



Building safer communities

**The Response to the
Community Safety Review**

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**THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA**

Introduction

The Council commissioned an independent review of its community safety services in September 2018. The objectives of the review were to:

- identify the community safety outcomes that the Council wishes to achieve in the years 2019-2022; and
- make recommendations for the configuration of community safety services required to deliver these outcomes, within a specified budget.

The review authors conducted over 50 stakeholder interviews and focus groups with a breadth of Councillors, staff and residents, including young people. They attended numerous resident community events, met with Resident Associations, police ward panels, community and voluntary organisations and engaged with Community Safety Partnership Boards. The review authors considered the views of those engaged, alongside their professional experience and a document review, in drawing up the Review and its thirty-four recommendations. The key recommendations are:

- to develop a long-term approach to tackling violence;
- to develop a problem-solving approach to anti-social behaviour priorities; and
- to establish a CCTV development strategy.

The Community Safety Review can be found at

<https://www.rbkc.gov.uk/committees/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/669/Meeting/7829/Committee/1539/Default.aspx>

This Building Safer Communities Plan, sets out our strategy and action plan for the delivery of community safety outcomes.

1. Context

The Council has initiated a whole organisation change management programme to help the authority alter its accountabilities and style of operating.

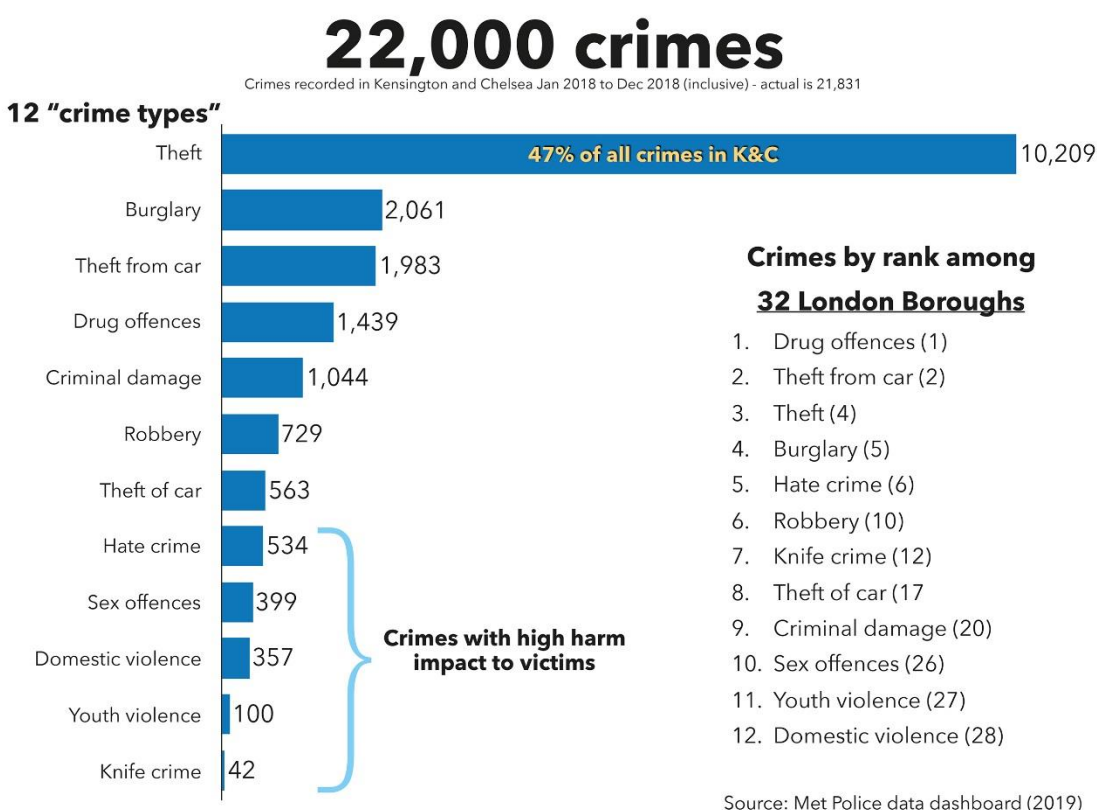
The drivers for this programme are fourfold:

- adopting a more corporate "whole organisation" response to the systemic challenges faced;
- taking fuller account of the rapidly changing pattern of demands, needs and preferences amongst its service users, residents and community groups;
- grappling with tough financial challenges, there is a requirement to work collectively to improve productivity and efficiency and;
- adapting swiftly to the fast pace of change in the digital operating environment.

The review of the Council's youth services and its strategy for redesigning these services where the delivery of the Building Safer Communities Plan will be undertaken within the broader context of the policy and commissioning landscape regionally. This recognises the cross-cutting nature of tackling community safety issues across

agencies. Examples of this include the MOPAC funded Rescue and Response 'county lines' service and the Advance/Minerva female offender project.

Crime is increasing in London and the UK. Violent crime, in particular knife crime, is increasing faster rate than most crimes. The nature of crime is also changing with greater concern about the exploitation of vulnerable adults and young people becoming more of a feature than in the past. Table 1 provides a summary of some of the crimes which have most impact on our residents in the borough in 2018 with London Comparisons. Please note that this is not all crime recorded during this period. Notting Hill Carnival, whilst an important and vibrant celebration of the Capital's Caribbean community with nearly 1 million visitors, does impact on crime levels in the borough. There were 1200 offences recorded over the August bank holiday in 2018.



The highest proportion crime type is theft offences which includes pickpocketing and theft. The borough attracts criminals who come to commit crime in many of the boroughs crowded places. Those crimes which cause the most harm to victims are both lower and are comparatively lower than in many London boroughs.

2. Building Safer Communities: The Council's Response to the Community Safety Review

Building Safer Communities: the Council's response to the Community Safety Review has been developed with input from Council Directorates and in collaboration with the Safer Kensington and Chelsea Partnership¹. Appendix 1 provides a delivery plan which will require the support of all Council departments, statutory and voluntary sector partners, local businesses and residents. Appendix 2 provides a response to each of the 34 recommendations of the Community Safety Review.

