Sandwell Community Safety Strategy 2019-2021

To ensure that the communities of Sandwell feel safe, protected and confident in their homes and neighbourhoods
Chair’s Introduction

Changing the partnership’s work to meet changing demands

2018 was a year of change for the Safer Sandwell Partnership Police and Crime Board. In 2017, we used a peer review to take a close look at the changing nature of crime, keeping our communities safe, our priorities for the future and the resources we have available to us. We recognised some great work taking place at operational level and some good strategic work, but we also realised we needed to be better in working across organisations and managing different kinds of risks relating to the nature and threat of modern crime.

Over the past five years or so, we have seen a rise in types of crime in which people are exploited, including slavery, domestic abuse, sexual exploitation and recruitment of children into distributing drugs. These crimes particularly affect the most vulnerable people in our borough. We’ve also seen a rise in violent crime and in drug-related crime. Anti-social behaviour has also begun to increase again after a period during which it remained low.

So, in response, the Safer Sandwell Partnership has introduced some changes to the way we operate and are governed. During 2018/19, we have begun to embed these changes in the way we do business.

• We’ve brought back Tasking to the centre of our work. Tasking is the basic work of getting things done collaboratively and quickly – so they don’t escalate into bigger problems – and properly, so the solutions last.
• We’ve also recognised that we need to focus more effort on preventing violence and exploitation of many kinds, including sexual exploitation, modern slavery and human trafficking, many forms of domestic abuse, and the exploitation of young people into criminal behaviour, such as with ‘county lines’. A new sub board is already focusing on this work.
• Serious organised crime is behind many of the modern crimes we now see in Sandwell, so we’ve also brought together a new sub board to work on reducing offending and serious organised crime
• We will continue to maintain our focus on victims of crime.

This is a change in emphasis rather than a change of direction, but we now expect to be more effective and efficient in responding to crime and ASB, and in supporting the most vulnerable in our local communities.
We have all heard about reduced resources available across all agencies, but we remain committed to doing a great job with the resources we have, ensuring that they are used effectively and continue to value the contributions of the public and all our partners in helping us to achieve this.

We expect that some of the Board’s previous operational groups will continue to bring key people together to tackle issues we must address, and that others will be discontinued. We will keep this process of change and the number of meetings we hold under review to ensure we are as efficient as possible.

Our vision is unchanged:

To ensure that the communities of Sandwell feel safe, protected and confident in their homes and neighbourhoods

Our priorities for 2019-21 are:

- Work together to prevent and reduce crime and anti-social behaviour in our neighbourhoods (Tasking)
- Prevent violence and exploitation
- Reduce offending, reoffending and serious organised crime
- Protect and support vulnerable victims

Our priorities contribute to the Sandwell 2030 Vision and its 10 ambitions. Ambition 5 is at the heart of our work, strategy and plan.

Sandwell 2030 Vision: Ambition 5

Our communities are built on mutual respect and taking care of each other, supported by all the agencies that ensure we feel safe and protected in our homes and local neighbourhoods.

I recommend you take a look at our webpages which tell you much more about our work.

www.sandwell.gov.uk/safersandwell

Chief Supt Richard Baker
Chair of Safer Sandwell Partnership Police and Crime Board
Community Safety Strategy and Delivery Plan 2019-2021

1 Introduction

Our renewed Safer Sandwell Partnership Police and Crime Board Community Safety Strategy and Delivery Plan for 2019-21 sets out new strategic priorities in relation to community safety. It sets out how the partnership plans to make the best use of resources to achieve specific priorities and outcomes.

The strategy is based on intelligence from national and local intelligence relating to the specific threats, challenges and opportunities we face nationally, regionally and especially in Sandwell. We have access to good intelligence resources in West Midlands Police which inform our medium and short-term strategy. We have based this strategy on an annual strategic assessment, and we also undertake monthly tactical assessments that deal with the live operational issues and inform how we as partners respond to incidents and trends in crime, anti-social behaviour, emerging threats and risk, as well as emergencies.

Our plan is a working plan that has the required flexibility to accommodate new legislation, changing priorities and any new and emerging community safety issues as they arise.

The Safer Sandwell Partnership Police and Crime Board (SSPPCB) is the community safety partnership for Sandwell and operates within a statutory framework (in accordance with the Crime and Disorder Act, 1998) which requires responsible authorities, local partner agencies and organisations to develop and implement a strategy to reduce crime and disorder, combat substance misuse and reduce re-offending in the local area. The SSPPCB is accountable to the Police and Crime Commissioner (PCC) for the West Midlands to tackle crime and disorder, taking a steer from the priorities and objectives in the PCC Police and Crime Plan. The SSPPCB is also accountable to Sandwell Council.

We have also produced a delivery plan relating to our vision and priorities which is outlined later in this document. Successful delivery of our Delivery Plan requires:
• Effective use of intelligence to understand underlying causes of crime and disorder; and
• Promoting cross partnership and cross boundary working, sharing of relevant information to prevent and reduce crime and to protect victims.

2 Our key partners

We work very closely with the West Midlands Police and Crime Commissioner, the West Midlands Community Safety Partnership, local community and voluntary organisations and councillors to set our priorities.

