

SAFER

Appendix A

WOLVERHAMPTON PARTNERSHIP



Crime Reduction, Community Safety and Drugs
Strategy 2014-2017

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Acknowledgements

SWP would like to thank all partners for contributing and assisting with the formation of this strategy



west midlands
police and crime
commissioner



Forewords

As the Chair of Safer Wolverhampton Partnership, the Local Police & Crime Board for the city, I am delighted to present our Crime Reduction, Community Safety & Drugs Strategy 2014-17. The strategy reaffirms the commitment of statutory, third sector, business sector and community members to work together to ensure we continue to drive down crime and improve community safety in Wolverhampton; an extension of our Board membership to include representation from all these sectors means we are much more alert to the local needs of those living and working in or visiting our city.

Building on the positive outcomes achieved over the term of our last strategy of 2011-14, which saw continuous reductions in total recorded crime, we are well-placed to continue reducing the risk of becoming a victim of crime in Wolverhampton. As we continue to face significant financial pressures the strength of our partnership will be tested to see how well we can continue to work together in spite of these challenges to ensure service standards remain high and delivery is more targeted to meet identified need.

Only by working closely with our partners, and making full use of collective resources, can we retain new and existing services which support the strategic priorities communities and stakeholders have told us need to be delivered in partnership. An annual review of these priorities will be undertaken to ensure they remain relevant and align with our annual assessment of need. Any change in focus will be detailed in an updated Local Police and Crime Plan each year, which will check that delivery is addressing priorities and that flexible, responsive services are in place to work with communities in tackling the issues affecting our neighbourhoods; our annual report will keep you informed of progress and any challenges we face.



Simon Warren
Chair of Safer Wolverhampton

The approach to develop this strategy and deliver against proposals contained within it will impact positively on city-wide regeneration plans, improve the quality of life for residents at the neighbourhood level and the experience of our visitors.

As Wolverhampton's representative on the Police and Crime Commissioner's Police and Crime Panel, I am well placed to ensure our local priorities are reflected in wider plans for the West Midlands region and opportunities for investment are identified which will allow us to achieve our objectives locally.

Increasingly, we are charged with improving our practice and identifying efficiencies, so closer collaborative working across the West Midlands will be central to this goal.

As Cabinet lead for Community Safety, I am responsible for ensuring our strategic priorities reflect the needs of the city and that we use views of residents, businesses and other stakeholders to inform our approach in future.

I am confident that our commitment to annually review this strategy will ensure it remains relevant to those living, visiting and working in our city and will be responsive enough to adapt to the changing landscape.



Councillor Elias Mattu
Cabinet Member for Leisure and Communities
Partnership

Executive Summary

Background and Context

Safer Wolverhampton Partnership (SWP) is the statutory Community Safety Partnership (CSP) in the city. In line with its legal duty, SWP engages with a number of partner agencies and formulates a range of strategies and plans to address issues of crime and community safety which incorporates for example, substance misuse, anti-social behaviour, reducing reoffending, domestic and sexual violence, gangs and youth violence. The partnership provides strategic direction, manages performance and takes key funding decisions in order to achieve strategic objectives.

The Partnership engages with communities and consults a range of stakeholders to inform the development and implementation of strategies and plans. Under the Police Reform & Social Responsibility Act 2011 SWP has a duty to cooperate with the elected Police Crime Commissioner (PCC) for the West Midlands Police Force Area. SWP has recently made changes to the board membership which now consists of both statutory sector and non-statutory representatives from community, voluntary and business sectors, to deliver an extended model of community engagement in line with PCC requirements.

Demographics

Demographics across the city, are changing and as a consequence, the crime and community safety needs of the city continue to evolve. The city's population has increased by 6% since 2001 resulting in increased levels of overcrowding, the city continues to suffer deprivation and under the Indices of Deprivation 2010 Wolverhampton is now one of the 10% most deprived local authorities in England. The shifting demographics of the city bring their own challenges for partners to address including engaging with new communities alongside an aging population and a growing level of worklessness.

Performance against our previous strategy

Reflecting on the previous strategy term (2011-2014) SWP has delivered a range of

outcomes against the key objectives that were set out. Positive delivery has been accomplished during an extraordinary backdrop of budget cuts across the Partnership which has inevitably transformed the way in which services are delivered. Recorded crime as a whole across the West Midlands is at its lowest level since modern crime recording began and this is reflective of Wolverhampton's performance with 2012/13 recording an 8% reduction against the previous year, totalling 1492 fewer recorded crimes. Out of 27 Key performance Indicators that can be compared against the previous year; SWP achieved or exceeded the targets set for 20 (74%) of these.

Setting our priorities

Moving into our new strategy we took stock of various pieces of information available to us as well as using the experience of our partners and views of communities to ensure our selected strategic objectives reflect the most challenging facing the city.

Utilising data sources such as crime figures and trends recorded by the Police; collating community perceptions through consultation, engaging our key partners to illicit their service priorities and analysing key documents such as our Strategic Assessment the Board were able to identify four key strategic priorities for 2014-2017:

1. Reducing Reoffending
2. Substance Misuse
3. Violence Against Women and Girls
4. Gangs and Youth Violence/Youth Crime

Reducing Reoffending

Managing repeat offenders is a key priority not only for Wolverhampton but nationally. Statistics estimate that around half of all crime is committed by individuals with previous convictions. A high number of offences are committed by a very small group of individuals, who have been labelled, since 2004, as Prolific and Other Priority Offenders (PPOs).

In order to manage this cohort of repeat offenders a model known as Integrated Offender Management (IOM) has been

adopted across the West Midlands and Wolverhampton has been at the forefront of its delivery and implementation. IOM brings together all agencies, including police, probation, local authority, drug treatment services and a range of third sector providers working closely together to cut reoffending through the targeted management of offenders.

Partnership working around this agenda faces a new challenge in 2014 as the Government's Transforming Rehabilitation agenda comes to fruition. Local probation trusts will be abolished with a public sector National Probation Service established to manage adult offenders posing the highest risk of harm. New 'Community Rehabilitation Companies' will manage all low and medium risk adult offenders subject to statutory supervision in the community. New working relationships are already being established to capitalise on opportunities the transformation presents.

As a partnership we will aim to: continue achieving reductions in reoffending, further increase offenders achieving stable employment and continue to improve rates of offenders moving into stable accommodation

Substance Misuse

Research has shown where there is misuse of alcohol and drugs there are increased risks of involvement in crime, either as perpetrators or as victims. Research has shown alcohol misuse can contribute towards crime, disorder and anti-social behaviour, and drug use can be closely associated with acquisitive crime such as theft, shoplifting and robbery.

Over half of young people and approximately a third of adults who come into substance misuse treatment every year in Wolverhampton come through criminal justice pathways.

Wolverhampton has identified substance misuse as a key priority and recently transformed the way services are delivered. There has been a positive and deliberate shift towards focussing on recovery and ensuring improved outcomes for substance misusers in Wolverhampton. To achieve this a new

integrated recovery focused substance misuse service (alcohol, drugs and young people's services) has been commissioned and procured. The new service improves pathways to exit substance misuse and provides a recovery focused service, which will include working with substance misuse offenders.