2.1. Tackling Violence

Violence and the fear of violence has devastating effects on the lives of individuals and undermines communities. The Council strategy for tackling violence focusses on youth related violence, violence against women and girls (VAWG) and violence related to the night-time economy. However, the Council and its partners will also respond to violence related concerns regardless of context.

The local model draws on the learning from other areas such as Glasgow² and Hackney where a 'whole systems' or 'public health' models have informed approaches to tackling violence.

The model recognises that there are complex antecedent factors which initiate, influence and perpetuate violence. Therefore, interventions and programmes which seek to reduce violence require a comprehensive approach focussed on early intervention, prevention, community engagement, targeted services and enforcement delivered via a coordinated, multi-agency framework. Enforcement alone will not work.

It is important to acknowledge that the origins of violence differ, as do individual's experiences and reactions to it. Gender and age combine to inform victims and witnesses experience of violence and the threat of violence. Gender based violence is rooted in gender and power inequality. Power inequality is also a feature of youth violence and other factors such as are peer pressure and the ubiquity of social media which has an amplifying effect. Poverty, substance misuse and inequality are also features which inform violence.

The evidence base of what works in tackling violence varies depending on locations. There is evidence that the following interventions can reduce offending when delivered via multi-agency partnerships: skills-based programmes; mentoring; credible and trusted adult relationships; family focussed approaches; family therapy interventions; assertive outreach models for those not engaged in services; approaches which seek to

¹ The Safer Kensington and Chelsea is the statutory Community Safety Partnership for Kensington and Chelsea. Its membership includes; the Council, Police, London Fire Brigade, Probation Service, Housing Provides, Residents, Voluntary Sector and MOPAC.

² <http://actiononviolence.org/>

change behaviours at all levels and shift concepts of what is acceptable or tolerated; health and schools-based interventions.

There are some similarities with the evidence base of what works in tackling Violence Against Women and Girls (VAWG). There is a strong evidence base for the 'Coordinated Community Response'³ (CCR) to tackling VAWG. The CCR model recognises that VAWG is unacceptable and that all public services, community and faith organisations and communities themselves have a role to play in responding to and countering VAWG via systems of communications and collaboration. In addition, there is a strong evidence base for the effectiveness of gender, and sometimes ethnically appropriate advocacy services, housing, support and wellbeing services and specialist criminal justice services and perpetrator programmes.

2.2. Tackling serious youth violence, knife crime and gangs

Underlining our approach is contextual safeguarding⁴. This recognises that the relationships and experiences young people have beyond their families inform their safety. This includes the different relationships that young people form in schools, in neighbourhoods and online. It is through these relationships that violence and abuse can be initiated and can occur. It is therefore essential that Council services, and those of its partners, recognise and respond to these extra-familial contexts in identifying vulnerable locations, young people and potential perpetrators and delivering interventions which work to keep young people safe from being both victims or perpetrators of violence. Our whole systems approach to tackling violence is founded upon gathering and analysing information from a variety of sources to build a shared understanding of risk and vulnerability for young people. The Multi-Agency Safeguarding Hub (MASH) is a key part of this process. The MASH is comprised of staff from Children's Social Care, Police and Health with link workers from Probation, Housing, and the Youth Offending Team. A dedicated Education Worker coordinates MASH links with schools. The MASH assesses the level of risk related to a young person and, if required, initiates a safeguarding response from services.

³ <https://www.theduluthmodel.org/about-us/coordinated-community-response/>

⁴ <https://contextualsafeguarding.org.uk/about/what-is-contextual-safeguarding>

The monthly multi-agency Serious Youth Violence Case Management meeting provides a risk and needs led response to identifying and safeguarding young people who may be drawn into violent offending. Sharing of information and developing collaborative plans between organisations, and with young people and their families, lies at the foundation of this approach.



We will enhance our model in the coming year through the establishment of an Integrated Gangs and Exploitation Unit in partnership with Westminster City Council and the Police. This approach draws on a successful application to the Home Office / MOPAC Early Intervention Fund for additional gang outreach workers and a therapist to work with young people and their families who may be involved in gangs and violent offending.

The police have recently reconfigured their policing model from borough-based policing to a Basic Command Unit (BCU) model covering the boundaries of the London Borough of Hammersmith and Fulham and Westminster City Council as well as the Royal Borough. As part of these changes a new police proactive gang unit has been established to bear down on violent offenders. This unit will work closely with the Council and local services as part of our joined-up response to tackling knife crime and violence.

Evidence from the Glasgow Violence Reduction Unit demonstrates that hospital-based youth services can be effective in supporting young people involved in violent lifestyles to turn their lives around. The Red Thread project, based in St Mary's Hospital, provides just such a youth service. These youth workers are skilled in engaging young people at the 'teachable moment' in changing their behaviors. This service links young people back into community services to sustain their behavior change in the longer term.

The Council's review of youth services will strengthen the services offered to young people and aligns to four themes:

- A wider range of activities and programmes as well as 'pop up' provision in community spaces;
- Provision of targeted and outreach youth work;
- A stronger youth participation offer ensuring more young people can participate in shaping the services they receive; and
- The creation of a Youth Foundation to provide a voice for the youth sector and to build capacity.

A new targeted outreach service, attached to the Council's Early Help Service, will identify and support young people to access mental health and wellbeing services and safeguard them from involvement in crime or being exploited. This service will align to other outreach programmes in the borough such as those provided by the St Giles Trust which seeks to engage young people and young adults living violent offending lifestyles and the work of the aforementioned shared Integrated Gangs and Exploitation Unit. They will work alongside schools, housing providers and the police to identify individuals and groups of concern and support them to access appropriate services from substance misuse, mental health, employability, family support, and sports.