Our full list of all our partners:

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<tr>
<th>Sandwell Council</th>
<th>Cabinet Member</th>
<th>Cllr Elaine Costigan</th>
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<tr>
<td>Elected Members</td>
<td>Cllr Julie Webb</td>
<td>Cllr Bob Piper</td>
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<td>Chief Executive</td>
<td>Jan Britton</td>
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<tr>
<td>Director, Housing and Communities</td>
<td>Alan Caddick (Chair of Reducing Offending/ Reoffending &amp; Serious Organised Crime Group)</td>
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<tr>
<th>West Midlands Police Sandwell</th>
<th>Sandwell CTU</th>
<th>Chief Supt R Baker (Chair of SSPPCB)</th>
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<td>Supt M Hurcomb (Chair of Local Tactical Delivery Board – Borough Tasking)</td>
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<tr>
<td>Organisation</td>
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<td>West Midlands Police</td>
<td>Partnerships Team</td>
<td>Insp. K Skarynskyj</td>
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<td>West Midlands OPCC</td>
<td>Sandwell Lead officer</td>
<td>Carl Binns</td>
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<td>West Midlands Fire Service</td>
<td>Sandwell Commander</td>
<td>Dave Boucher</td>
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<td></td>
<td></td>
<td>(Chair of Preventing Violence and Exploitation Group)</td>
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<tr>
<td>Sandwell Children’s Trust</td>
<td>Director of Operations</td>
<td>Pauline Turner</td>
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<tr>
<td>Community Rehabilitation Company</td>
<td>Regional Manager – Black Country Region</td>
<td>Kate Lucchesi</td>
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<tr>
<td>National Probation Service</td>
<td>Head of Service for the Black Country</td>
<td>Viv Thompson</td>
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<td>NHS</td>
<td>Commissioner, Sandwell and West Birmingham CCG</td>
<td>Marie Kelly</td>
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<tr>
<td>Sandwell Council of Voluntary Organisations (SCVO)</td>
<td>Chief Executive</td>
<td>Mark Davis</td>
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<tr>
<td>Black Country Women’s Aid</td>
<td>Chief Executive</td>
<td>Sara Ward</td>
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<tr>
<td>Rights and Equality Sandwell</td>
<td>Chief Executive</td>
<td>Permjeet Panesar</td>
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<tr>
<td>Sandwell SHAPE Forum</td>
<td>Representative (Supported by SHAPE Officer)</td>
<td>To be confirmed</td>
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The Safer Sandwell Partnership also works closely with the Sandwell Safeguarding Adults Board, Sandwell Safeguarding Children Board and Sandwell Health and Wellbeing Board. All four boards have contributed collaboratively to our Sandwell 2030 Vision.

3 Our Achievements 2015-18

Some of our many achievements during 2015-18 are reported below. Sandwell has a very broad partnership of agencies and communities working in every town, neighbourhood and community to prevent crime and abuse, and to protect people against the many threats that they face. A key element of our work over the last three years has been awareness raising of staff and residents of many new threats and risks to safety.

1. Each year we delivered the excellent and highly-regarded Safer 6 campaign for six weeks across all six towns to prevent crime, target offenders and raise community awareness.
2. Sandwell’s MARAC (Multi-Agency Risk Assessment Conference) identified and offered support to 1,500 victims and families experiencing domestic abuse (April 2015 – March 2018).

3. Our Domestic Abuse Perpetrators programme, Brighter Futures, worked with 257 perpetrators in reducing the risk of domestic abuse.

4. Sandwell has been selected as one of the first areas for the new DRIVE programme to target perpetrators of domestic abuse.

5. From April 2015 to March 2018, 1,789 officers from partner organisations attended multi-agency training on domestic abuse issues.

6. More than 8,000 victims of domestic abuse and sexual violence in Sandwell were supported by Black Country Women’s Aid during the same period.

7. Sandwell’s anti-slavery conference early in 2018 was the stimulus for increased awareness and action to tackle modern slavery and human trafficking. Sandwell has trained first responders and produced a ‘victim referral and care pathway’ to identify and support people exploited in numerous ways.

8. Sandwell’s programme to address modern slavery and human trafficking has been regionally recognised as good practice.

9. Sandwell was a finalist in the Annual Public Service Excellence Awards for – Best Collaborative Approach for our work on modern slavery, including our operational response partnership, Sandwell Housing Operational Partnership (SHOP).

10. Widespread training on safeguarding issues, including modern slavery and human trafficking, and other safeguarding training (e.g. DASH risk assessment, hate crime) now takes place continuously.

11. Sandwell’s ‘See Something Do Something’ Programme won an Annual Public Service Excellence Award.
12. Police and partners responded quickly and effectively to the national increase in knife crime. Our strong links with local schools enabled school link officers to deliver inputs to 1,750 students, raising awareness and resulting in knives being seized and/or surrendered from schools. Letters were also sent to parents of persons suspected to be involved with knifes.