As a partnership we will aim to prevent substance misuse through earlier identification of need, effective interventions, a commitment to whole family support to improve the long term health outcomes for substance misusers and manage convicted offenders to tackle their substance misuse needs

Violence Against Women and Girls (VAWG)

VAWG is a collective term that encompasses domestic violence (DV), sexual violence, forced marriage, female genital mutilation, and so-called honour crime. It is so-named to recognise the gendered nature of these crimes in that the majority of victims are female at the hands of male perpetrators, but both the Government's VAWG strategy and the local strategy acknowledge that women and girls and men and boys can be victims and perpetrators in heterosexual and same sex relationships.

Wolverhampton DV Forum (WDVF) and its multi-agency Executive Board employ a coordinated community response model to develop and coordinate successive multi-agency strategies and action plans around VAWG.

VAWG remains a community safety and safeguarding adults and children issue for Wolverhampton. The Home Office estimates that only one tenth of DV incidents are reported to Police, which for Wolverhampton could mean that there are around 50,000 DV incidents per year.

One key strand of partnership work under this heading relates to the requirements under The Domestic Violence, Crime and Victims Act 2004 that multi-agency Domestic Homicide Reviews (DHRs) are undertaken where domestic violence-related deaths occur and lessons can be learnt, and to oversee implementation of any recommendations. The Partnership will aim to increase

confidence in reporting and identifying VAWG, reduce repeat offending & victimisation, reduce serious harm and homicide and increase perpetrators brought to justice.

Gangs/Youth Crime

The last few years have seen joint working across statutory, third sector and private sector providers to coordinate city-wide delivery; this has enabled us to have in place effective gang exit pathways across agencies which targets intervention to those individuals, institutions and locations where gang culture remains problematic for Wolverhampton.

The formation of a Reducing Gang Harm strategy in the city focuses on integrating gangs delivery, as far as possible into mainstream services; recognising, however, that direct intervention must be delivered through the specialist services of a few well established providers. Our focus going forward is on maintaining effective exit pathways for active gang members and targeting our intervention at an earlier point to break the cycle of youth crime and gang recruitment.

As a Partnership we aim to reduce incidents of gang violence and harm, improve gang and youth crime interventions, dismantle gangs and divert offenders using offender management pathways such as education, employment and training, reduce levels of young people aged 10-17 committing crime, improve community engagement by working in partnership and improve awareness within schools and educational establishments.

Priority Areas

Whilst delivering against the key strategic objectives we will continue to respond effectively to crime issues facing neighbourhoods across the city. We will continue our work around Priority Areas, identified through the West Midlands Police (WMP) force strategic assessment, West Midlands has identified 31 priority areas of which Wolverhampton has three red (high priority) and three amber (medium priority). The city's Priority Areas contain around 16% of Wolverhampton's population, yet are responsible for approximately 30% of the

city's recorded crime. Similarly work around agendas such as Hate Crime and Prevent will be addressed through our delivery structures which include a range of strategic and operational groups.

Support for victims

When addressing the plethora of issues we face around crime and community safety it is imperative victims remain our focus and service providers ensure victim needs are at the forefront of delivery. Support needs to be robust to aid victim recovery whether that is physical or mental. Wolverhampton offers a range of support for victims, predominantly through the voluntary and community sector; some of these organisations specialise in providing support to victims of certain crime categories such as domestic violence, whereas other services will support any victim of crime. Referral pathways are in place providing victims of crime with a direct route into support services.

Delivery each year

SWP will work with key partners, including the voluntary and community sector, in identifying the most effective way to utilise funds made available by the PCC to improve the offer of services to victims of crime. We will be reviewing the focus of this strategy annually and revising our approach within the local Policing and Crime Plan to ensure delivery accurately reflects the changing needs of the city.

SWP recognises the importance of community confidence and reassurance to help make residents of the city feel safe and secure. SWP strives to engage with communities, directly or via our partners, around key policy changes, performance and during the formation of plans and strategies. The Neighbourhood Service function within the City Council is the primary mechanism across the city for engaging with communities. Through channels such as the Local Neighbourhood Partnership (LNP) meetings and Partners and Communities Together (PACT) meetings, issues of community concern are identified and addressed. Direct input from SWP Board members also provides a direct route to identify community priorities.

Introduction

The Partnership

Safer Wolverhampton Partnership (SWP) is the statutory Community Safety Partnership (CSP) in the city. It also became the Local Police & Crime Board (LPCB) for Wolverhampton in response to Police & Crime Commissioner (PCC) proposals. As many of the functions of the CSP were similar to those of a LPCB the membership of SWP expanded in July 2013 to include the following partners:

Statutory partners from

- Wolverhampton City Council
- Wolverhampton City Council Leisure & Communities Cabinet Member
- West Midlands Police
- West Midlands Fire and Rescue Authority
- National Probation Service / Community Rehabilitation Company
- Wolverhampton Clinical Commissioning Group
- Her Majesty's Prisons

Non-statutory partners from

- Communities of geography – Neighbourhood Services appointed representatives covering each constituency area
- Business sector
- Third Sector Partnership – covering Communities of Interest, special interest groups and Third Sector organisations
- Lead Councillor representation

With these changes in place less than 50% of the membership is made up of statutory sector partners, providing a strengthened model of direct influence by communities in setting the city's crime and community safety priorities.

Functions and Statutory Duties

SWP Board fulfils functions around strategic priority setting, strategy development, strategic decision making and all commissioning decisions through the allocation of available funding and re-direction of mainstream resources to deliver against agreed priorities.

As the CSP for the city, SWP has a legal duty to perform a number of statutory functions. Under the Crime and Disorder Act 1998 a duty is placed on certain partners (termed Responsible Authorities) to be part of SWP membership. Under this duty, SWP must formulate and implement strategies to tackle crime and disorder, substance misuse, anti-social behaviour and reducing reoffending. Arrangements must be put in place for managing the CSP to deliver the strategies and plans partners agree and to implement systems for maintaining and sharing information.

The Partnership must engage with communities and hold public meetings, including consulting with stakeholders to inform the development and implementation of strategies and plans. These plans must be well informed by data sources including the annual strategic assessment, partner data and community input. Whilst delivering against identified strategies and plans SWP implements systems to monitor performance and report back to stakeholders through quarterly performance monitoring of key performance indicators and annual reports.

Under the Police Reform & Social Responsibility Act 2011 SWP has a duty to cooperate with the elected PCC for the West Midlands Police Force Area. SWP also operates as the LPCB, which delivers

an extended model of community engagement extending the influence of community decision making in line with PCC requirements.