Safeguarding learners in our schools and education settings forms part of our anti-violence work programme. The Council's Safeguarding in Schools lead works with schools, the police and voluntary services to support schools to tackle knife crime and violence. The police dedicated school officers provide young people in schools and their parents with support to respond to these issues. This includes police officers leading lessons and presentations to young people about the realities of knife carrying and violence. Some primary schools have been keen to access the dedicated schools police officers to support early intervention. At the higher end of vulnerability, a team around Tri-Borough Alternative Provision (TBAP) Pupil Referral Unit (Latimer, Golborne and the Portobello centres), which comprises a range of evidenced based interventions, is an essential component given the vulnerability of the learners there and the risk of escalation.

Residents and communities play a vital role in the response to violence and keeping young people safe. Over the next two years we will pilot a 'community champion' model of engagement which seeks to identify young people and young adults at risk or at the very early stages of becoming involved in crime and violence. Local people will be recruited to work to identify and support those affected by knife crime and violence to engage and divert them to positive activities. Their identification of victims, offenders and locations and help devising and implementing solutions will be essential to both the success of the work and to increase community confidence.

Keeping knives off our streets and out of the hands of young people is part of our approach. The Council's Trading Standards Team, together with the Police Cadets, undertake Challenge 25 test purchase operations to identify retailers who sell knives to under 18s.

The police have established a community knife sweep programme. This engages local resident volunteers working with the police to search local areas, usually parks and gardens, for hidden knives and weapons.

The borough has a large and active voluntary and community sector. We will initiate a programme of engagement and information exchange with local organisations including the youth sector with the aims of increasing our ability to identify those at risk of violence and safeguarding them from harm.

Raising the awareness of violence, gangs and knife crime and the services to support young people and families will be part of our whole systems approach. This will include the multi-agency 'One Life No Knife' anti-knife crime programme. This work seeks to engage young people and their families in positive activities whilst communicating anti-knife crime messages. A programme also exists for parents and careers who are concerned about knife crime and require support and advice. The programme undertaken in February and March 2019 included an RBKC Youth vs police football match (11-1 to RBKC Youth); a jobs and careers fair for young people followed by a music event; and a round table discussion about knife crime involving parents, young people and local services.

Drug dealing and competition for markets, we believe, is driving much of the violence. We will therefore work with the police to ensure that appropriate enforcement is undertaken in relation to intelligence about individuals who are having the greatest impact and to focus on locations that the most affected communities tell us make them feel unsafe.

2.3. Tackling Violence Against Women and Girls (VAWG)

VAWG is a form of discrimination and a violation of human rights which has both immediate and long-term impact on victims and those who are close to them. Tackling VAWG has been identified as a local priority for the Council and its partners and it requires a coordinated community response which is centered on providing multi-agency support for people experiencing a range of issues, including:

- Domestic violence and abuse (including coercive control);
- Sexual violence, rape, sexual exploitation and sexual harassment and stalking;
- Harmful practices including so called 'honour'-based violence, forced marriage faith-based abuse and female genital mutilation and;
- Human trafficking and modern slavery and exploitation.

The hidden nature and under reporting of VAWG crimes mean that we are only working with the tip of the iceberg and it is difficult to capture an accurate statistical picture of the exact extent and nature of VAWG. Despite this, we know that locally:

- 1 in 4 women will experience domestic abuse in their lifetimes;
- 3 Domestic Homicide Reviews have been completed for the Council in the previous 4 years;
- National research would indicate that more than 1 in 5 women have been subject to stalking or harassment at some point in their lives;
- In the last year over 2,000 allegations of domestic abuse were reported to the police in Kensington and Chelsea, with 256 individuals identified as being at 'high risk' of harm; and
- There were 400 sexual offence allegations in the borough; and
- 58 women were supported at Chelsea and Westminster female genital mutilation (FGM) clinic.

Violence Against Women and Girls (VAWG)



If **3 in 10 women (16+)** will experience domestic abuse at some time in their lives, this means that **20,586** women will experience this in the Royal Borough of Kensington and Chelsea



If **1 in 5 women (16+)** have experienced stalking or harassment at some point in their lives, this means that **13,724** women have experienced this in the Royal Borough of Kensington and Chelsea

% change in reporting of domestic abuse to the police
January to December 2017



In the Royal Borough of Kensington and Chelsea



In London

It is estimated that the following numbers of women have undergone female genital mutilation:



In the Royal Borough of Kensington and Chelsea

To respond to this challenge, we will continue to adopt an approach that is led by the needs of victims/survivors, provides both immediate and long-term recovery support, is trauma informed⁵, and intersectional⁶ in its delivery. The Council, together with the London Borough of Hammersmith and Fulham and Westminster City Council, have established a shared VAWG service which incorporates a Coordination Service and a specialist front line Integrated Support Service for victims:

⁵ http://www.safelives.org.uk/practice_blog/trauma-informed-work-key-supporting-women

⁶ Intersectionality – recognising overlapping or intersecting social identities and related systems of oppression, domination, or discrimination which affects how someone gets support.

The VAWG Coordination Service is delivered by Standing Together Against Domestic Violence) and includes:

- Coordination of the Multi Agency Risk Assessment Conferences (MARAC). The role of the MARAC is to reduce the risk of harm to victim/survivors through effective information sharing between statutory and voluntary agencies;
 - Coordination of the Council's criminal justice response within Westminster Magistrates Court;
 - Overseeing the operational meetings ensuring delivery of the shared services VAWG strategy.
- a) The VAWG Integrated Support Service is delivered by the Angelou Partnership (AP) which is made up of ten specialist service providers including: Advance, Solace Woman's Aid, Women and Girls Network, Hestia, Galop, STADV, Al-Hasaniya, African Women's Care, Woman's Trust and the Domestic Violence Intervention Project. The AP support over 3000 victims/survivors a year who are affected by violence and abuse. Their range of provision support includes counselling, 1-2-1 support, advocacy, group work, and therapeutic support.

The core service includes a range of provision to support adults and young people, children and families who are victims or affected by gender-based violence including but not limited to:

- Women experiencing domestic abuse and sexual violence and assault;
- Women experiencing stalking and harassment;
- Women who have been subjected to or at risk of harmful practices including female genital mutilation, forced marriage, and so called 'honour' based violence;
- Young women and girls aged 13-21 who are experiencing or are at risk of a range of issues including domestic abuse, sexual exploitation, gang related abuse and harmful practices and;
- Women with children aged 0-5 and also those with older children.

