

REPORT TO:	Cabinet 19 November 2018
SUBJECT:	Community Safety Review - First Findings and Next Steps
LEAD OFFICER:	Shifa Mustafa, Executive Director of Place
CABINET MEMBER:	Cllr Hamida Ali, Cabinet Member for Safer Croydon & Communities
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT

The Corporate Plan (2018-2022) under the objective “Everyone feels safe in their street, their neighbourhood, their home” committed to work in partnership to develop a public health approach to tackling serious youth violence and knife crime.” This report updates progress to date and proposes next steps.

FINANCIAL IMPACT

There are no direct financial impacts from the interim report. Should the detailed work carried out in any of the proposed work streams identify a financial impact this will be raised in due course.

FORWARD PLAN KEY DECISION REFERENCE NO.: N/A

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Agree the adoption of a public health approach to tackling serious violent crime as described at 3.6 and 3.7 of the report in accordance with the commitment in the Corporate Plan.
- 1.2 Note improvements in violent crime figures set out at 3.2 of this report.
- 1.3 Note the proposal for a work stream to create a Violence Reduction Unit as described in paragraph 3.5.
- 1.4 Note the revised approach to the Safer Croydon Partnership and the positive results arising from this.
- 1.5 Note the initial findings of an interim review into community safety appended at A and agree the proposed principles for community safety services as set out in 3.5 of this report and in 4.0 and 5.0 of Appendix A.
- 1.6 Note that detailed proposals arising from the review be further taken forward in accordance with the work-streams proposed at 2.7 of this report.
- 1.7 The Cabinet Member for Safer Croydon and Communities in conjunction with the Executive Director of Place will lead all these work-streams and manage the newly configured Violence Reduction Unit initially comprising the services set out a 3.5 of this report during this ongoing review period.

2. EXECUTIVE SUMMARY

- 2.1 The Corporate Plan (2018-2022) made a commitment to deliver a public health approach to serious violent crime. The Community Safety review sets out how, through a reshaping of the Safer Croydon Partnership and proposed changes in the organisation and focus of Council services, this is going to be delivered and progress to date.
- 2.2 The review identified encouraging progress in serious violent crime statistics, early wins from the reshaped Safer Croydon Partnership and considered best practice and new directions locally and nationally in order to shape next steps. This report sets out the initial results of the review and areas for further action.
- 2.3 The review concludes that the Council's approach to community safety services in terms of policy and objectives is clear, strategic, well documented and resourced. The new model for the Safer Croydon Partnership is already bringing benefits and there is progress against stated objectives. This progress matches agreed priorities.

2.4 Some enhancements to approach and organisation are suggested to further improve impact and increase the emphasis on youth crime and violence reduction. This report seeks endorsement to the key influences to be integrated in the new approach as described at 3.5 below and in more detail in Appendix A. If agreed, staff and partnership consultation would follow and work-streams will be set up to work out details and practicalities for implementation.

2.5 The scope of this review is as follows:

Referencing national best practice on making a positive impact on crime (including that of Glasgow and the public health approach) and identifying current themes and influences, this review will look at approaches, processes, cultures and ways of organising resources and activity that can improve the impact that Croydon Council makes as a whole organisation in achieving Community Safety's Strategy's stated objectives - in order to both reduce crime and to ensure leading edge approaches to prevention are taken locally to reduce future crime.

2.6 In order to manage the work arising from these revised directions it is proposed that a series of programme managed work streams led by the Cabinet Member for Safer Croydon and Communities and the Executive Director of Place further research the initiatives and oversee a process of implementation.

2.7 The work streams that will be established are:

- a) New directions – policy to practice - prevention, diversion, public health, Gateway operating model, longevity of approach, neighbourhood working and regeneration and any other emerging priorities such as modern day slavery.
- b) The creation of a Violence Reduction Unit and the programme of multi agency actions, programmes, funding and activity to support it.
- c) Creation of a data hub with the aim of enhanced use of data, intelligence, analysis and tasking functions.
- d) Designing and running an effective S17 community safety audit.
- e) Improving operational efficiency and culture in community safety services.