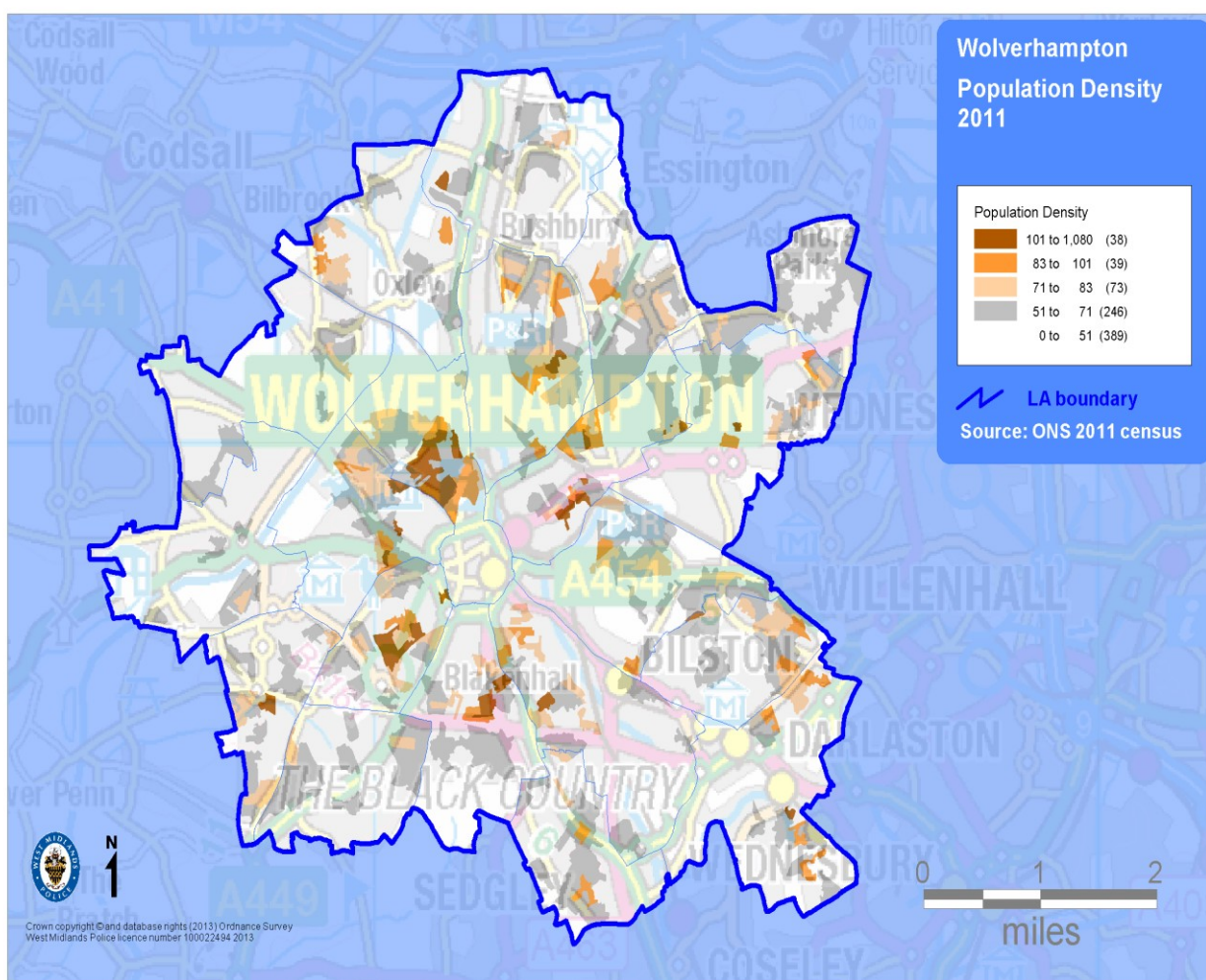
As part of the Domestic Violence, Crime and Victims Act 2004 SWP has a responsibility for undertaking Domestic Homicide Reviews (DHR) where a domestic violence-related death occurs and lessons can be learnt, (following statutory guidelines), and to oversee implementation of any recommendations.

SWP delivers across various strands of Crime and Community Safety and engages a variety of partners during this process. The diagram overlaid depicts key areas of work SWP delivers against.

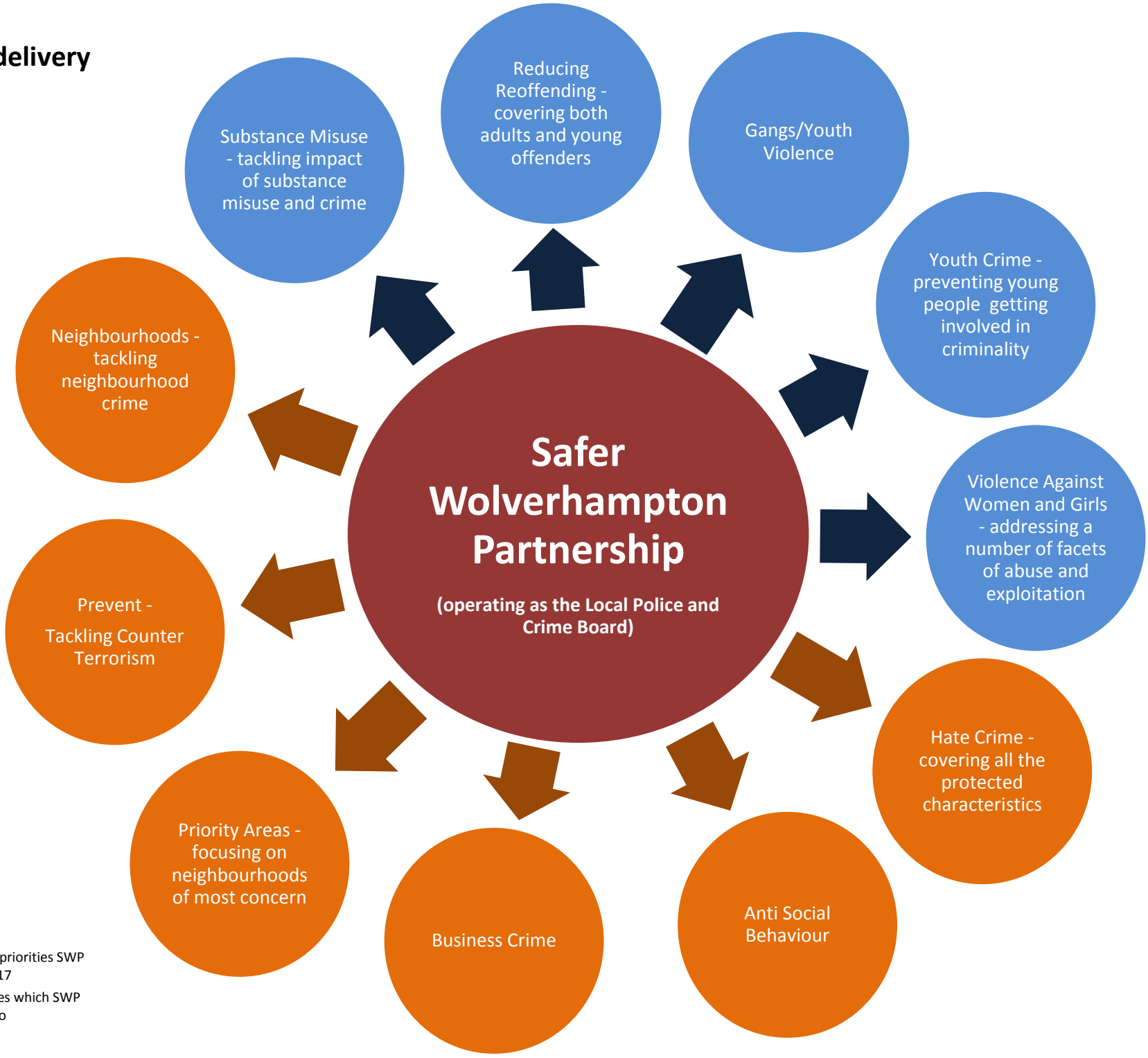
The City

Wolverhampton has experienced a great deal of change over the past decade. The city's population has increased by 6% to just under 250,000 people since 2001 alongside increased levels of overcrowding and deprivation. The city is ranked in the Indices of Deprivation 2010 as the 20th most deprived nationally and is now one of the 10% most deprived local authorities in England. Wolverhampton is an ethnically diverse city; over the last decade there has been a 10% decrease in White British residents since and a corresponding increase in Black Asian Minority Ethnic (BAME) residents. In 2011, BAME residents accounted for 36% of Wolverhampton's population, a much higher proportion than had been initially anticipated.

