

Havering Community Safety Partnership Plan

2017/18 to 2019/20

Final

Document Control

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1. Foreword

Thank you for reading the Partnership Plan for improving community safety in the London Borough of Havering.

This Community Safety Partnership Plan is produced by the Community Safety and Development Team on behalf of the Havering Community Safety Partnership. It sets out the plans and actions that the Partnership aspires to as a result of this year's Strategic Assessment, which is an analysis of the crime and disorder trends in Havering over the last twelve months.

The Council's local intelligence shows that crime, disorder and fear of crime rank very highly in a list of public concerns amongst Havering residents and amongst the wider community that works in and visits the borough. This plan is the result of the focused analysis of the annual strategic assessment process, and sets out actions for the various partnership groups who are charged with bringing this plan to fruition.

Every year we face tough challenges in improving community safety but the economic climate in recent years has made this more difficult so it is important that we demonstrate to you that the work we do both makes a difference and represents good value.

In light of the challenges, Havering Community Safety Partnership has continued to achieve notable successes in impacting on crime, fear of crime and disorder. Overall, Havering is one of the safest boroughs in London. This plan represents our commitment to ensuring that Havering remains a safe place in which to live, work or visit.

The Community Safety Partnership welcomes the new priorities that have been set by the incoming Mayor of London which are closely aligned with our priorities as identified throughout the strategic assessment process. The priorities are aligned throughout this plan and through our strategic themes and cross-cutting areas.

We look forward to continue working in conjunction with the Mayor's Office for Policing and Crime to ensure these areas are delivered.

Andrew Blake-Herbert
Chief Executive
London Borough of Havering
Chair of the HCSP

Jason Gwillim
Borough Commander
East London BCU
Vice Chair of the HCSP

2. Executive summary

The Havering Community Safety Partnership is comprised of five responsible authorities¹ who, by law, are required to work together to tackle crime, disorder, substance misuse and reoffending. There is also a statutory requirement that the Havering Community Safety Partnership produces an annual strategic assessment of these issues in coordination with a community safety strategy or plan.

The strategic assessment assesses and evaluates the progress towards priorities set out in the community safety partnership plan, and recommends any changes required to the strategic priorities, if applicable, for the forthcoming years. The Havering Community Safety Partnership strategic assessment has identified three strategic themes together with one cross-cutting area for the forthcoming plan.

The strategic themes and cross-cutting area identified are as follows:

- **Protecting vulnerable individuals/victims** – we want to reduce the number of victims and repeat victims of crime and anti-social behaviour in Havering. Areas of particular focus, where volume and risk of repeat victimisation are greatest, will be violence against women and girls, serious group violence, child sexual exploitation and preventing hate crime and extremism. In addition MOPAC have set additional priorities of reducing non-domestic violence with injury and ASB.
- **Supporting the most prolific and/or high harm offenders** – we want to reduce the harm and risk of reoffending posed by known offenders residing in Havering and work with neighbouring boroughs to minimise the impact of offenders travelling into Havering. Areas of particular focus, where risks associated with reoffending and harm are highest, will be offenders with drug and alcohol misuse, reoffenders, and those with links to gangs.
- **Creating Safer Locations** – we want to reduce the volume of crime in areas which are disproportionately affected. Areas of particular focus, where higher concentrations of crime exist, will be local town centres and retail areas across Havering and burglary hotspots.
- Throughout this work, a key cross-cutting area will be **community engagement and public confidence**. This is to enable communities to report and receive information, as well as being part of potential solutions. This will also help to close the gap between perceptions of crime and actual levels of crime in the borough.

Havering's identified strategic priorities are broadly aligned to current and emerging regional and national strategies. Both within the national and regional context there continues to be a greater emphasis on prioritisation of crimes that present the highest levels of risk and harm, notably Violence against Women and Girls and Ending Gang Violence and Exploitation. In addition to this the new Police and Crime Plan for London has prioritised extremism, hatred and intolerance.

The strategies of the outgoing Mayor of London have now all come to an end, and it is likely that new regional strategies will be produced to support the new Police and Crime Plan for London. Those which are being proposed currently include a Knife Crime Strategy and a refreshed regional Violence against Women and Girls Strategy. Similarly for Havering, the current local Serious Group Violence (covering knife crime) and Violence against Women and Girls strategies are due to end as of October 2017 so will need to be reviewed and refreshed.

¹ London Borough of Havering, Clinical Commissioning Group, Metropolitan Police, London Fire & Emergency Planning Authority and National Probation Service/Community Rehabilitation Company.

The table below sets out Havering's priorities and their alignment to regional and national strategies. Priority areas of each strategy are summarised by the respective strategy name. Hyperlinks for all regional and national strategies are included in Appendix 2.

