offences are for minor possession offences (cannabis), and due to the location of offences a large amount of suspects are non residents. Perception data shows that the highest levels of concern for drug selling and drug use are in these central areas.
- Problems also occur in more residential areas of Westminster, where concerns are related to both drug dealers (either on street or from residential premises), and groups of teenagers smoking cannabis and engaging in other anti-social behaviour around housing estates.

Over the next three years we will seek to:

1. Reduce the perception of drug use and drug dealing as a problem
2. Improve the level of harm reduction activity in response to drug use across Westminster

To achieve these outcomes, we will implement actions that:

- Protect communities through robust enforcement to tackle drug supply, drug-related crime and anti-social behaviour
- Deliver new approaches to drug treatment and social re-integration
- Establish public information campaigns, communications and community engagement.

Priority Areas of Substance Misuse



Substance Misuse

The Safer Westminster Partnership has committed at least £10,000 of resources to deliver the Substance Misuse Action Plan, alongside the £420,000 Home Office grant, core resources and other external funding that may be secured.

| Objectives | Activities | Lead/Support | Measure |
|--|--|---|---|
| Protect communities through robust enforcement to tackle drug supply, drug-related crime and anti-social behaviour | Target neighbourhood problem solving activity in those areas where drug use is perceived as a problem. | Lead: Neighbourhood Crime Reduction Service (NCRS) | April 2011 Establish NCRD Group to steer neighbourhood working to areas of most need |
| | Utilise all civil enforcement powers available to protect communities from drug related harm and anti social behaviour. | Lead: Metropolitan Police Anti-Social Solutions Enforcement and Tactics Team Support: NCRS | Work in partnership to address drug related nuisance through enforcement 75% of closure orders applied for are successful |
| Deliver new approaches to drug treatment and social re-integration | Increase the numbers of drug related offenders in structured treatment. | Lead: Substance Misuse & Crime Group | <ul style="list-style-type: none"> 60% of Westminster DIP clients to engage in effective treatment Increase in DIP clients exiting treatment in care planned way Further develop abstinence based mutual aid in the community and prison |
| | Target rapid returners for an enhanced programme of interventions to improve the numbers accessing structured treatment. | Lead: Substance Misuse & Crime Group | <ul style="list-style-type: none"> Continue to identify rapid returners on a monthly basis From June 2011 each Westminster rapid returner to have a joint action plan & reviewed monthly Share rapid returners with relevant boroughs on a monthly basis |
| | Reduce reoffending for all clients engaging in structured treatment. | Lead: Substance Misuse & Crime Group | <ul style="list-style-type: none"> 70% of service users no longer reporting engaging in shop lifting or drug selling whilst in structured treatment (TOPs data) 85% of service users reporting no longer engaging in shoplifting or drug selling at exit from structured treatment (TOPs) |

| Objectives | Activities | Lead/Support | Measure |
|---|---|--|---|
| Establish public information campaigns, deliver communications and community engagement messages relating to substance misuse | Develop and deliver public health campaigns aimed at reducing the number of individuals arrested for possession. Scope proposals for implementing drug awareness courses for those arrested for first time possession. | Lead: Substance Misuse & Crime Group Lead: Substance Misuse & Crime Group | Develop appropriate local campaign to commence 11/12 Develop appropriate programme & proposal to take to JCG |

Governance & delivery

The Safer Westminster Partnership (SWP) brings together senior officers from:

- Metropolitan Police
- Westminster City Council
- Probation Service
- Primary Care Trust
- London Fire & Emergency Planning Authority
- Metropolitan Police Authority

The SWP carries out an annual review of crime, disorder, drug misuse and offending within Westminster to develop and refresh a three year strategy to improve community safety in the city.

To help deliver against the priorities set in the three year strategy, the SWP establishes a number of thematic subgroups to enable a greater degree of participation from officers across the city, and to prioritise within each theme co-ordinating service delivery. The subgroups utilise the resources at their disposal to:

- Test out new ways of delivering services
- Conduct regular performance monitoring and evaluation to learn from what works and
- Embed the above as effective practice across the city.

The SWP has established a commissioning group to help turn the goals and aspirations of the partnership and its subgroups into sustainable services. This is in keeping with a more general trend across public services for local authorities to be responsible less for the direct delivery of services and more for setting the overall delivery framework, as well as commissioning other public, private and voluntary sector organisations to carry out direct delivery.

Westminster has a diverse population and what works well in one area may not work well in another. For this reason, a local approach to improving community safety is very important. Locality-based delivery in Children's Services, via the Police, and through the council's Street Management function allows us to tailor the delivery of strategic priorities to the reality on the ground, whilst guaranteeing that the local perspective can be taken into account in strategic decision making. This local approach ensures smarter and more effective service delivery while focusing limited resource on the areas where it can have the most impact.

The SWP places a high importance on involving the community in both the development and implementation of its plans and strategies. The SWP is committed to involving the public in the activity delivered in local neighbourhoods, through engagement mechanisms at every level – from strategy development to neighbourhood delivery. The partnership achieves this through:

- Local briefings
- Neighbourhood panels
- Area forums
- Direct consultation to capture the views of people who live, work and visit the city.

The SWP also recognises that it does not work in isolation. As part of the wider Westminster City Partnership it works with other thematic joint ventures to ensure that opportunities for sustained change are secured.

Safer Westminster Governance Structure



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City of Westminster

In partnership with



Working together for a safer London