The shifting demographics of the city bring their own challenges for partners to address including engaging with new communities alongside an aging population and a growing level of worklessness. These changes will be exacerbated by the issues anticipated over the coming years including welfare reform, community cohesion and cuts to public services.



SWP areas of delivery



Indicates key strategic priorities SWP will focus on for 2014-17
Indicates other priorities which SWP continues to respond to

Reflections on 2011-2014

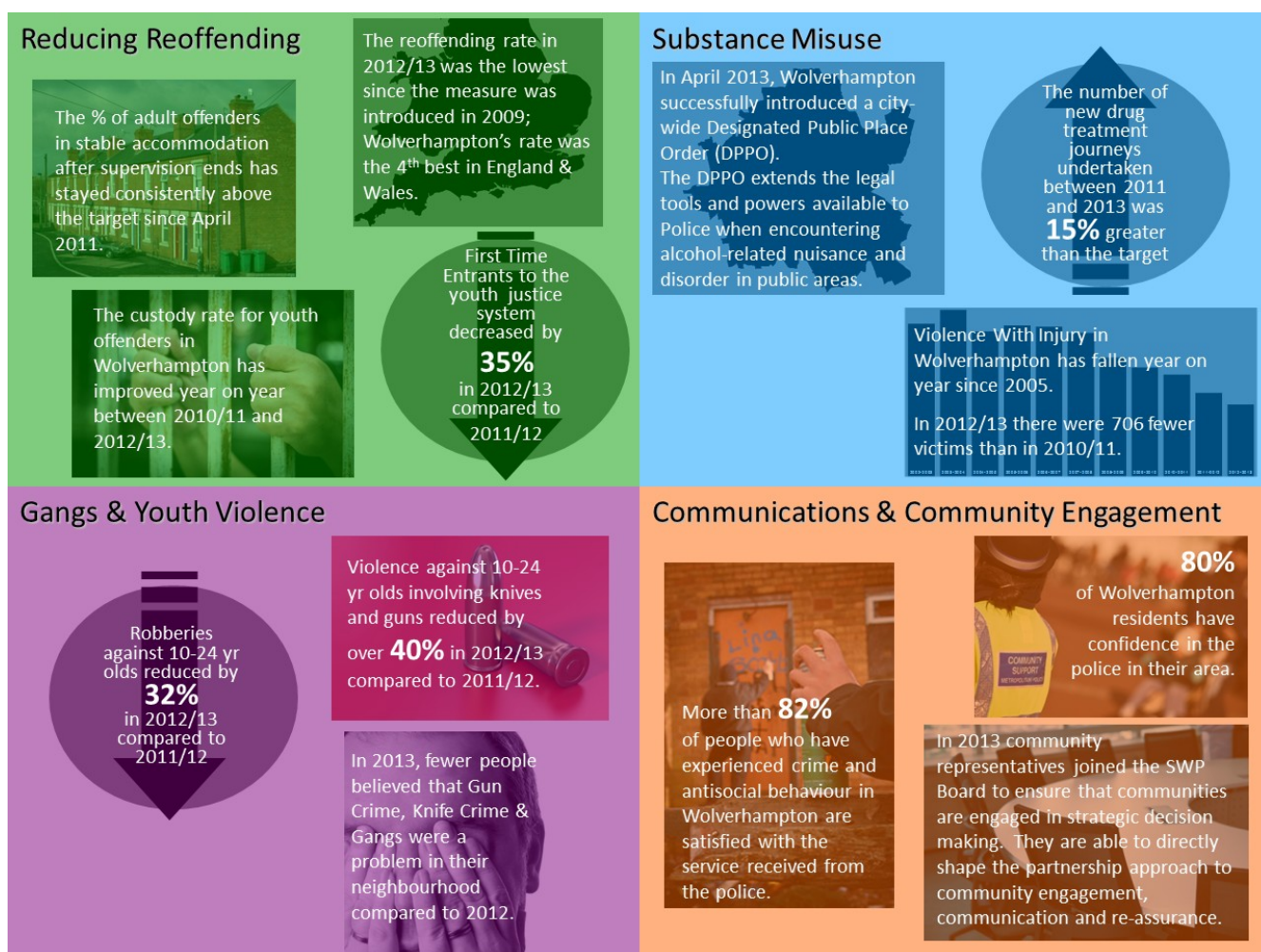
Services across the Partnership are facing unprecedented challenges around budget cuts which are inevitably forcing transformation in the way services are delivered. As services contend with the challenges they face the core provision they are required to deliver must continue.

In the midst of these challenges performance has been positive across the four strategic priorities which were set by Board in 2011, these consisted of:

- Reducing Reoffending
- Substance Misuse
- Gangs and Youth Violence
- Communications and Community Engagement

Recorded crime as a whole across the West Midlands is at its lowest level since modern crime recording began. This is true of Wolverhampton, with 2012/13 recording an 8% reduction against the previous year, totalling 1492 lesser reported crimes.

Great strides have been made towards achieving the targets against these four strategic priorities since 2011. These achievements have been aided by established models of partnership working (Offender Management), funding programmes (Ending Gang and Youth Violence) and examples of collaborative partnership working (joint drugs/alcohol delivery and whole family focus) and performance indicators. Out of 27 Key performance Indicators that can be compared against the previous year, SWP achieved or exceeded the targets set for 20 (74%).



Current reductions against the predicted reoffending rate in Wolverhampton are the best since 2009, crimes associated with youth violence have seen sizable reductions over the past year and many drug treatment targets have been exceeded. Encouragingly, there is evidence that people who come into contact with police and partner agencies are generally satisfied with the service they receive and are less likely to have negative perceptions.

Whilst some challenges remain, (access to employment, public perceptions of crime, impact of welfare reforms), progress remains positive.

SWP Priorities

How we determined our priorities

Evidence of need

When setting strategic priorities for the three year strategy, a range of information sources need to be considered to ensure we get a well-informed picture of the issues facing the City. These sources will include police recorded crime data, anti-social behaviour figures, data from other partners such as West Midlands Fire Service, health, housing providers, council services as well as perception data on feelings of safety from resident surveys and consultation feedback. Additionally, key agencies are consulted to ensure the strategic priorities selected are the most impactful across other agendas; for example, provision of substance misuse treatment services will impact positively on efforts to reduce property related crimes such as burglary and vehicle crime.