3. THE REVIEW

3.1 Reductions in Crime Statistics

3.2 The Safer Croydon Partnership reports a number of recent successes with regard to serious violent crime for example;

- A reduction in reoffending by offenders under the partnerships integrated offender management cohort to just 17% against a target of 34% (less is better);
- A 11.9% reduction in ASB calls to the Police; and
- A 29% drop in deliberate arson incidents

There have also been reductions in youth violence related offences. Following the partnership restructure Croydon has seen sustained improvements to its violent crime figures, specifically since February 2018. Comparing October 2017 to September 2018 to the previous 12 months the following trends are noted:

- Knife Crime – has dropped by 3.4% compared to a 7.9% increase across London. Croydon's position in London has improved from 8th to 11th by volume and 17th out of 32 boroughs by per 1,000 population rate.
- Knife Crime with Injury Victims Aged 1-24 – Croydon has seen a -18.3% reduction compared to a -1.6% decrease across London. Croydon's position has improved from 5th to 7th highest in London by volume between August and September 2018 and is 15th highest by rate per 1,000 of residents aged 1-24.
- Serious youth violence – Croydon is seeing a -6.3% reduction compared to a 0% change across London. Although Croydon remains the highest ranking borough by volume, although it is ranking per 1,000 population has improved from 10th in July to 13th in September 2018.

3.3 As a result Croydon's approach towards tackling Serious Youth Violence was cited as an example of good practice by the Metropolitan Police Service, London Councils and the Mayors Office for Policing and Crime (MOPAC).at the London Knife Crime Summit, held by the London Mayor on 27th June 2018. This reflects an increasing trend in recognition of the work being carried out in Croydon around this priority including by London Councils, MOPAC, the Greater London Authority (GLA), and the Metropolitan Police Service (MPS), for example at the recent Home Office Serious Violence Engagement Event on the 8th October 2018.

3.4 Emerging Themes

The Council and partnership are making progress. Since the review of the Safer Croydon Partnership there have also been further changes locally, nationally and sub regionally. A series of themes for future direction have been identified including:

- Prevention and a public health approach
- Neighbourhood, regeneration and locality focus
- Effective use of data, intelligence and tasking
- Continuity and longevity of approach
- Tackling dwindling resources
- Strengthening strategic approach

This review explores these themes in more detail and makes the following key proposals for endorsement.

3.5 Creation of a Violence Reduction Unit and a Public Health Approach to Serious Violence

This report proposes the creation of a Violence Reduction Unit replacing the previous community safety grouping. This - in accordance with the commitment set out in the Corporate Plan (2018-2022) - will adopt a public health approach to serious youth violence and lead this new approach. It will work with others to revise wherever applicable services and activities so that violence is prevented, through identifying and working on root causes. Initially it will comprise Community Safety Policy and Partnerships, the Prevent, Anti-Social Behaviour, CCTV and Family Justice Services reporting to the Executive Director of Place. Following the adoption of this report the work of these and commissioned services will be reviewed to ensure direction is aligned with violence reduction and public health objectives.

3.6 A Public Health Approach

- 3.6.1 The Council's Corporate Plan has already committed to taking a public health approach to serious violent crime. A public health approach focuses on tackling the root causes of violence as well as preventing or mitigating its impacts. It involves communities and partners in designing and evaluating interventions that are relevant to the social, economic and physical geography and the end results are system wide.
- 3.6.2 A number of cities including Birmingham, Glasgow and Lambeth have adopted a public health approach to serious violence and there is evidence that this approach has reduced violence through preventing both the triggers for violence and the propensity to be involved in violence. The work has involved a wide range of partners across the health system, local government services, the criminal justice system and voluntary sector working at different times in the life of the perpetrator (or potential perpetrator).
- 3.6.3 Each serious violent crime originates from a much wider and deeper set of issues for example - inequality, poverty, families with multiple and complex needs, the vulnerability of young people and violence is perhaps the most serious symptom of these deeper issues. In researching and identifying these symptom and their causes in the local area there will be implications for a whole range of policy areas and agencies.

- 3.6.4 This report initiatives a work stream of activity to review all delivery and operations with a view to moving both the Council and external agencies where possible to this public health approach.

4. CONSULTATION

- 4.1 Informal consultation was carried out with council staff within community safety; Cabinet members; and other Council staff. These staff, and others in mainstream services will continue to be consulted and involved as the work-streams progress. All of the proposals will involve talking to partner and community organisations and taking their views on board.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no direct financial implications from the recommendations of this report. All proposed changes in resource allocation relate to a reallocation of current resources rather than any growth and will be met from the existing budget.