VAWG is a cause and consequence of gender inequality. Men and boys will also experience and be affected by the range of issues that encompass VAWG and our local response includes them as well. However, we acknowledge that VAWG is the cause and consequence of gender and power inequality, which disproportionately affects women and girls and so our response is tailored accordingly. We accept there is not a one size fits all solution for victim and survivors, but one that involves a bespoke, person-centred approach based on the principles of a multi-agency, partnership response to these issues.

We will continue to tackle VAWG through our Coordinated Community Response (CCR) where everyone sees it as their responsibility to end VAWG. This encompasses raising awareness in a preventative capacity, supporting communities and residents to be ambassadors, working with young people, delivering needs-led projects for victim/survivors, and working to a 'whole system' approach.

We believe in bringing global best practice to our local context. After our successful European Communities Against Trafficking Project, working with Italy and Lithuania, we have continued to commit to tackling modern slavery and exploitation through a multi-agency partnership which seeks to identify victims of modern slavery, safeguard them and support their recovery.

In response to the changing financial landscape, we will use the Domestic Abuse Bill to support us in embedding and sustaining our work. We will continue to look for regional and national funding opportunities to supplement our local commitments, balancing core provision with innovation. Partnership working is key, especially in light of the new Police BCU merger, to ensure that we are most effectively responding to vulnerability through a multi-agency approach.

Ending VAWG is a priority for our Council. We are determined that everyone is involved in supporting us to prevent harm, reduce risk and increase immediate and long-term safety for people living, studying, working and travelling in our borough.

2.4. Tackling violence associated with the night time economy

A vibrant night time economy can be found across the borough. Regrettably, alcohol related violence is a feature of the boroughs night-time economy as it is elsewhere. The police have primacy in responding to violent incidents. The Council supports this work via a judicious licensing police and licensing enforcement. The Council, via its Licensing and Community Safety Teams work closely with the police to enforce against licensed premises whose business practices contribute to alcohol related violence and underage drinking.

2.5. Developing a problem-solving approach to anti-social behaviour

Anti-social behaviour (ASB) is a broad term that includes any incident that causes harassment, alarm or distress. This may include offences deliberately targeted at an individual, causing nuisance within a local community and environmental incidents that impact on the physical appearance of a public space. Left unchecked, anti-social behaviour can have devastating effects upon the lives on individuals and have adverse effects on communities.

There are a number of agencies responsible for anti-social behaviour prevention, intervention and enforcement in the borough. They include the Council's teams from Noise Nuisance, Licensing and Waste Management Services, Parks Police, Community Safety, Housing Management Services plus housing providers and the police.

Many anti-social behaviour issues can be resolved by a single agency response. However, some may be more entrenched and complex. The local forum for tackling these issues is the monthly, Joint Action Group (JAG) managed and chaired by the Community Safety Team and the police.

The JAG functions in a similar way to other risk management models such as the Community Multi-Agency Risk Assessment Conference (MARAC). Anti-social behaviour cases are referred for consideration by a panel of local organisations who develop a shared problem-solving approach aimed at reducing risk and safeguarding victims.

We will enhance these arrangements over the coming year by:

- Establishing a problem-solving team within the Community Safety Team;
- Aligning local policing resources and co-locating their management in the Community Safety Team and;
- Developing a long-term problem-solving plan.

The Council's Anti-Social Behaviour Team sits within the Community Safety Team and comprises 1 Senior Community Safety Officer – Problem Solving and 2 Anti-social Behaviour Officers. The functions of the team are to work with partners, both internal and external to the Council, residents, businesses and Councillors to tackle anti-social behaviour. This service will be enhanced through the addition of a second Senior Community Safety Officer. The focus of the team will be aligned to two themes:

- Tackling place focussed anti-social behaviour such as environmental issues and;
- Tackling people focussed anti-social behaviour such as begging.

Whilst the officers in the team will hold different focusses they will share the necessary knowledge and skills to provide the problem services as a coherent problem-solving team. Attached to the Team will be two anti-social behaviour police officers which will provide an additional dedicated enforcement function.

The Problem-Solving Team will work closely with the Housing Management Services; the Street Population Outreach Team and Community and Resident-focused Environmental Service Transformation (CREST) services to provide a more joined up, quicker and effective response to the anti-social behaviour concerns of residents and businesses.

The problem-solving approach will require:

- The development of a long term strategic problem-solving plan; and
- The management of partnership problem solving and tasking processes.

The former will be developed in partnership with all key partners and will involve extensive data collection, analysis and planning aligned to IDPARTERS model:

- I Identify the Demand - Where is it coming from?
- D Drivers – Why is it important?
- P Problem - Define it
- A Aim - What do you want to achieve?
- R Research & Analysis - What is happening? Why?
- T Think Creatively - What are our options?

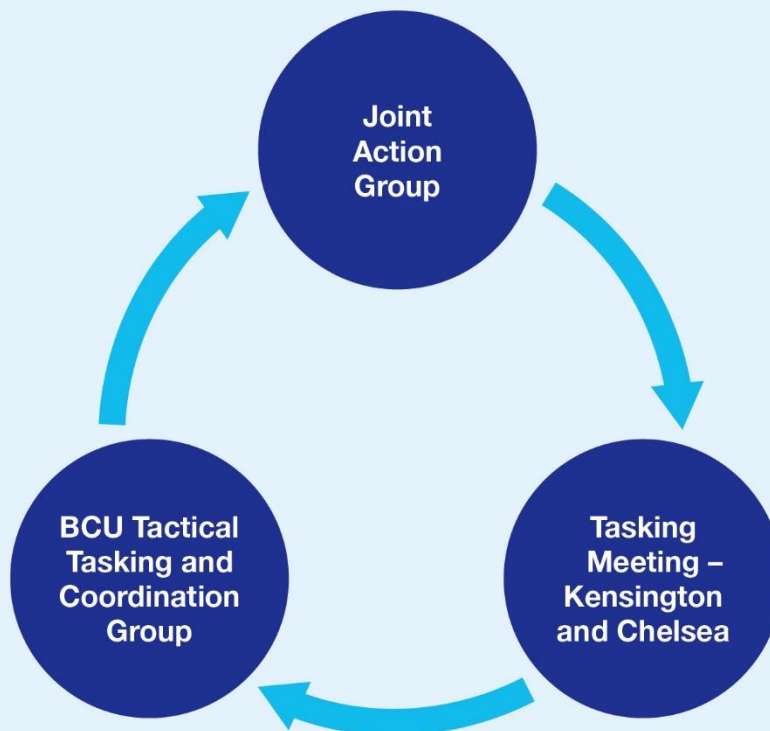
- N Negotiate & Initiate Responses - How? When?
- E Evaluate - Did you meet your Aim?
- R Review - Did the methods you used work?
- S Sustainability – maintenance and monitoring