SWP forms its Strategic Assessment annually, which provides an in-depth analysis of crime trends across the City, providing a baseline to highlight areas of concern. The Strategic Assessment from 2013 highlighted shoplifting, violent crime, theft from motor vehicles and burglary as top contributors to total recorded crime; communities informed us issues such as drugs, anti-social behaviour, street drinking and prostitution, were of most concern; similarly our partners provided their views on demands for their services. A number of the issues pertinent to specific neighbourhoods will be resolved through local neighbourhood tasking arrangements, and crimes requiring a single agency response will still continue to be addressed by those agencies.

This strategy will focus on delivering against the strategic priorities requiring a multi-agency response which, if addressed, will have a positive impact on other crime types. Similarly, it will involve the coordination of multi-agency services which can provide earlier targeted support to those families to avoid crisis situations; this will not only seek to address direct crime and community safety concerns but will also make a positive contribution to wider social well-being of residents and families.

SWP Board are committed to inclusivity with the public and therefore set out to consult on the development of the strategic priorities and plans. Whilst data sources such as the Strategic Assessment cannot be negated in the process of setting priorities, the Board were keen to understand community views and identify any correlation with priorities highlighted from agency information sources.

SWP carried out a consultation to inform priority setting during 2013 which involved residents of the city as well as a number of organisations from the statutory and third sectors. The top four strategic priorities for the 2014-2017 Crime Reduction, Community Safety and Drugs Strategy for

Wolverhampton featured in the top five overall group and individual responses received and are detailed below:

Strategic Priorities:

1. Reducing Reoffending
2. Substance Misuse
3. Violence Against Women and Girls
4. Gangs and Youth Violence / Youth Crime

Whilst the strategic priorities have been identified by Board as key areas of focus, SWP will continue to respond to other areas of crime and community safety. SWP has a remit to identify and respond to emerging issues across the city regardless of whether these fit within the strategic priorities. Issues such as hate crime, acquisitive crime, counter terrorism, anti-social behaviour, vehicle crime, prostitution and a range of other common crime categories will be addressed via SWP structures.

Priority 1: Reducing Reoffending

It is estimated that around half of all crime is committed by individuals with previous convictions. A high number of offences are committed by a very small group of individuals, who have been labelled, since 2004, as Prolific and Other Priority Offenders (PPOs). Integrated Offender Management (IOM) is the principal model adopted across the West Midlands for tackling repeat offenders. It means all agencies, including police, probation, local authority, drug treatment services and a range of third sector providers working closely together to cut reoffending through the targeted management of offenders.

Wolverhampton was one of the national 'pioneer' areas for the IOM approach. As a result of our well established inter-agency work, the formal Ministry of Justice statistics show us to be the 6th most successful local authority in the country in reducing the reoffending of adult offenders. The essence of IOM is that offenders are offered opportunities to address behaviour that contributes to their offending, which might include drug treatment or employment training. If they fail to take the opportunities they run the risk of being returned to court or recalled to prison.

IOM is used successfully with offenders of all ages. All agencies combining their efforts to tackle offending has been one of the core principles of the highly successful Wolverhampton Youth Offending Team (YOT) since its inception.

The YOT works with local crime reduction partners to identify those young people who present the greatest risk to communities and themselves, providing them with very particular monitoring and support. There is, for instance, a very successful intensive surveillance and support scheme in the YOT which manages the highest risk young people.

The IOM umbrella also includes Multi Agency Public Protection Arrangements (MAPPA), the process which brings agencies together to manage serious violent criminals and sex offenders.



Reducing reoffending is a key priority for SWP because success relies on co-ordinating the efforts of a range of agencies, which is achieved through partnership structures. Whilst being a distinct priority it is also inextricably linked with other partnership priorities related to drug and alcohol misuse, youth and gang violence and also violence against women and girls.

Partnership working faces a new challenge in 2014 as the Government's Transforming Rehabilitation agenda comes to fruition. Local probation trusts will be abolished from 1st April 2014, with a public sector National Probation Service established to manage adult offenders posing the highest risk of harm, whilst the management of low and medium risk adult offenders subject to statutory supervision in the community will be passed to new organisations, known as Community Rehabilitation Companies; with the tendering process to see who will do this work now underway. New working relationships will need to be established within these new arrangements which should create opportunity for innovative practice.

Key outcomes for 2014-2017:

1. Reduction in reoffending
2. Increase of offenders achieving stable employment
3. Increase of offenders moving into stable accommodation

Priority 2: Substance Misuse

There are increased risks of involvement in crime, either as perpetrators or being the victims of crime and violent crime, for people who misuse alcohol and drugs. Alcohol has been identified as a major contributor to crime, disorder and anti-social behaviour, and drug use can be closely associated with acquisitive crime such as theft, shoplifting and robbery. Over half of young people and approximately a third of adults who come into substance misuse treatment every year in Wolverhampton come through criminal justice pathways.

Nationally, *'Reducing Demand, Restricting Supply, Building Recovery: supporting people to live a Drug free Life, (2010)'* sets out the Government's plans for tackling drugs and addressing alcohol dependence. Locally, alcohol and drugs has been prioritised by the Health and Wellbeing Board as one of its 5 top priorities in the Joint Health and Wellbeing Strategy (JHWBS) 2013–18. This will be a key driver for the implementation of improved outcomes, ensuring that we adopt a joined up approach.



Wolverhampton's Alcohol Strategy (2011-2015) aims to reduce alcohol harm through a cross partner co-ordinated approach to delivery. This strategy and associated action plan forms the implementation plan for the alcohol strand of the JHWBS and therefore is the key vehicle by which alcohol-related crime is tackled. The implementation plan for the drugs strand will be through the new consortium contract with NACRO, Aquarius and Birmingham & Solihull Mental Health Trust, which is overseen by the multiagency Joint Commissioning Board.

To support a recovery focus and ensure improved outcomes for substance misusers in Wolverhampton, a new integrated recovery focused substance misuse service (alcohol, drugs and young people's services) has been commissioned and procured. The service began on the 1st April

2013 with a new model of service delivery operational since 1st September 2013. As well as improving pathways to exit substance misuse and providing a recovery focused service, SWP is committed to tackling the hidden harm to families when dealing with parental substance misuse and is adopting a whole family approach to delivery.

Work with offenders is also important when dealing with substance misuse and crime reduction. A number of offender related programmes will be implemented to tackle offender's dependant on alcohol and drugs. We continue to engage Drug Intervention Programme clients who are among the hardest-to-reach and most problematic drug misusers. Other priorities to address alcohol related crime and disorder include domestic violence and anti-social behaviour and the impact alcohol has on communities, children, young people and families. In addition, use of S27 Dispersal Orders to tackle problematic street drinkers, and Drug Rehabilitation Requirements (DRRs) and Alcohol Treatment Requirements (ATRs) seek to help convicted substance misusers into treatment.

Powers to tackle street drinking have also been extended with the introduction of a City-wide Designated Public Place Order (DPPO). The DPPO extends police powers to confiscate alcohol where there is a likelihood of anti-social behaviour occurring.