Havering strategic priorities and their alignment with current regional and national strategy/policy		
Havering Partnership Plan	Regional (MOPAC)	National
Protecting vulnerable individuals/victims – focus on VAWG, gangs and serious violence, CSE, hate crime and extremism	<p>Police and Crime Plan 2017– strategic policing capabilities</p> <p>Police and Crime Plan 2017– keeping children and young people safe</p> <p>Police and Crime Plan 2017 – tackling violence against women and girls</p> <p>Police and Crime Plan 2017 – standing together against extremism, hatred and intolerance</p>	<p>Home Office- Ending Gang Violence and Exploitation 2016 – exploitation of people for county lines, safeguarding associated women and girls, early intervention, promoting meaningful alternatives</p> <p>Home Office Ending Violence against Women & Girls 2016-2020 – preventing violence and abuse, provision of services</p> <p>Home Office- Hate Crime Action Plan 2016-2020 – preventing hate crime, increasing reporting, improving victim support</p> <p>Home Office -Modern Crime Prevention Strategy 2016 – character (intervening early)</p> <p>National Crime Agency Strategy 2016 – Child Sexual Exploitation and Abuse, Organised Immigration Crime, Modern Slavery and Human Trafficking</p>
Supporting the most prolific and/or high harm offenders – focus on reoffending, alcohol and drugs, gangs	<p>Police and Crime Plan 2017 – strategic policing capabilities</p> <p>Police and Crime Plan 2017– a better criminal justice service for London</p> <p>Police and Crime Plan 2017– keeping children and young people safe</p>	<p>Home Office- Ending Gang Violence and Exploitation 2016 – reduce violence and knife crime (use of tools and powers), early intervention,</p> <p>Home Office Ending Violence against Women & Girls 2016-2020 – provision of services, pursuing perpetrators</p> <p>Home Office -Modern Crime Prevention Strategy 2016 – character (intervening early), Effectiveness of CJS, Drugs (work on new national strategy), Alcohol – making the night time economy safe</p> <p>National Crime Agency Strategy 2016 – Firearms, Drugs</p>
Creating safer locations – focus on crime attractors, town centres and night time economy, burglary hotspots	<p>Police and Crime Plan 2017– a better police service for London, including freedom to set local priorities – in Havering we have selected burglary and non-domestic violence with injury (i.e. night time economy)</p> <p>Police and Crime Plan 2017– strategic policing capabilities</p>	<p>Home Office- Ending Gang Violence and Exploitation 2016 – protect vulnerable locations</p> <p>Home Office- Hate Crime Action Plan 2016-2020 – reducing hate crimes in high risk environments</p> <p>Home Office -Modern Crime Prevention</p>

	Police and Crime Plan 2017 – standing together against extremism, hatred and intolerance	Strategy 2016 – opportunity (removing or designing out) National Crime Agency Strategy 2016– Cyber crime Wouldn't the national Prevent stuff also fit into this column?
Community engagement and public confidence	All regional and national strategies have communications and engagement plans within.	

Whilst we will continue to address all issues of crime, disorder and anti-social behaviour, the identified priorities and areas of focus are those areas which contribute to the greatest social and economic costs to victims and services and/or cause the greatest level of harm to Havering residents.

We will continue to reduce risk and harm to local communities and maintain Havering's position as one of the safest boroughs in London. The community safety partnership will make the most efficient use of scarce resources through partnership working, sharing knowledge of what works, replicating good practice and being data driven and intelligence led in our approach with a managed and accountable delivery structure.

The strategic themes will be implemented and monitored through the existing Havering Community Safety Partnership structure and delivery model. Each sub-group and operational group of the Havering Community Safety Partnership will retain a strong link to the strategic themes and will use the strategic assessment and associated crime problem profiles to develop specific action plans and performance monitoring frameworks.

The partnership plan will be implemented and monitored by the Havering Community Safety Partnership. The Havering Community Safety Partnership Board oversees the wider delivery and implementation. This group is also responsible for long term strategic work. The second tier of the Havering Community Safety Partnership structure contains the priority delivery groups and the third tier contains the operational sub-groups, as outlined below – these are all accountable to the Havering Community Safety Partnership Board.

Havering Community Partnership Board			
Protecting vulnerable individuals / victims	Supporting the most prolific and/or high harm offenders	Creating safer locations	Community engagement and public confidence
Violence Against Women & Girls Strategic Group	Reducing Reoffending Board	Business Group (Safe & Sound Day & Night Time Economy)	Safer Neighbourhood Board
Domestic Violence Multi-Agency Risk Assessment Conference	Integrated Offender Management Panel	Tasking Enforcement Group	
Multi-Agency Sexual Exploitation Group	Serious Group Violence Panel	Strategic Enforcement Board	
Anti-Social Behaviour and Community MARAC Panel	Drug Intervention Project Panel		

The next evaluation of the partnership plan will commence in Quarter 4 2017-18 as part of the wider Strategic Assessment process for Community Safety.

This is the first year of a new rolling strategy and our performance targets from the Mayor's Office of Policing and Crime (MOPAC) are set out following the Action Plan at the end of this document. The

performance targets include those set out in the Police and Crime Plan for London, and the key local outcomes which are linked to MOPAC crime prevention fund spend.

3. Introduction

Purpose and scope

Each year it is a statutory requirement that Community Safety Partnerships (CSPs) across England and Wales must conduct a strategic assessment of crime, disorder, and substance misuse and community safety issues². The purpose of the assessment is to help decision makers set priorities. It is also the key background document used in the development of the Havering CSP Partnership Plan.

A strategic assessment for Havering was completed in January 2017 which included a comprehensive analysis of the level and patterns of crime, disorder and substance misuse, and changes in the short, medium and long term across Havering. The assessment utilised a wide range of data from appropriate sources (Appendix 3) and used a variety of analytical techniques such as 'hot spot' mapping and creation of indices to highlight disproportionality and level of harm. The assessment was structured around the Problem Analysis Triangle elements of victims (*including vulnerable people, facilities and targets*), offenders and locations (*including priority communities*). This approach has enabled the partnership to identify both cross-cutting issues and underlying drivers and motivations for offending.

The London Borough of Havering in 2016 ranked as the 10th safest borough in London (declining from 8th in 2015) in terms of rate of total recorded crime per 1,000 usual residents (*69.9 in Havering compared to 86.4 regionally and 68.3 nationally*). Within Havering, serious acquisitive crimes have fallen consecutively over the past several years, with continuing reductions in historically high volume offences such as burglary and vehicle crime.

In 2014 Her Majesty Inspectorate of Constabularies (HMIC) crime data integrity programme identified serious concerns about police crime recording processes nationally, including under recording of personal crimes such as sexual offences and violence. This scrutiny has resulted in much more rigorous recording of personal crimes which are brought to the attention of police, contributing to a steep rise in recorded levels of violence against the person, domestic abuse and sexual offences.