The Strategic Problem-Solving Plan will be assured by the strategic Safer Kensington and Chelsea Partnership.

The partnership problem solving framework is provided below:

- Joint Action Group (JAG) problem solving meeting – where SMART problem-solving plans are developed and agreed with lead organisations identified;
- Local police and partnership Tasking Meeting – where policing resources can be bid for to support the delivery of local problem-solving plans and;
- BCU wide Tactical Tasking and Co-ordination Group (TTCG) – attended by the chairs of the Tasking Meeting to align local delivery with the police BCU priorities and activities and to bid for additional resources as required.

Tasking and Problem Solving Cycle



These meetings will take place on a four-week rolling cycle with the business of each feeding into the next.

2.6. Aligning Policing Resources

To maximise our impact on tackling the anti-social behaviour issues of most concern to residents, we will reconfigure and align all local policing resources and co-locate their management within the Community Safety Team.

This includes the following teams:

- The **Neighbourhood Policing Teams**: each ward has two police constable dedicated ward officers and the Police Community Support Officers. These officers are the core of neighbourhood policing and work closely with residents and businesses on ward policing priorities and issues.
- The **Parks Police** are independent legal officials employed by the Council to tackle crime and anti-social behaviour in the Council's parks and open spaces and enforce local bye-laws in parks. At the time of writing these are configured as a shared service with LBHF but will shortly transition to a sovereign RBKC service. There are 11 Council Parks Police.
- The **Council purchases additional police officers under a MOPAC cost share scheme**. As at March 2019, the proposed cost of purchasing a police constable has increased. At a time of increased concern regarding Serious Youth Violence, the Council is pushing back to MOPAC and requesting that the current arrangements are extended until March 2020. In any event, the Council will maintain an investment in purchasing additional police officers and will develop an alternative, affordable model of local policing.
- The Council purchases two police officers to work alongside a Council officer as part of the **Street Population Outreach Team** which seeks to tackle rough sleeping and associated anti-social behaviour.

These officers will provide an **Integrated Community Policing Service** dedicated to tackling anti-social behaviour and crime in the borough. Through the use of effective intelligence and analysis, they can support the delivery of the problem-solving strategies. Embedding the local police leadership in the Community Safety Team and the problem-solving processes strengthen the partnership and its ability to bear down on anti-social behaviour and crime whilst maximising the impact of its resources.

2.7. Tackling Terrorism

The Council takes its responsibilities in tackling terrorism very seriously. The Council's approach is informed by the government's CONTEST strategy⁷ and aligns the CONTEST "four Ps": Prevent, Pursue, Protect and Prepare.

The Council's Prevent Team work to stop people becoming terrorists or supporting terrorism, in all its forms. Prevent works with individuals and communities by using voluntary early intervention to encourage them to challenge extremist and terrorist ideology and behaviour.

The Pursue theme of the Government's strategy focuses upon work to stop terrorist attacks happening in this country and against UK interests overseas. It is led by the police and security services. The Council's role here is limited.

Protect seeks to strengthen our protection against a terrorist attack. Our Highways and Planning Teams are at the forefront of this work identifying and responding to vulnerabilities in the existing or planned built environment.

The Prepare theme focusses upon actions to mitigate an attack and recover. The Council's Emergency Planning Team work within the Council and our partners to ensure the Council has effective plans and trained staff in place to be able to respond to a terrorist or any other major incident.

The Council has established an officer-led Counter Terrorism (CT) Board which brings together relevant officers from across the organisation to coordinate CT activity in partnership with Police Officers. The Board is currently progressing a work programme organised around the 4Ps of CONTEST.

2.8. CCTV

The Council has a fixed CCTV network of 58 cameras located in Dalgarno, Golborne, Colville and Earl's Court wards. In addition, there are four demountable CCTV cameras which are used to tackle anti-social behaviour on housing estates and environmental anti-social behaviour, such as fly tipping. In addition, the Council's housing stock contains 540 CCTV cameras.

The Council will undertake a CCTV development programme which will include:

- A review of all of its stock and the development of a long-term CCTV strategy;
- A review of the hours of active monitoring of its public realm CCTV cameras. This currently occurs between 3pm – 1am daily;

⁷ <https://www.gov.uk/government/publications/counter-terrorism-strategy-contest-2018>

- An investment in the 38 public realm CCTV cameras which have yet to be digitised at a cost of £136,000;
- A £400,000 capital investment programme for new public realm CCTV and;
- The establishment of a police officer in the CCTV control room to aid live police investigations and intelligence sharing.

This work programme will be informed by a CCTV user group which will comprise of residents, businesses, Councillors, police and council officers. This work will align with Housing Management Services review of CCTV cameras in its estate.

2.9. The Community Safety Team

The Community Safety Team comprises of ten Council officers who work in partnership with Council departments, other statutory services, residents and communities to make the borough safer.

The Team focuses upon:

- Bringing partners together to develop plans to reduce crime and keep victims safe;
- Listening to residents and analysing data to identify crime and anti-social behaviour priorities; and
- Commissioning services to meet reduce crime and anti-social behaviour and to protect victims and enable them to recover.