The following key outcomes identified in Wolverhampton Alcohol Strategy 2011-2015 and Wolverhampton's JHWBS will be used to monitor progress towards reducing the harms from substance misuse related crime and community safety:-

Key outcomes for 2014-2017:

1. Prevent substance misuse through earlier identification and effective interventions amongst children and young people.
2. Improve the long term health outcomes for substance misusers.
3. Managing convicted offenders to tackle their substance misuse needs
4. Reductions in alcohol-related crime and disorder

Priority 3: Violence Against Women and Girls

'Violence against women and girls' (VAWG) is a collective term that encompasses domestic violence (DV), sexual violence, forced marriage, female genital mutilation, and so-called honour crime. It is so-named to recognise the gendered nature of these crimes in that the majority of victims are female at the hands of male perpetrators, but both the Government's VAWG strategy and the local VAWG strategy acknowledge that women and girls and men and boys can be victims and perpetrators in heterosexual and same sex relationships.

The national model for responding to VAWG is that of a coordinated community response. This approach recognises that no single agency can deal effectively with VAWG but that all agencies and communities need to make a stand against VAWG, and work collaboratively to prevent incidents, protect victims and their children, and hold perpetrators to account. Education and advice from specialist services are fundamental elements of reducing VAWG.

Wolverhampton DV Forum (WDVF) and its multi-agency Executive Board employ this model in developing and coordinating successive multi-agency strategies and action plans around VAWG. The model relies on multi-agency partnership and commitment across prevention, service provision, protection and justice for adults and children in the health, social care, and criminal justice arenas across all sectors. Current examples of the coordinated community response model in operation include the Specialist DV Court (SDVC), Multi-Agency Risk Assessment Conferences (MARAC), and WDVF's co-located multi-agency team. In addition to preventing the personal suffering of VAWG

victims, investing in a coordinated community response model has been shown to significantly reduce public sector costs.



VAWG remains a high volume community safety and safeguarding adults and children issue for Wolverhampton. The Home Office estimates that only one tenth of DV incidents are reported to Police, which for Wolverhampton could mean that there are around 50,000 DV incidents per year. Research shows that unless checked at an early stage, DV increases in severity and frequency. It continues to be cited as the

crime with the highest repeat offending/victimisation rate, approximately 30% in Wolverhampton, and is a common factor across serious case reviews, child protection, child in need, and Looked after Children populations. There are also other significant risk factor cross-overs between DV with alcohol and substance misuse, and mental health issues.

One key strand of partnership work under this heading relates to the requirements under The Domestic Violence, Crime and Victims Act 2004 that we undertake multi-agency Domestic Homicide Reviews (DHR) where domestic violence-related deaths occur and lessons can be learnt, and to oversee implementation of any recommendations.

In Wolverhampton, partnership working is more mature for DV than for the other VAWG strands which are being addressed through the new VAWG strategy. The quality of services for victims of sexual assaults has been improved by a new West Midlands Sexual Assault Referral Centre (SARC) service provider contract. Locally, there has been a significant rise in demand for the services provided by WDVf's re-established Independent Sexual Violence Adviser (ISVA) during the year. The ISVA provides the critical care pathway for victims of sexual violence accessing the SARC services, and/or criminal proceedings. A recent awareness-raising conference on forced marriage and honour based violence, jointly hosted by the Safeguarding Adults and Children's Boards and WDVf, has provided a high profile platform from which to develop key themes of work to improve the identification and management of forced marriage, honour crime, and female genital mutilation cases in line with recognised good practice, and with a priority of working with schools.

Key outcomes for 2014-2017:

1. Increased confidence in reporting and identifying VAWG
2. Reduction in repeat offending & victimisation
3. Reduction in serious harm and homicide
4. Increase in perpetrators brought to justice

Priority 4: Gangs and Youth violence/youth crime

The last few years have seen joint working across statutory, third sector and private sector providers to coordinate city-wide delivery; this has enabled us to have in place effective exit pathways across agencies which targets intervention to those individuals, institutions and locations where gang culture remains problematic for Wolverhampton.

Central to this was the formation of a Reducing Gang Harm strategy in the city and the added resource which came from the Home Office Ending Gang and Youth Violence programme during 2012.

Our emphasis remains on integrating gangs delivery, as far as possible into mainstream services; recognising, however, that direct intervention must be delivered through the specialist services of a few well established providers.

Our focus going forward is on maintaining effective exit pathways for active gang members and targeting our intervention at an earlier point to break the cycle of gang recruitment.

This ties directly into the work of the Youth Crime Prevention strand of the Targeted Youth Support strategy which coordinates support for young people aged 11-19 who are at risk of getting involved in anti-social / criminal behaviour or gang activity. The focus will be on developing referral routes across partners to support young people at risk; halting an escalation of their behaviour to prevent entry into the criminal justice arena.



Key outcomes for 2014-17:

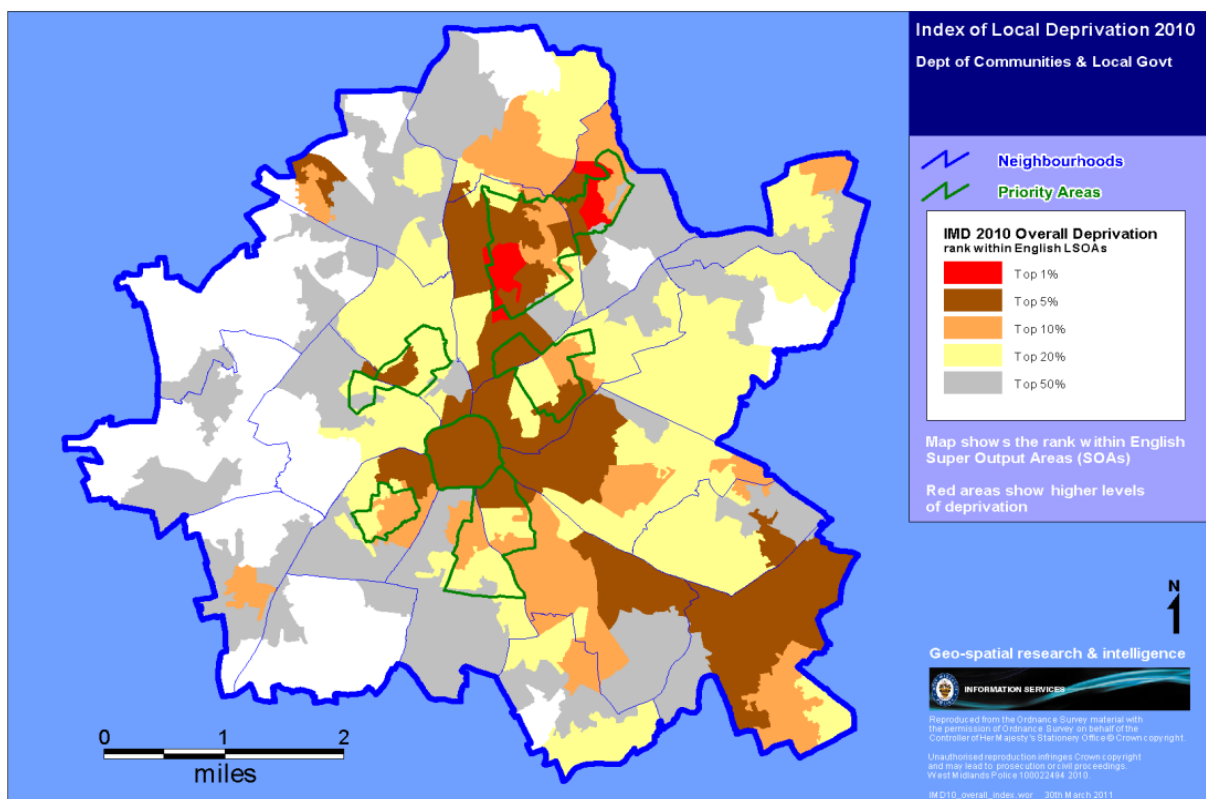
1. Reduce incidents of gang violence and harm
2. Improve gang and youth crime interventions (providing support and employing civil and legal remedies where needed)
3. Dismantle gangs and divert offenders using offender management pathways such as education, employment and training
4. Fewer knife and firearms incidents
5. Reduction in young people aged 10-17 committing crime
6. Improve community engagement by working in partnership
7. Improve awareness within schools and educational establishments