In Havering, police have recorded a 32.5% increase in violence against the person during the current assessment period, of 1,476 additional offences. Similarly, domestic abuse crimes rose 21.7%, by 403 offences, and child sexual exploitation offences rose 40.7%, by 35 additional offences, during the same period. The rising level of recorded violent crime against individuals in Havering has contributed to a rise in total recorded crime in the two most recent strategic assessment periods. This trend, positively, is leading to better integrity of recorded crime data and we are identifying more victims than ever before. However, it also means that there is a growing demand for services to protect and safeguard victims, and to manage offenders.

The community safety problems which were identified as causing the most harm during the most recent strategic assessment period are domestic abuse and violent crime (including gangs), sexual offences (including child sexual exploitation), burglary and anti-social behaviour.

² The Strategic Assessment is an annual statutory requirement for every Community Safety Partnership, as is the production of a local three yearly (annually renewable) strategy or partnership plan – S6 Crime & Disorder Act as amended by S97 and S98 of the Police Reform Act, and as amended by the Police and Justice Act 2006; and S1 of the Clean Neighbourhoods and Environment Act 2005.

Violence overall is the largest contributor to crime in Havering, accounting for 35% of all recorded crime – specific problems within this include gangs and serious youth violence which continued to increase in the current assessment period. Havering now has the 12th highest rate in London for serious youth violence, worsening from 19th two years previously. Weapon enabled (knife and gun) crime and robbery involving young people as both victims and perpetrators have also risen exponentially compared to two years ago, but remaining relatively stable in the last 12-months.

It is estimated that domestic abuse affects one in twenty adults in Havering, not including the number of children in households witnessing domestic abuse. Furthermore, currently more than a quarter of all cases received in the local authority Multi-Agency Safeguarding Hub involve domestic abuse and more than one in ten crimes reported to police are domestic abuse.

Whilst sexual offences are low in volume, due in part to significant levels of underreporting, the impact and harm caused by such crimes is great. A growing proportion of crimes of this nature in Havering cross-cut alongside domestic abuse and violent crimes linked with gangs. Havering has seen a significant rise in the volume of cases of child sexual exploitation and currently has the second highest rate of reported offences per 1,000 youth population of all 32 London boroughs.

The key determinants of crime and repeat victimisation in Havering continue to be alcohol and drug misuse and reoffending levels, whilst deprivation, social inequality and mental health are influencers.

Alcohol harm, particularly in respect of violence and domestic abuse is a key issue. Alcohol increases the risk of injury in violent crime, for which there is a high level reported in relation to domestic abuse and the night time economy in Havering. Half of all violence is alcohol related. Drug misuse is more prevalent among known acquisitive crime offenders in Havering, particularly burglary. Of the offenders assessed by probation in Havering 40% had needs relating to drugs or alcohol misuse³.

Reoffending remains an issue, with pathways and needs identified for Havering offenders being finances and education, training and employment, coupled with the aforementioned drivers of drugs and alcohol. The number of adult offenders and reoffenders has been rising in Havering and across the east London sub-region, contrasting with declines across London as a whole.

The strategic themes and cross-cutting areas for Havering based on the strategic assessment are as follows:

- **Protecting vulnerable individuals/victims** – we want to reduce the number of victims and repeat victims of crime and anti-social behaviour in Havering. Areas of particular focus, where volume and risk of repeat victimisation are greatest, will be violence against women and girls, serious group violence, child sexual exploitation and preventing hate crime and extremism. In addition MOPAC have set additional priorities of reducing non-domestic violence with injury and ASB.
- **Supporting the most prolific and/or high harm offenders** – we want to reduce the harm and risk of reoffending posed by known offenders residing in Havering and work with neighbouring boroughs to minimise the impact of offenders travelling into Havering. Areas of

³ Based on 2015 probation assessment data, new local data has not been available since October 2015 for National Probation Service and Community Rehabilitation Companies.

particular focus, where risks associated with reoffending and harm are highest, will be offenders with drug and alcohol misuse, reoffenders, and those with links to gangs.

- **Creating Safer Locations** – we want to reduce the volume of crime in areas which are disproportionately affected. Areas of particular focus, where higher concentrations of crime exist, will be local town centres and retail areas across Havering and burglary hotspots.
- Throughout this work, a key cross-cutting area will be **community engagement and public confidence**. This is to enable communities to report and receive information, as well as being part of potential solutions. This is also to help close the gap between perceptions of crime and actual levels of crime in the borough.

Whilst we will continue to address all issues of crime, disorder and anti-social behaviour, the identified priorities and areas of focus are those areas which contribute to the greatest social and economic costs to victims and services and/or contribute to the greatest level of harm to Havering residents.

Vision

We will continue to reduce risk and harm to local communities and maintain Havering's position as one of the safest boroughs in London. The community safety partnership will make the most efficient use of scarce resources through partnership working, sharing knowledge of what works, replicating good practice and being data driven and intelligence led in our approach with a managed and accountable delivery structure.

Aims and objectives

The aim of the Havering Community Safety Partnership is to reduce crime, disorder, anti-social behaviour and other behaviour negatively affecting the local environment, as well as reducing the misuse of drugs, alcohol and other substances, reducing the fear of crime and increasing public confidence in our service.

The key actions and performance measures which will ensure the Havering Community Safety Partnership achieves its aims and objectives are included at the end of this document.

Timescales

The Partnership Plan is a three-year plan which is refreshed annually as part of the Strategic Assessment process. We are in the first year of this plan which is due to end by March 2020.

Related documents

The work of the community safety partnership is closely linked with a number of other strategies in Havering. These links are detailed in the action plan attached at the end of this document; furthermore Appendix 2 lists all related strategies and documents relevant to this plan.

4. Authorisation and communication

The Crime and Disorder Act 1998, amended by the Police and Justice Act 2006, places a duty on responsible authorities to produce a three-yearly (annually renewable) Community Safety Partnership Plan.