To deliver on the aforementioned community safety priorities of the Council and meet the expectations of residents, business, Councillors and partners the focus of the Community Safety Team will be realigned to the following themes:

- Integrated Community Policing Services – as described above
- Problem Solving Team – as described above
- The Business Management Team – which will lead on commissioning and contract management; programme and risk management; commercial partnership development.
- Strategy and Partnership Development – which will lead management of the Violence Reduction Strategy; Section 17 partnership development and the CCTV development programme and data analysis
- Community Engagement will be a cross cutting theme for all officers within the Team.

Community Safety Team



Identifying residents and young people at risk and vulnerability, and responding, to reduce harm, crime and anti-social behaviour, is part of our approach. This involves close working relationships between the Community Safety Team, Prevent Team, Children's Services, Adult Social Care, Health and Mental Health partners to ensure a joined-up approach to identifying and managing risk. Effective data-gathering, analysis and information sharing is the bedrock of this work.

2.10. Governance

We will strengthen the governance between the Safer Kensington and Chelsea Partnership, the Safeguarding Adults Board, the Safeguarding Children's Board and the Health and Wellbeing Board to ensure that all partners are able to undertake their community safety roles and that the responses to community safety challenges are joined up and effective.

There is also a requirement to strengthen collaboration across Lead Council Member portfolios and a Community Safety Lead Member group has been established to ensure a joined-up approach to tackling community safety issues is in place across all of the Council.

2.11. Finance

The Council will continue to invest in community safety staff and services aimed at reducing crime and anti-social behaviour and safeguarding victims, and purchase additional police officers. This investment is in the context of the requirement to make savings on these budgets each year.

The Council has lost funding from MOPAC to assist in the purchase of additional police officers. The funding from the Mayor's Office for Policing and Crime (MOPAC) London Crime Prevention Fund has also reduced.

In order to meet the challenges of the reductions as detailed above, the proposal is to reduce the value of the Police Officer Contract budget from £1.2 million to £1 million. The £200k will be used to ensure that key services will continued to be funded by the council including:

- Reducing Reoffending Services
- VAWG
- Serious Youth Violence and Gangs Outreach

Appendix 1: Building Safer Communities – Delivery Plan

Tackling Violence: Tackling serious youth violence, gang and knife crime					
Objective	Actions	Lead	KPI	Time	Community Safety Review Recommendation
Improve the coordination of the partnership actions to tackle serious youth violence, gang and knife crime.	Embed contextual safeguarding in the strategic and operational approach to tackling serious youth violence, gang and knife crime.	Natasha Bishopp	Included in SYV, gang and knife crime strategy	September 2019	29
	Enhance risk analysis and information sharing between the Multi-Agency Safeguarding Hub (MASH) and Serious Youth Violence case management meeting	Aman Jaswal / Stacie Smith	Included in SYV, gang and knife crime strategy	September 2019	29
	Adopt learning from Glasgow and other locations in the development of a Public Health informed approach to tackling serious youth violence, gang and knife crime.	Aman Jaswal / Stacie Smith	Included in SYV, gang and knife crime strategy	September 2019	29
Improve the multi-agency management of risk of those involved serious youth violence, gang and knife crime offending	Maintain the monthly serious youth violence case management meeting until such time as these functions transfer to the WCC / RBKC Gangs and Exploitation Unit.	Aman Jaswal / Stacie Smith	Number of referrals received and cases with safeguarding plans.	September 2019	33
	Establish the WCC / RBKC Gangs and Exploitation Unit with broad commitment and participation from partners	Natasha Bishopp / Mat Watson	Number of referrals received and cases with safeguarding plans.	September 2019	33

Establish a police proactive team to focus upon serious youth violence, gang and knife crime	Police proactive youth violence, gang and knife crime unit established across the BCU boundary with clear and effective communication and joint working arrangements with the Community Safety Team and monthly Serious Youth Violence Case Management meeting	Police / Aman Jaswal / Stacie Smith	Effective collaboration and information sharing in place. Number of safeguarding plans established	May 2019	29
	Police undertake intelligence led enforcement against known individuals and organised criminal networks involved in gang, violent and drug related offending.	Police	Police to set	March 2020	29
Reduce repeat victimisation for retaliative violence by providing youth services in St Mary's Hospital	Red Thread Youth Service to engage with victims of knife crime seeking treatment at St Mary's Hospital with the aims of supporting them to exit violent offending lifestyles and to stop retaliation actions by the victim or their friends	Red Thread	KPI's in contract	March 2020	29
Ensure that young people and young adults who may be at risk of involvement in violence are engaged and supported in the community	St Giles Trust to deliver the Violence Reduction Street Outreach Service (VRSOS) to engage with young people and young adults living a violence offending lifestyle and to support them to access services and support reduce and desist their offending behaviour.	St Giles Trust	KPI's in contract	March 2020	29
	Establish a community outreach service to engage with and support young people and their families concerned about knife crime, violence and offending.	Natasha Bishopp	KPI's to be agreed	Commence September 2019	29
Provide schools with the support to be able to respond to knife crime and violent incidents	Police Schools Officers will work with schools to provide support to young people and parents affected by knife crime. The Safeguarding in Schools RBKC officer will work with Schools and the police to coordinate this work.	Police Hilary Shaw	KPI's to be agreed	KPI's to be agreed	29

Support communities to act against violence, gangs and knife crime	Undertake 'One Life No Knife' sports, play, education, employment and support activities in communities to provide information and support to residents about how to counter knife crime and where to get support	Police / Aman Jaswal / Stacie Smith / Emma Biskupski	KPI's to be agreed	Throughout the year	25,16
	Engage with and support communities to undertake community knife sweeps to find hidden knives and weapons	Police / residents	KPI's to be agreed	Throughout the year	25, 16
Integrate youth violence reduction into our local Prevent delivery	Integrate youth violence reduction objectives into the local Prevent delivery plan for 2019/20 <ul style="list-style-type: none"> Community engagement Safeguarding – Channel Panel and Prevent Safeguarding Board Training Community projects – subject to Home Office funding	Pinakin Patel	KPIs to be agreed	Throughout the year	29