Local Policing Plan

The delivery of this strategy will be aided by the annual Local Policing Plan. This plan sets out, on an annual basis, the direction for services and the responses required to reflect changing priorities at neighbourhood and city wide levels. The plan provides us with an opportunity to annually review our strategy and respond effectively to community needs. Communities have the opportunity to shape the Local Policing Plan at an operational level providing services with direction on areas of concern, be it thematic or geographic that require particular focus.

Priority Areas

In 2011/12 the West Midlands Police (WMP) force strategic assessment identified 31 priority areas of which Wolverhampton has three red (high priority) and three amber (medium priority). The city's Priority Areas contain around 16% of Wolverhampton's population, yet are responsible for approximately 30% of the city's recorded crime. The areas also display high levels of deprivation as shown in the map below.



The six areas in Wolverhampton are - red areas: All Saints & Blakenhall, City Centre and Whitmore Reans, and amber areas are Heath Town & Park Village, Low Hill & The Scotlands and Pennfields.

Priority Areas is at the heart of Wolverhampton's partnership working; instead of a traditional crime-centric approach, partner issues have been identified and prioritised as the focus for Priority Areas across the city.

Management of priority areas is a continuous partnership process where issues will be jointly identified and jointly addressed. This process of identification, analysis and solution development will continue in each Priority Area, encompassing the root causes found within the areas and addressing them appropriately. Addressing these long term issues is part of mainstream partner delivery, governed through the partnership's existing management structure.

Prevent

Prevent is a strand of the government's counter-terrorism strategy, CONTEST. Its aim is to stop people becoming terrorists or supporting terrorism.

Prevent strategy will specifically:

- Respond to the ideological challenge of terrorism and the threat we face from those who promote it
- Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support
- Work with sectors and institutions where there are risks of radicalisation which we need to address.

To facilitate the delivery of Prevent, a local delivery plan has been produced which is informed by the annual Counter Terrorism Local Profile (CTLP) and the national Prevent strategy; this is reviewed annually.

A CTLP is produced every year, which is a confidential report providing an assessment of the terrorist threat and vulnerability locally. Findings from this report are shared with senior officers within the Local Authority and key partners so they are alert to any identified threat and can assist with its minimisation. The 2013 CTLP assessed Wolverhampton as being a low risk area, however a number of vulnerabilities remain, so the support of partners and a heightened awareness amongst their front line staff is key to early identification of vulnerable individuals and a comprehensive assessment to identify their needs.

There has been no allocated funding to deliver Prevent since the end of the 2008-11 programme; successful delivery must centre on a move towards mainstreaming, in place of project delivery.

Channel Panel is a confidential safeguarding case management forum where vulnerable individuals are referred for multi-agency intervention and support. Channel is a key element of the Prevent Strategy; providing a multi-agency approach to protect people at risk from radicalisation. It aims to:

- Identify individuals at risk of being drawn into terrorism
- Assess the nature and extent of that risk; and
- Develop the most appropriate support plan for the individuals concerned

WMP Counter Terrorism Unit (CTU) provides a range of training available to organisations which is free to access. By raising awareness across agencies of Prevent and ensuring all front line staff are alert to the signs of radicalisation or extremist ideology when providing services, the potential for identifying individuals or groups for support will increase.

Support for Victims

Wolverhampton recognises the importance of providing robust support for victims of crime. It is imperative victims receive comprehensive support to aide their recovery whether that be physical or mental and that steps are taken to reduce the risk of becoming a repeat victim.

Wolverhampton offers a range of support for victims, predominantly through the voluntary and community sector. Some of these organisations specialise in providing support to victims of certain

crime categories such as Domestic Violence, whereas other services will support any victim of crime. Referral pathways are in place providing victims of crime with a route into available support services.

PCC proposals for establishment of a victims commission for the West Midlands area, to improve the offer of services to victims of crime are being developed. SWP will be working with key partners, including the voluntary and community sector, in identifying the most effective way to improve the response to victims in line with PCC proposals.

Safeguarding: Reducing Harm and Vulnerability

SWP is committed to ensuring the safeguarding of adults and children underpins all aspects of our multi-agency working, from policy development through to operational services in the delivery of this strategy.

SWP works closely with both Children's and Adults' Safeguarding Boards; these Boards ensure effective safeguarding arrangements are in place across partner agencies and will review policies and procedures against legislation and guidelines. SWP has a significant role to play in reducing risk of harm to adults and children across all partners, their employees and through contracted services.

Essentially, steps are being taken to roll out a 'whole family' approach to service delivery to ensure early and appropriate family support is identified and put in place to reduce the need for crisis intervention at a later point. We also have a shared responsibility to regularly review and improve our safeguarding practice which includes implementing lessons learnt from serious case reviews and domestic homicide reviews to reduce the incidence of death or serious harm.

Whilst all crime and anti-social behaviour cause harm to most individuals, there are also those offences which cause most harm to fewer individuals. With this in mind, we will encourage the reporting of crimes from vulnerable victims, such as those subject to domestic abuse, hate crime and sexual exploitation.

Resources

Home Office Community Safety Grant is received from the PCC to support delivery of the local Policing and Crime Plan. Significant reductions in grant funding over recent years, however, has made the need for joint working and use of all available partner resources ever greater. SWP will be held accountable to the PCC for monies received, however, our main focus must be on integrating changed practice across mainstream services to meet the shared objectives contained within this strategy.

Equalities

From crime analysis undertaken and access to service data the strategy will impact differently on certain groups. Women and girls are disproportionately impacted by domestic abuse, sexual violence etc, so any services addressing these issues are more likely to benefit women; a higher proportion of offenders are male so will be in receipt of the majority of offender management services; whilst services cater for all age groups, some are tailored specifically to the needs of young

people; approaches to address gang issues in the city will be targeted at known gang members, a disproportionate number of which are black or mixed race males. The strategy also cuts across a number of public health areas, in particular where it outlines approaches for engaging mental health clients.