The partnership plan is authorised to the Havering Community Safety Partnership and a final draft requires approval by all representatives of the responsible authorities (see Appendix 4), before it is made publicly available on the [Havering Data Intelligence Hub](#).

5. Implementation and monitoring

The strategic themes will be implemented and monitored through the existing Havering Community Safety Partnership structure and delivery model. Each sub-group and operational group of the Havering Community Safety Partnership will retain a strong link to the strategic themes and will use the strategic assessment and associated crime problem profiles to develop specific action plans and performance monitoring frameworks.

Governance and delivery

The Havering Community Safety Partnership Board oversees the wider delivery and implementation. This group also is responsible for long term strategic work. The second tier of the HCSP structure contains the priority delivery groups and the third tier contains the operational sub-groups, as outlined below – these are all accountable to the Havering Community Safety Partnership Board.

Havering Community Partnership Board			
Protecting vulnerable individuals / victims	Supporting the most prolific and/or high harm offenders	Creating safer locations	Community engagement and public confidence
Violence Against Women & Girls Strategic Group	Reducing Reoffending Board	Business Group (Safe & Sound Day & Night Time Economy)	Safer Neighbourhood Board
Domestic Violence Multi-Agency Risk Assessment Conference	Integrated Offender Management Panel	Tasking Enforcement Group	
Multi-Agency Sexual Exploitation Group	Serious Group Violence Panel	Strategic Enforcement Board	
Anti-Social Behaviour and Community MARAC Panel	Drug Intervention Project Panel		

See Appendix 6 for the HCSP structure chart.

Action plan and performance measures

An Action Plan and performance indicators are included at the end of this strategy document.

6. Evaluation and review

The next evaluation of the partnership plan will commence in Quarter 4 2017-18 as part of the wider Strategic Assessment process for Community Safety.

This is the first year of a new rolling strategy and our performance targets from the Mayor's Office of Policing and Crime (MOPAC) are set out following the Action Plan at the end of this document. The performance targets include those set out in the Police and Crime Plan for London, and the key local outcomes which are linked to MOPAC crime prevention fund spend.

7. Further information

Please contact Diane Egan, Community Safety and Development Manager on 01708 on 017082927 or by email at diane.egan@havering.gov.uk .

Appendix 1: Equality Analysis



EIA 2017.docx

Appendix 2: Related Documents

Local Documents

- Havering Community Safety Partnership Strategies
 - Reducing Reoffending Strategy 2017-2020
 - Serious Group Violence Strategy 2014-2017 (ending)
 - Violence Against Women & Girls Strategy 2014-2017 (ending)
- Havering Corporate Vision
- [Havering Drug and Alcohol Strategy 2016-2019](#)
- [Havering Joint Strategic Needs Assessment](#)
- [Havering Local Safeguarding Children Board Business Plan 2015-2018](#)
- Havering Strategic Assessment of Crime, Disorder and Anti-Social Behaviour 2015
- Havering Strategic Assessment of Crime, Disorder and Anti-Social Behaviour 2016
- Havering Strategic Problem Profiles (Restricted Documents)
 - Adult and Youth Offender Profiles 2015
 - Anti-Social Behaviour Strategic Problem Profile 2014
 - Burglary Strategic Problem Profile 2013, 2014, 2015
 - Child Sexual Exploitation Strategic Problem Profile 2015
 - Daytime and Night-time (town centres and public spaces) Strategic Problem Profile 2013, 2015
 - Serious Group Violence Strategic Problem Profile 2016
 - Violence Against Women & Girls Strategic Problem Profile 2014, 2016
- Safer Havering communications plan

National and Pan-London Documents

- [Anti-Social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers](#)
- [Code of Practice for Victims of Crime](#)
- [Mayoral Strategy on Violence against Women & Girls 2013-2017](#) (ending) – see HM Government national strategy on [Ending Violence against Women and Girls 2016-2020](#)
- [MOPAC Hate Crime Reduction Strategy 2014-2017](#) (ending) – see Home Office [hate crime action plan 2016-2020](#)
- [MOPAC Policing and Crime Plan 2017-2021 \(consultation draft\)](#)
- [MOPAC Safer Neighbourhood Boards Guidance](#)
- [MOPAC Strategic Ambitions for London: Gangs and Serious Youth Violence](#) (expired) – see HM Government national strategy on [Ending Gang Violence and Exploitation](#)
- [MOPAC & MPS Crime Reduction Strategy](#) (ending)

- [Modern Crime Prevention Strategy, Home Office Policy Paper 2016](#)
- [National Crime Agency Strategic Assessment](#)
- [Transforming rehabilitation reforms – reducing reoffending and improving rehabilitation \(Statutory Partnerships and Responsibilities\)](#)

Appendix 3: Data Sources

Sources of data used within the Strategic Assessment document

- British Crime Survey and supplementary tables
- British Retail Consortium, Business Crime Survey
- British Transport Police crime and incident raw data
- Compendium of Reoffending Statistics, Ministry of Justice
- Cambridge Crime Harm Index
- Crime Survey for England and Wales and supplementary tables
- Crown Prosecution Service: Proceedings in Magistrates Court
- Drug Intervention Project crime and drug test outcome raw data
- Female Genital Mutilation Experimental Dataset
- Havering Joint Strategic Needs Assessment chapters
- Home Office Social and Economic Costs of Crime, revised estimates 2011
- Hospital Episode Statistics
- Iquanta Police Performance Data
- Local Alcohol Profiles for England
- London Ambulance Service incident raw data
- London Fire Brigade incident raw data
- London Probation Assessments data
- Metropolitan Police Computer Aided Despatch raw data (also known as Metcall or DARIS data)
- Metropolitan Police Crime Recording Information System (CRIS data – raw crime data)
- Metropolitan Police Performance Information Bureau (official data for ward/borough level)
- Metropolitan Police Public Attitude Survey
- Ministry of Justice proven reoffending data
- MOSAIC Lifestyle Data, London Borough of Havering set 2011
- National Crime Agency Human Trafficking Data
- National Treatment Agency prevalence data
- Transport for London crime and incident raw data
- Youth Justice Statistics