Tackling Violence: Violence Against Women and Girls

Objective	Actions	Lead	KPI	Timescales	Community Safety Review Recommendation
Access: Provide high quality services which are accessible, flexible and available in a timely way to a wide range of survivors.	To review gaps in access to specialist services for survivors, children and perpetrators.	Standing Together Against Domestic Violence (STADV) and VAWG Lead	VAWG Strategy	Ongoing	30
	Promotion of clear referral pathways between specialist VAWG services so victims are	Angelou Partnership	Contract Monitoring Meetings	Ongoing	30

	supported appropriately and effectively at the earliest stages				
Response: Ensure that services are consistent, personalised, confidential and lead to survivors feeling and being safer in both the short and long-term.	VAWG services commissioning to consider gaps in services and capacity in locally.	VAWG Lead & Board; STADV Angelou Partnership	VAWG Strategy	March 2019 – March 2020	30
	Expand specialist services offer to provide longer term support and recovery options for survivors through setting up and implements “Meeting Survivors Where They Are” project.	Angelou Partnership	VAWG Strategy	March 2018 – March 2020	30
	Develop best practice responses in line with the coordinated community response.	VAWG Lead & Board; STADV Angelou Partnership	VAWG Strategy	Ongoing	30
Community: residents are supported to help family, friends, colleagues and neighbours.	Organise effective awareness-raising community engagement activities to coincide with key national and international events.	STADV and VAWG Lead	VAWG Strategy	Ongoing	30
	Continue recruitment and training of community ambassadors and focus on mainstreaming the service.	VAWG Lead, Women’s Aid	VAWG Strategy	Ongoing to March 2020	30
Practitioners: Ensure professionals are trained and work in line with best practice in supporting survivors.	Develop ‘Whole’ coordinated approaches to supporting survivors, including a ‘whole health,’ ‘whole housing,’ and ‘whole family’ approach.	VAWG Lead & Board; STADV Angelou Partnership	VAWG Strategy	Ongoing	30
	Conduct Training Needs Analysis and produce guidance for practitioners on levels of training needed to improve understanding of VAWG across our workforce and develop a more consistent response.	STADV and VAWG Lead	VAWG Strategy	March 2019	30
Children and Young People: To provide support to those who witness or are subject to abuse and	Strategic commissioning process to address gap in therapeutic, specialist services for children under 13 who have experienced DA/VAWG.	Commissioners Health and Children’s (LA).	VAWG Strategy and LSCB.	March 2020	30
	Develop whole schools approach via bringing together and coordinating current work and	STADV and Schools leads	VAWG Strategy and LSCB.	March 2019	30

understand healthy relationships and acceptable behaviour in order to prevent future abuse.	building on good practice and expanding throughout schools across the borough.				
	Oversee roll out of project encompass linking police with schools after a child has been subject or experienced police attended incidents of domestic abuse.	VAWG Lead and LSCB.	VAWG Strategy and LSCB.	March 2020	30
Perpetrators: To ensure that perpetrators are held to account and are supported to reform.	Provide specialist training to practitioners on responding to perpetrators of DA	VAWG Lead & Board; STADV Angelou Partnership	VAWG Strategy	March 2019	30
	Ensure co-location of specialist workers in family and children settings to support statutory partners to hold perpetrators to account.	VAWG Lead and LSCB.	VAWG Strategy and LSCB.	March 2020	30
Justice and Protection: To deliver justice and protection for survivors and their families according to their needs within a criminal and civil justice framework and also within a wider social context.	To oversee effective work of the Specialist Domestic Abuse Courts in supporting survivors through the criminal justice system.	Standing Together, VAWG Board	VAWG Strategy	March 2020	30
	Monitor potential impacts of move towards the new Police Command Units in responding to survivors.	VAWG Board, Police partners	VAWG Strategy MPS Action Plan	February 2019 and ongoing	30

Developing a problem-solving approach to anti-social behaviour

Objective	Actions	Lead	KPI	Timescales	Community Safety Review Recommendation
Reduce the impact of anti-social behaviour on vulnerable communities	Develop a model (strategic and operational) encompassing the built environment, community engagement and safeguarding vulnerable victims and young people.	Rachel Merriman / Bernadette	Reduction in crimes and ASB reports to police and Housing	September 2019	12

		Fry / Police	Management Services (HMS)		
	Embed contextual safeguarding in the strategic and operational approach to tackling anti-social behaviour.	Rachel Merriman / Sarah Stalker	Reduction in crimes and ASB reports to police and HMS	September 2019	12
	Ensure information is shared between key partners and that reporting lines and governance are clear and adhered to.	Rachel Merriman / Bernadette Fry / CSPB	Reduction in crimes and ASB reports to police and HMS	September 2019	
Improve the partnership response to tackling anti-social behaviour	Maintain the monthly Joint Action Group (JAG) with embedded Community Multi-Agency Risk Assessment Committee (CMARAC) principles and increase the number of referrals with a hate element.	Rachel Merriman / Lorna Platt / Police / Victim Support	Number of JAG referrals received/closed	Ongoing	
	The Problem-Solving Team to work closely with Housing Management Services, Street Population Outreach Team and CREST services to provide a more joined up, quicker and effective response to resident and business concerns.	Rachel Merriman / HMS / Amy Withey / E&C	Number of referrals/cases resolved or closed	March 2020	
	Two anti-social behaviour police officers to be attached to the Problem Solving Team to provide dedicated enforcement functions.	Police / Rachel Merriman	Number of enforcement actions carried out	May 2019	11, 12
	An additional Senior Community Safety Officer recruited to Problem Solving Team – JD to be developed.	Stuart Priestley / Rachel Merriman	Officer in post	September 2019	11, 12
Develop a long term strategic problem solving plan	Utilise the IDPARTNERS model to inform the ASB strategy and develop the problem solving plan.	Rachel Merriman / Police / key partners	Plan completed	March 2020	