There are no adverse impacts identified as a result of the strategy development, implementation, from the analysis or consultation feedback; the Strategy will impact positively on some of the protected characteristics by catering for the different needs of clients and addressing the victimisation associated with the gender-biased crimes within the Violence Against Women and Girls priority.

Further evidence gathering is planned to understand needs of newly arriving communities. The annual review of the strategy will reflect any required changes in service delivery resulting from the annual strategic assessment.

There will be an ongoing commitment for partners to work together to make provision to tackle crimes not detailed within the strategy – e.g. Hate crime, counter-terrorism prevention. Crimes not detailed within this strategy may impact on groups with protected characteristics differently. Provision for addressing these issues will be monitored using the SWP quarterly performance framework and assessed as part of the annual strategic assessment. Planned approaches to cater for differing needs of client groups are detailed within the full analysis which is available upon request.

Delivery

SWP together with a range of partners have implemented a robust model to ensure effective delivery of priorities. The model takes account of strategic and operational delivery and is flexible enough to achieve key strategic outcomes whilst responding to emerging crime trends and neighbourhood issues.

Appendix 1 provides a pictorial of the delivery model and also cites key links to other strategies and plans.

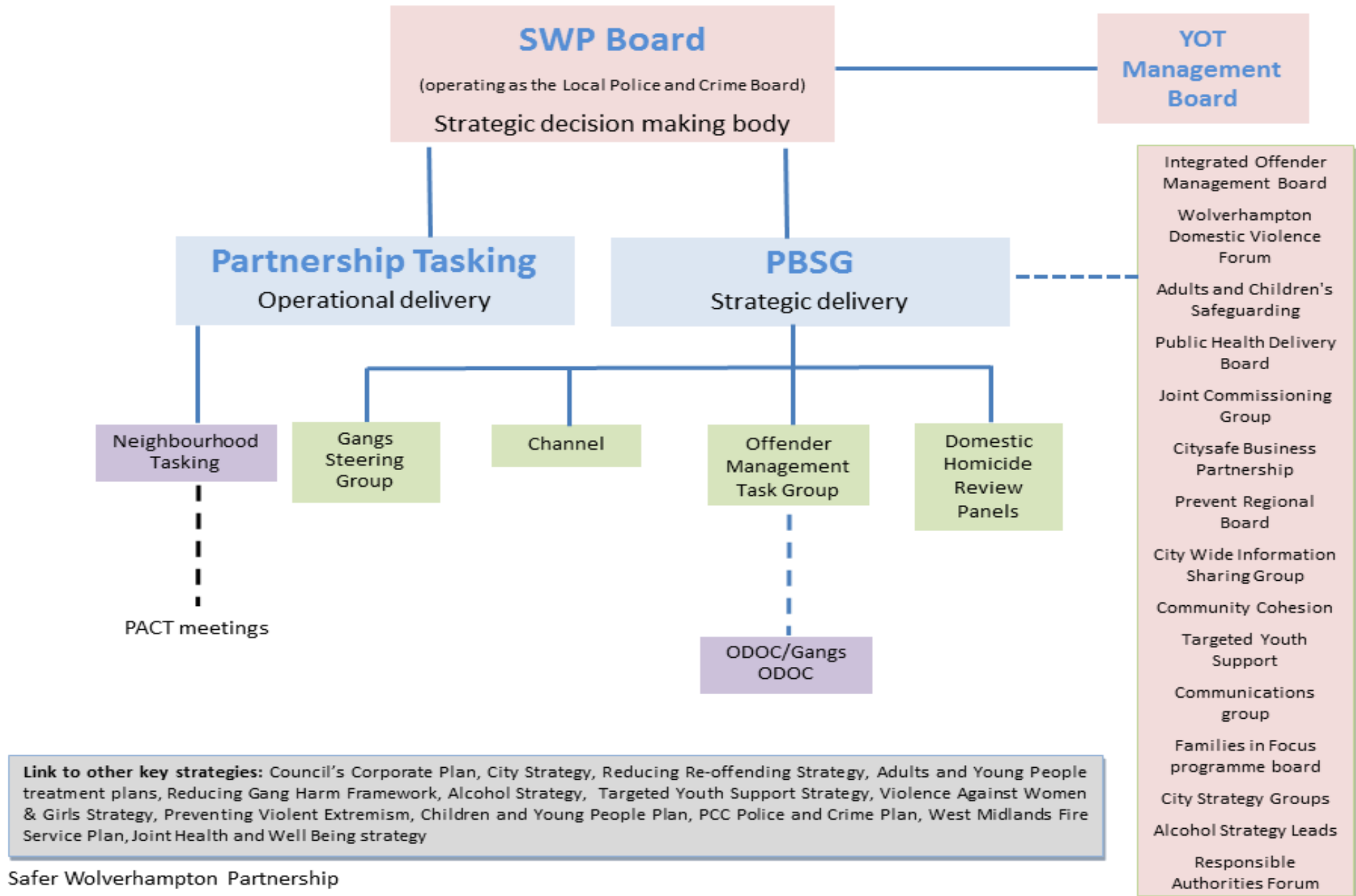
Community Engagement

The Partnership recognises the importance of community confidence and reassurance to help make residents of the city feel safe. SWP strives to engage with communities, directly or via our partners, around key policy changes, performance and during the formation of plans and strategies.

The Neighbourhood Service function within the City Council is the primary mechanism across the city for engaging with communities. The service supports community networks and initiatives across all wards and constituencies on a range of issues including crime and community safety. This includes holding regular Local Neighbourhood Partnership (LNP) meetings for communities to agree and address their local priorities and neighbourhood level Partners and Communities Together (PACT) meetings which specifically identify issues of crime and community safety. In addition, agencies such as the Police and Local Authority will feedback on progress of previously identified concerns. Neighbourhood Wardens and Police Community Support Officers continue to serve neighbourhoods across the city. Acting as the 'eyes and ears' they provide reassurance to communities and deter neighbourhood crime.

SWP also engages via mail shots, social media and a regularly updated website.

Appendix 1 - Safer Wolverhampton
Partnership delivery structure chart



Glossary of terms

ATR	Alcohol Treatment Requirement
CSP	Community Safety Partnership
CTLP	Counter Terrorism Local Profile
CTU	Counter Terrorism Unit
DRR	Drug Rehabilitation Requirement
DHR	Domestic Homicide Reviews
DPPO	Designated Public Place Order
DV	Domestic Violence
IOM	Integrated Offender Management
ISVA	Independent Sexual Violence Adviser
JHWBS	Joint Health and Wellbeing Strategy
LPCB	Local Police and Crime Board
LNP	Local Neighbourhood Partnerships
MAPPA	Multi Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment meetings
PACT	Partners & Communities Together
PCC	Police and Crime Commissioner
PBSG	Partnership Business Support Group
PPOs	Prolific and Other Priority Offenders
SARC	Sexual Assault Referral Centre
SDVC	Specialist Domestic Violence Court
SWP	Safer Wolverhampton Partnership
VAWG	Violence against Women and Girls
WDVF	Wolverhampton Domestic Violence Forum
WMP	West Midlands Police
YOT	Youth Offending Team

Contact

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