Appendix 4: Membership of the Havering Community Safety Partnership

Responsible Authorities (those required to be involved by statute)

- London Borough of Havering (including Public Health)
- Clinical Commissioning Group
- Metropolitan Police
- London Fire and Emergency Planning Authority
- National Probation Service and Community Rehabilitation Company

Other Organisations

- Barking, Havering and Redbridge University Trust
- Greater London Authority Member
- Havering Chamber of Commerce
- Havering Crown Court
- Havering Magistrates Court
- Havering Victim Support
- Havering Women's Aid
- Job Centre Plus
- Mayor's Office for Policing and Crime (MOPAC)
- North East London Foundation Trust
- Safer Neighbourhood Board
- Single Homeless Project
- WDP
- Youth Offending Service

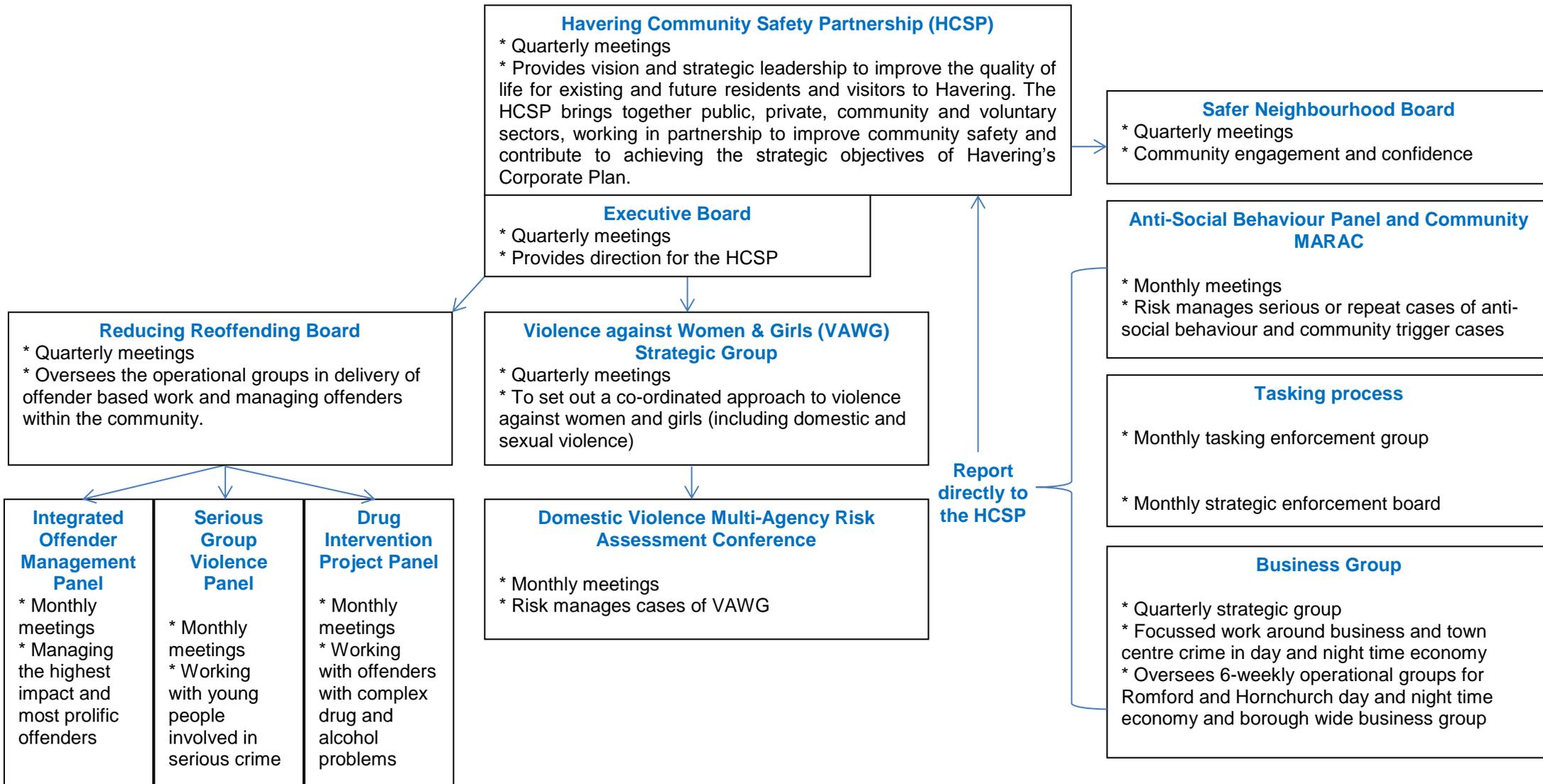
Appendix 5: Actions plans linked to the HCSP Partnership Plan

New strategic action plans to be embedded here on completion (Serious Group Violence, Violence against Women & Girls).