Should the detailed work from any of the work streams identify a financial impact in addition to existing budget this will be managed through the budget monitoring and cabinet reporting process.

- 5.2 Approved by: Lisa Taylor, Director of Finance, Investment and Risk.

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that with the exception of the proposals to establish a new multi-disciplinary multi-agency unit (the "Violence Reduction unit"), there are no direct legal implications arising from the recommendations within the report. In relation to the proposals around the Violence Reduction Unit, this will require separate legal advice around, among other matters, governance arrangements for the entity; information management and data protection implications (including GDPR); management structure and reporting lines; responsibilities of various participant agencies and overall structure. In addition, if it is proposed to delegate any statutory functions to such a unit, this will also require specific legal advice and approvals from the various participant agencies.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law, for and on behalf of Jacqueline Harris Baker, Director of Law and Governance and Monitoring Officer.

7. HUMAN RESOURCES IMPACT

- 7.1 Staff in the previous Safety division of the Place Directorate have been affected by the merger of the Safety and Streets divisions. This review begins the

process of confirming management arrangements for those staff in Community Safety. Until the full review is completed these staff will be managed by the Executive Director of Place. When and if there are human resources implications arising from the activity in the work-streams then appropriate consultation and due process will be followed.

- 7.2 Staff in the Anti-Social Behaviour Unit will change line management to form part of the new Violence Reduction Unit.
- 7.3 Approved by: Sue Moorman on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 The Council's Corporate Plan and the partnership plans for Community Strategy and Community Safety have undergone extensive review in relation to ensuring that equalities considerations are taken on board. The Community Safety Review will help the Council meet its equality objectives around Community Safety
- 8.2 This report commits to detailed consultation with staff and partners with regard to integrating new policy influences and making operational changes.
- 8.3 The reports also identify opportunities to do more in relation to making positive early interventions, to preventing violence, working locally with partners and community. Further analysis will need to be undertaken to ascertain the potential impact on groups that share a protected characteristic
- 8.4 An equality analysis was undertaken to assess any proposed impact on groups that share a protected characteristic. This found that work to ensure the policy and practice is focused on early intervention and prevention of violence, targeted to localities and is using better quality information to diagnose problems and target activities and resource allocation will have a positive impact on groups with protected characteristics. Further analysis will need to be undertaken for workstreams to identify and mitigate any potential negative impact on protected groups.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

- 9.1 This report mainly addresses the effective use of human resources and activity but in doing so it seeks to minimise waste in any form which will hopefully in due course have a positive impact on the environment.
- 9.2 Ultimately the objective in maximising positive impact of the Safer Croydon Partnerships Community Safety Strategy is to enhance life chances, reduce crime and fear of crime and maximises positive life choices. Again ultimately this may result in positive behaviours which could have an environmental benefit.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 Section 17 of the Crime and Disorder Act 1998 states that without prejudice to any other obligation imposed on it, it shall be the duty of the Council to exercise its various functions with due regard to the likely effect of the exercise of those functions, and the need to do all that it reasonably can to prevent crime and disorder in its area.
- 10.2 This entire report deals with the objectives of the strategy for the reduction of crime and disorder in the area and the effective organisation of resource to achieve this. All activity described and planned is intended to ensure greater positive impact of the Council's community safety strategy.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 In accordance with the scope for this review all proposed actions are intended to identify approaches, processes, cultures and ways of organising resources and activity that can improve the impact that Croydon Council makes as a whole organisation in achieving Community Safety Strategy stated objectives - in order to both reduce crime and to ensure leading edge approaches to prevention are taken locally to reduce future crime.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 The ongoing work streams will consider other options as appropriate and report as appropriate in due course.

CONTACT OFFICER: Gill Davies, Interim Project Director - Place

APPENDICES TO THIS REPORT: Appendix 1 – Initial Review
Appendix 2 – Map of Community Safety Partnership influencers and activity

BACKGROUND PAPERS: None

SUPPORTING DOCUMENTS:

- Local Strategic Partnership Community Plan (2016-2022)
- [Corporate Plan \(2018-2022\)](#)
- Community Safety Strategy (2017-2020)
- Community Safety Strategic Assessment
- Domestic Abuse and Violence Strategy (2018-2021)
- Local Strategic Partnership Youth Plan