	Ensure resident / partnership co-production principles are embedded in problem solving plan: engage/consult with residents, businesses and councillors.	Problem Solving Team	KPI to be agreed	March 2020	16
	Conduct analysis and data collection exercise to inform problem solving approach.	Problem Solving Team	KPI to be agreed	March 2020	
	Receive assurance for plan from Safer Kensington and Chelsea Partnership	Rachel Merriman / CSPB	KPI to be agreed	March 2020	
Align the partnership problem solving and tasking processes	Ensure the JAG, local Partnership Tasking and BCU wide Tactical Tasking and Coordination Group (TTCG) are scheduled on a rolling cycle so that each feeds into the other.	Rachel Merriman / Police Inspector	KPI to be agreed	Ongoing	
	Senior Community Safety Officer and Police Inspector (JAG and Tasking chairs) to attend TTCG.	Rachel Merriman / Police Inspector	KPI to be agreed	Ongoing	11
Align Police resources to maximise the impact of the problem solving approach through the establishment of the Integrated Community Policing Service	Co-locate Neighbourhood Inspector in the Community Safety Team.	Stuart Priestley / police	KPI to be agreed	1 July forward	11, 12,15
	Implement Integrated Community Policing Service	Police Inspector / Rachel Merriman	KPI to be agreed	1 July forward	12,13,15
	Review legislation related to the Parks Police to assess the potential to extend their remit to other open spaces, including estates.	Rachel Merriman / Parks Police	Review complete with recommendations	March 2020	14
	Ensure NPT officers, parks police, CPT, ASB officers and SPOT officers shift patterns are configured to best support the problem solving plan and maximise the impact of their resources.	Police Inspector / Rachel Merriman	Number of enforcement actions carried out	1 July forward	13,12,

The Community Safety Team					
Objective	Actions	Lead	KPI	Timescales	Community Safety Review Recommendation
Improve the capacity and capability of the Community Safety Team partnership responses to anti-social behaviour issues	Establish the Problem-Solving Team within the Community Safety Team – recruitment of a new staff member; attachment of police ASB officers to the team; review and revise JD's to fit new functions; train staff member in crime analysis	Rachel Merriman/ Stuart Priestley	To be identified	January 2020	11,16,17,18,19
	Utilise the IDPARTNERS model to inform the ASB strategy and develop the problem-solving plan	Rachel Merriman / Police / key partners	To be identified	September 2019	12
	Review and revise problem solving model in partnership with Housing Management Services and the police	Rachel Merriman / Police / HMS	To be identified	September 2019	12,13,14
Integrate Community Policing into the Community Safety Team to enhance the problem solving of crime and ABS issues of concern to residents	Lobby the MOPAC for a continuation of the funding of police officers on the same terms and conditions as current.	Stuart Priestley / Nick Thompson	None	March 2019	
	Fund additional police officers for 2019/2020 and undertake a review of future options for uniformed enforcement officers.	Stuart Priestley	KPIs included in the contract	To March 2020	12
	Align the Council's Parks Police Neighbourhood Policing and the Council funded Community Police Team to provide a discrete Integrated Community Policing resource under one Inspector who is part of the Community Safety Team.				12
Develop partnership arrangements with the local business community to deliver of	Partner with the landlords and letting agents to improve the security of private let sector properties against burglary and other property crime	Lorna Platt	To be identified	Project initiated September 2019	28

community safety projects	Develop a strategy to engage local based businesses corporate social responsibility programmes in delivering community safety outcomes.	Lorna Platt	To be identified	Project initiated September 2019	18
Ensure that the Council and its partners are giving due consideration to community safety and crime reduction	Undertake a Section 17 review of Council Departments. (Section 17 of the Crime and Disorder Act 1998 requires responsible authorities to consider crime and disorder in the exercise of all their duties, activities and decision-making. This means that in all policies, strategies and service delivery there is a need to consider the likely impact on crime and disorder.)	To be agreed	To be agreed		27
	Undertake a Section 17 review of Statutory Partners	To be agreed	To be agreed		27

Building Safer Communities Delivery Plan

Tackling Terrorism					
Objective	Actions	Lead	KPI	Timescales	Community Safety Review Recommendation
Ensure that young people and adults who may be at risk of radicalisation are supported	<p>Deliver Prevent training to staff, civil society groups and community members – in order to identify vulnerable people and signpost them to safeguarding support</p> <p>Ensure vulnerable young people are effectively and efficiently managed through the Channel Panel process with the active involvement of a range of multi-agency partners which may also include local civil society and faith groups.</p> <p>Use Home Office Channel Panel Intervention providers (IPs) for high risk cases where consent by the individual is given. Access the full range of support and tools available to Prevent.</p>	Pinakin Patel	Performance and issues are considered by the Executive Management Board	Annual	

	Ensure vulnerable local residents are managed through the Channel Panel process and are signposted to community-led projects and groups.	Pinakin Patel	Performance and issues are considered by the Executive Management Board		
Undertake measures to make the borough a more hostile environment for terrorists to operate in.	Identify locations at heightened vulnerability to terrorism and implement measures to reduce risk		Performance and issues are considered by the Executive Management Board	Annual	
	Promote the police ACT training, Prevent WRAP training and the 'Run, Hide, Tell' messages to those who work in the borough.		Performance and issues are considered by the Executive Management Board	Annual	
Improve the Council's preparedness to respond to a major terrorist incident	Ensure that the Council's emergency arrangements are robust, supported by effective plans and delivered by trained and competent staff	David Kerry	Contingency Planning Assurance Group provide assurance	Annual	

Building Safer Communities Delivery Plan

CCTV Development					
Objective	Actions	Lead	KPI	Timescales	Community Safety Review Recommendation
Improve the Council's CCTV capacity and capability	Complete a review of the Council's existing CCTV stock – both in the public realm and within Housing Management Services	Stuart Priestley / Doug Goldring	To be agreed	To be agreed	1,2,3,4,5,6,7,8,9

	Establish a CCTV Advisory Board to guide the CCTV work programme	Stuart Priestley / Doug Goldring	To be agreed	To be agreed	10
Ensure all public realm CCTV cameras have the most up-to-date capability	Implement a CCTV upgrade programme for those 34 CCTV cameras that have not been upgraded in recent years.	Stuart Priestley	All upgraded to latest technology	March 2020	1,2,