Reducing
Reoffending Action

Appendix 6: Governance and structure of the Havering Community Safety Partnership



Action plan

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
Violence against women and girls	Protecting vulnerable individuals / victims; supporting the most prolific and/or high harm offenders; creating safer locations; community engagement and public confidence	Refresh the violence against women and girls strategy and action plan. 1) Carry over outstanding actions from previous strategy to new action plan. 2) Refresh problem profile and/or needs assessment for violence against women and girls. 3) Continue to co-ordinate and monitor the delivery of aforementioned work as part of the Violence against Women and Girls Strategic Group, with delivery accountability and oversight from the Havering Community Safety Partnership.	Prevention and early identification. Provision of intervention and support services for victims and perpetrators. Protect victims. Pursue enforcement action against perpetrators.	VAWG Co-ordinator to lead on work stream. Analytical resource to conduct strategic research and analysis to inform the strategic group, and provide the performance management function	October 2017	LBH Community Safety & Development : VAWG officer leads on behalf of HCSP Community Safety Analyst
	Protecting vulnerable individuals / victims	Commission support for victims of domestic abuse / violence against women and girls. 1) Drop-in advocacy service. 2) Independent Domestic Violence Advisor (IDVA) to support high risk cases of domestic abuse.	Victims and children have access to a wider variety of support services. Services will reduce the inequalities associated with VAWG. Early intervention and support to reduce escalating risk.	£60,000 (per annum) London Crime Prevention Fund (£30k advocacy and support, £30k IDVA).	Project end March 2019	LBH Community Safety & Development : VAWG officer Havering Women's Aid
Serious group violence, gangs and exploitation	Protecting vulnerable individuals / victims; supporting the most prolific and/or high harm offenders;	Refresh the serious group violence strategy and action plan. 1) Carry over outstanding actions from previous strategy to new action plan. 2) Fulfil intelligence development requirements of the new Serious Group	Prevention and early identification. Provision of intervention and support services for victims and perpetrators. Protect vulnerable young people. Pursue enforcement action against	Integrated Offender Management caseworker to lead on work stream Analytical resource to conduct strategic research and analysis	October 2017	LBH Community Safety & Development: Integrated Offender Management caseworker leads on behalf of

⁴ Whilst the work of each strand is predominantly being co-ordinated by the Community Safety & Development Team, on behalf of the Havering Community Safety Partnership; responsible organisations for each focus area include each of the statutory bodies (Metropolitan Police, National Probation Service and CRC, Clinical Commissioning Group, London Fire and Rescue Service, London Borough of Havering), voluntary and third sector organisations (i.e. Victim Support, Havering Women's Aid), registered social landlords, drug and alcohol services.

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
	creating safer locations; community engagement and public confidence	Violence profile. 3) Continue to co-ordinate and monitor the delivery of this work as part of the Reducing Reoffending Board, with delivery accountability and oversight from the Havering Community Safety Partnership.	perpetrators.	to inform strategy and action plan.		HCSP Community Safety Analyst
	Protecting vulnerable individuals / victims; supporting the most prolific and/or high harm offenders	Co-ordinate the work of the serious group violence panel. 1) Ensure production, administration and organisation of case work is readily accessible well in advance of meetings. 2) Ensure dedicated action plans are available and updated monthly for cohort clients brought to panel. 3) Ensure the entire cohort is fully researched between meetings, and ongoing review of cohort list. 4) Ensure that there is co-ordination of work with the Child Sexual Exploitation and Missing work, including provision of strategic analysis and research (updating CSE and Missing Problem Profile to support safeguarding children board and CSE team)	Vulnerable young people are identified and referred appropriately for timely intervention. Perpetrators are provided multi-agency support, tailored to their specific needs, to provide opportunities to change. Perpetrators who are not engaging or compliant are pursued for judicial restrictions and custody as last resort.	Analytical and research resource to prepare intelligence products, monitor progress and ensure effectiveness; be overall single point of contact. £38,502 (per annum) London Crime Prevention Fund, for analytical and research support	Review March 2019	LBH Community Safety & Development: Gang violence and exploitation research analyst leads multi-agency panel
	Supporting the most prolific and/or high harm offenders	Commission support for those involved and/or at risk of involvement in serious violence and offending relevant to the work of the serious group violence panel. 1) Mentoring and outreach service to be commissioned to address criminogenic needs of clients and reduce reoffending, risk and vulnerability 2) Young people's victim worker to improve support for young victims and provide	Reduced levels of risk and vulnerability. Prevent escalation to statutory interventions. Improve access to and engagement with services.	£65,000 (per annum) London Crime Prevention Fund, credible peer to peer mentoring (£45k) and victim worker (£20k)	Project end March 2019	LBH Community Safety & Development: Integrated Offender Management caseworker

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
		restorative justice work.				
Hate crime and preventing extremism	Protecting vulnerable individuals / victims; supporting the most prolific and/or high harm offenders; creating safer locations; community engagement and public confidence	Safeguard and prevent those identified as at risk of extremism; provide a co-ordinated approach to preventing hate crime, support and supporting victims. 1) Responsible for the Channel Panel 2) Delivery of the prevent action plan (not included in Appendix 5 due to sensitive and confidential nature of work, separate action plan in place) 3) Development and delivery of hate crime strategic action plan for Havering, aligning with national and regional action plan to be delivered at local level (Home Office Hate Crime Action Plan and MOPAC Police and Crime Plan)	Prevent hate crime and extremism through identification and early referral. Improved support and access to services. Encourage more victims of hate crime to come forward and report. Build understanding of hate and extremism locally.	£50,000 (per annum) London Crime Prevention Fund (hate crime and prevent co-ordinator role)	Review March 2019	LBH Community Safety & Development: Hate Crime and Prevent Co-ordinator leads on behalf of HCSP
Reoffending NB: <i>Detailed action plan addressing this focus area to be provided as part of specific strategy. To be added to Appendix 5 of this document on completion.</i>	Supporting the most prolific and/or high harm offenders	Deliver the Reducing Reoffending Strategy for Havering. 1) Fulfil intelligence development requirements of the adult offender profile. 2) Co-ordinate and monitor the delivery of this work as part of the Reducing Reoffending Board, with delivery accountability and oversight from the Havering Community Safety Partnership.	Reduced levels of reoffending. Increased number of offenders in employment and training and improved employability of offenders. Improved ability to fund lifestyle through legitimate income. Tougher monitoring and policing of offenders who don't engage.	Integrated Offender Management caseworker to lead on work stream Analytical resource to conduct strategic research and analysis to inform strategy and action plan, and devise the performance outcome framework .	Review March 2020	LBH Community Safety & Development: Integrated Offender Management caseworker leads on behalf of HCSP
	Supporting the most prolific and/or high harm offenders	Address the prevalence of drug and alcohol related offending in Havering. 1) Lead on the Drug Intervention Panel (DIP) and associated work streams (test on arrest, conditional cautioning and restrictions on bail, drug rehabilitation requirements and	Improved knowledge and awareness of the consequences of drug and alcohol misuse. Improved confidence from partners referring into commissioned drugs and alcohol treatment services.	£50,000 (per annum) London Crime Prevention Fund (substance misuse worker)	Review March 2019	LBH Community Safety & Development: Substance Misuse worker leads on behalf of HCSP and Health and

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
		<p>alcohol treatment referrals).</p> <p>2) Supporting offenders with drug and alcohol issues</p> <p>3) Strengthen the integrated approach to working with Serious Group Violence and VAWG work.</p> <p>Should we also reference here delivery of the Drug and Alcohol Strategy?</p>	<p>Improved take up of health services.</p>	<p>Analytical resource to conduct strategic research and analysis to inform strategy and action plan, and devise the performance outcome framework</p> <p>Are there any VCS groups that we should reference here, e.g. the WDP?</p>		Wellbeing Boards
Burglary	Protecting vulnerable individuals / victims; creating safer locations; community engagement and public confidence	<p>Delivery of Safe Zones in identified residential burglary hotspots.</p> <p>1) Targeted within streets that have suffered enduringly high levels of burglary over a prolonged period of time.</p>	<p>Increase awareness in high risk areas.</p> <p>Target harden vulnerable properties.</p> <p>Reduce risk of victimisation / repeat victimisation.</p>	<p>Cost of crime prevention materials.</p> <p>Analytical resource to identify suitable locations and evaluate effectiveness.</p>	Review March 2018	Metropolitan Police
	Protecting vulnerable individuals / victims; creating safer locations; community engagement and public confidence	<p>Implementation and development of Neighbourhood Watch areas.</p> <p>1) Continue to increase the number of NHW areas in Havering.</p> <p>2) Update contacts list for all schemes, and list of all streets with schemes for analyst.</p> <p>3) Review how NHW works, and look to devise a standard operating procedure.</p> <p>4) Look at how we can support NHW areas in terms of providing useful and relevant information throughout the year.</p>	<p>Increase awareness in high risk areas.</p> <p>Reduce risk of victimisation / repeat victimisation / near repeat victimisation.</p> <p>Residents understand that risk can be reduced by increasing occupancy indicators, improving visibility, controlling side and rear access.</p> <p>Residents aware of affordable devices such as light timer switches, window alarms, locks and bolts.</p> <p>Residents aware that risk significantly reduced with monitored alarm and CCTV.</p> <p>Reduction in overall burglary.</p>	<p>Analytical resource to maintain database and assess impact.</p>	Review March 2018	Metropolitan Police, Community Safety & Development

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
	Protecting vulnerable individuals / victims; community engagement and public confidence	<p>Communicate burglary prevention and awareness messages to residents.</p> <p>1) Varied communication methods to reach a wide segment of the population (Twitter, Newsletter, Press, Living, Recorder, Street Life, Websites).</p> <p>2) Messages designed to empower victims and raise understanding of risk factors they can address.</p> <p>3) Explore possibility of developing community safety pages on LB Havering website.</p> <p>4) Targeted seasonal campaigns (summer holidays, winter 'light up')</p>	<p>Residents understand that risk can be reduced by increasing occupancy indicators, improving visibility, controlling side and rear access.</p> <p>Residents aware of affordable devices such as light timer switches, window alarms, locks and bolts.</p> <p>Residents aware that risk significantly reduced with monitored alarm and CCTV.</p> <p>Reduction in overall burglary.</p>	External communication method costs.	Ongoing, seasonal	Community Safety & Development, Communications Team
	Protecting vulnerable individuals / victims	<p>Super-cocooning to be carried out following residential burglary offences.</p> <p>1) Officers to visit neighbours up to 10 doors either side of burglary victims to raise awareness of potential risk.</p>	<p>Reduction in near repeat victimisation.</p> <p>Reduction in overall burglary.</p>	Officer time	Review March 2018	Metropolitan Police
	Protecting vulnerable individuals / victims; creating safer locations	<p>Raise awareness amongst residents and ward officers of the processes needed for alley-gate installation.</p> <p>1) Police and partners aware that resident led schemes can be implemented, and what is required.</p> <p>2) Targeted awareness of this option in Romford Town and Hylands ward, where rear burglary via alleyways is highest.</p> <p>3) Where resources available, police ward officers may consider initiating schemes with residents.</p>	<p>Control access to vulnerable properties.</p> <p>Reduce risk of victimisation.</p> <p>Reduction in overall burglary.</p>	Staff time	Review March 2018	Metropolitan Police, Community Safety & Development

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
	Supporting the most prolific and/or high harm offenders	Ensure regular review of active burglars in Havering, and opportunities for their inclusion on IOM cohort are pursued	Increase risk to offenders. Reduce reoffending.	Staff time Analytical and research resource to monitor and identify suitable offenders	Ongoing	LBH Community Safety & Development: Integrated Offender Management caseworker leads on behalf of HCSP
Violence with Injury	Protecting vulnerable individuals / victims; creating safer locations	Provide safeguards to vulnerable and/or intoxicated people within the night time economy. 1) Continued use of town link radio, ensure all required persons are joined up / kept up to date. 2) Provision of Deeper Lounge safe haven. 3) Provision of Street Triage within Fiction night club. 4) provision of the Taxi Marshal Scheme in RTC	Protect individuals/vulnerable people from harm. Reduce ambulance related call-outs. Reduce alcohol related violence.	£40,000 (per annum) London Crime Prevention Fund (Street Triage). Costs associated with maintenance of radio-link. Analytical resource to monitor outturns and evaluate project effectiveness.	March 2019	LBH Community Safety & Development: Community Safety Partnerships Officer
	Protecting vulnerable individuals / victims; creating safer locations	Reduce the risk of injury from glass / bottles. 1) Continue to ensure licence conditions on late premises (including new venues) require use of polycarbonate glasses. 2) Continue to ensure licence conditions on late premises restrict waste removal of glass/bottles outside between hours of 11pm-7am. 3) Street pastors and other frontline services to ensure bottles/glass brought into town and discarded are removed from the street.	Protect individuals/vulnerable people from harm. Reduce ambulance related call-outs. Reduce alcohol related violence.	Staff time	Review March 2018	LBH Community Safety & Development: Community Safety Partnerships Officer Metropolitan Police (licensing), Local Authority (licensing)
	Supporting the most prolific	Remove potential offenders early to reduce risk of violence.	Increase risk to offenders.	Time commitment for Safe & Sound banning	Review March 2018	LBH Community Safety &

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
	and/or high harm offenders	<p>1) Continue to use the Barred from one, Barred from all initiative to impose bans on potential offenders / those who commit violent crime in the NTE.</p> <p>2) Ensure door supervisors and CCTV are briefed on banned persons regularly.</p>	<p>Protect potential victims and vulnerable individuals.</p> <p>Reduce alcohol related violence.</p>	meetings.		Development:
	Supporting the most prolific and/or high harm offenders, creating safer locations	<p>Increase risk of apprehension to deter potential offenders.</p> <p>1) Utilise town link radio system.</p> <p>2) CCTV and door supervisor briefings on banned individuals.</p> <p>3) NTE shifts to be equipped with body worn cameras where possible.</p> <p>4) Encourage take up of ScanNet/ClubScan on entry.</p>	<p>Increase risk to offenders.</p> <p>Protect potential victims and vulnerable individuals.</p> <p>Reduce alcohol related violence.</p>	Staff time	Review March 2018	LBH Community Safety & Development; Metropolitan Police (licensing), Local Authority Licensing
	Protecting vulnerable individuals / victims; creating safer locations	<p>Creating safer spaces within the night time economy.</p> <p>1) Ensuring that door supervisors are controlling access points, screening exits and managing space outside venues.</p> <p>2) Maintain late opening refreshments to provide a safe space for those waiting for public transport to resume in the early hours.</p> <p>3) Maintain graduated closing times of premises throughout town centres so that customers are dispersed gradually in a managed way.</p>	<p>Increase risk to offenders.</p> <p>Protect potential victims and vulnerable individuals.</p> <p>Reduce alcohol related violence.</p>	Staff time	Ongoing	LBH Community Safety & Development; Metropolitan Police (licensing), Local Authority Licensing
Cross-cutting	Protecting vulnerable individuals / victims;	Co-ordinate the work of the Anti-Social Behaviour Panel and Community Multi-Agency Risk Assessment Conference.	<p>Reduce number of repeat cases of anti-social behaviour.</p> <p>Respond effectively to hate crime and</p>	Staff resources – ASB Officer, Tactical Analyst, Community Safety Analyst	Ongoing	LBH Community Safety & Development: ASB Officer

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
	supporting the most prolific and/or high harm offenders; creating safer locations; community engagement and public confidence	Co-ordinate the work of the multi-disciplined Tasking Enforcement Group and Strategic Enforcement Board. Co-ordinate the multi-agency business group (Safe & Sound).	vulnerable adults (Community MARAC). Working with partners to reduce levels of local crime using intelligence led and problem solving approaches. Reduction in key local issues (burglary, anti-social behaviour). Improve feelings of safety in business areas to support investment and tourism. Reduce demand on statutory services.	providing analytic and research support		LBH Community Safety & Development: Tactical Analyst LBH Community Safety & Development LBH Assistant Director of Environment

Ref.	Description	2016/17 Outturn (End-of-year)	2017/18 Target ⁵	Link to Corporate Vision
Key Local Outcomes – these targets are linked to London Crime Prevention Fund projects				
Key Local	Reduce alcohol related ambulance call-outs attended by London Ambulance Service between 9pm-4am Friday and Saturday		Reduce	Communities
Key Local	Reduce the number of repeat victims of domestic abuse		Reduce	Communities
Key Local	Reduce levels of serious violence for the cohort supported through commissioned mentoring scheme		Reduce	Communities
Key Local	Encourage more victims of hate crime to come forward and report		Increase	Communities
Key Local	Reduce reoffending rates of individuals managed through the DIP programme cohort		Reduce	Communities
Local – these targets have been identified locally by the police and/or community safety partnership				
Local	A better police service for London – reduce the number of neighbourhood crimes of greatest concern (Burglary)		Reduce	Communities
Local	A better police service for London – reduce the number of neighbourhood crimes of greatest concern (Violence with Injury)		Reduce	Communities
Local	Keeping children and young people safe – reduce the number of knife and gun crimes		Reduce	Communities
Regional – these are selected targets set out in the Police and Crime Plan for London which Havering Community Safety Partnership may wish to monitor				

⁵ Numerical targets to be inserted once the 2016/17 year end outturn is known

Ref.	Description	2016/17 Outturn (End-of-year)	2017/18 Target ⁵	Link to Corporate Vision
Regional	A better police service for London – reduce the total number of victim based crimes		Reduce	Communities
Regional	A better criminal justice service for London – reduce reoffending rates of targeted cohorts (i.e. IOM)		Reduce	Communities
Regional	Keeping children and young people safe – reduce the number of young victims of crime		Reduce	Communities
Regional	Keeping children and young people safe – reduce the number of first time entrants		Reduce	Communities
Regional	Keeping children and young people safe – reduce the volume of serious youth violence		Reduce	Communities
Regional	Keeping children and young people safe – encourage more victims of child sexual exploitation to come forward		Increase	Communities
Regional	Tackling violence against women and girls – encourage more victims of VAWG to come forward		Increase	Communities