13. More offenders are now receiving offender management interventions.

14. In October 2018, Sandwell’s Youth Offending Service (YOS) was assessed by Her Majesty’s Inspectorate of Probation (HMIP) as ‘Good’ overall, with some outstanding areas of practice. Inspectors said the YOS provided an excellent range of interventions to support those it supervised in “desistance” from offending. The work with court orders was good; assessments and planning that looked at a child’s safety and wellbeing and their risk of harm to others were considered outstanding.

15. Sandwell introduced a new Public Spaces Protection Order covering West Bromwich Town Centre in 2018 to prevent and reduce anti-social behaviour, violence and other nuisance behaviours.

16. Sandwell’s Blue Light Project successfully co-ordinates multi-agency work to manage treatment resistant drinkers. The work of the group has been recognised nationally and now features on the Local Government Association website as an exemplar of best practice.

17. Sandwell’s Alcohol and Drug Services treated more than 1,700 individuals during 2017 with estimated social and economic benefits worth £11,240,503. The quality of support delivered to individuals (as measured by successful completion of treatment) is now on a par with national average. Services continue with an increased focus on early intervention and proactive outreach to maximise access to support.
18. Sandwell's Community Action Project (CAP) received a national award for a restorative justice scheme working with young people at risk or involved in low level ASB.

19. Safer 6 2018 was particularly effective in engaging local people and gaining large-scale community participation across the six towns, including action to increase awareness of crime, slavery and human trafficking, hate crime, illegal trading and scams, fire safety, anti-social behaviour, safety in the home and litter picks.

20. Our ‘Weed ‘Em Out’ campaign was delivered to residents in all six towns during Safer 6 campaign.

21. DECCA, Sandwell’s young people’s drug and alcohol service, delivered face-to-face educational and harm reduction sessions to 45,236 young people in schools and proactive outreach, prevention and intervention work with 474 young people in specialist settings.

22. The ‘What About Youth’ survey shows that the proportion of 15-year-olds in Sandwell who use tobacco, alcohol or other drugs is lower than the England average.

23. An alcohol violence referral programme for first-time offenders has increased opportunities to educate and change behaviour of individuals who were involved in violent crime due to excess alcohol consumption. It has resulted in greatly reduced re-offending rates.

24. Hospital admissions of Sandwell young people related to alcohol have been decreasing for several years and are now below the England average.

25. Drugs and alcohol-related services are made available to newly-arrived communities in relevant languages. Community outreach takes place to explain the facilities provided and encourage communities who are less likely to use facilities to take up services.
26. Sandwell's work on unauthorised encampments has led the way for a co-ordinated regional approach to dealing with abuse of our neighbourhoods by some groups.

27. To deal with the scourge of fly-tipping, Sandwell's Environmental Protection Officers have issued 100-plus £400 Fixed Penalty Notices for fly-tipping, and successfully prosecuted 1 person for non-payment.

28. The Environmental Protection Team has also issued 122 Fixed Penalty Notices for a range of offences, to deal with and prevent further ASB, since its creation in April 2018.

29. All Sandwell's schools and colleges have received training to raise awareness of Prevent, including how children can be safeguarded against radicalisation.

30. More than 500 people have received training to raise awareness about extremism including far-right and Islamist extremisms.

31. Sandwell’s ASB team annually deals with more than 3,000 incidents of anti-social behaviour, including about 400 complex cases each year. The team successfully undertook 72 serious enforcement actions in 2017/18.

32. The ASB team has also presented 50 prevention talks to primary schools, providing hundreds of school children an opportunity to learn about the problems caused by ASB.

33. Our joint car cruising injunction has led to a dramatic reduction in the amount of reported car cruising incidents, and we have taken actions leading to prosecutions against perpetrators.

34. Our CCTV operators have alerted police, ambulance and fire to 600 emergencies and dealt with more than 5,000 incidents of ASB, crime and tenancy breaches each year. CCTV footage is provided to police for the purposes of investigating crime on a weekly basis.
35. CCTV information has been shared with other agencies and colleagues leading to arrests and convictions, tenancy warnings being issued and anti-social behaviour enforcement action.

36. Our Public Space Protection Order regarding alcohol consumption in public places has led to increased activity to tackle street drinking. 22 fixed penalties were issued to people for street drinking since January 2018.

37. Our work to support victims of crime and abuse has led to new resources being attracted to Sandwell to support victims of crime and abuse.

38. Trading Standards have introduced ‘Friends Against Scams’ and ‘Scambassadors’ and 250 ‘scamfriends’ are already trained. Services that support people who can’t get out, like the mobile library service, lunch providers and Neighbourhood Watches, have been trained to look out for potential victims of scams and to raise awareness.

39. Hate crime awareness training has been provided to 160 frontline staff; young advocates provide bilingual and out-of-office services, including young advocates work within Sandwell College.

40. Sandwell’s FGM Champions have been engaging with frontline staff and local communities, especially those of African heritage, to raise awareness and gain pledges from males and females of all ages to actively work against female genital mutilation.

41. Rights and Equality Sandwell provided direct support to over 100 complainants on discrimination and harassment cases that has resulted with strengthening collaboration with specialist agencies across the region.

42. West Midlands Police’s WMNOW digital messaging service now has more than 6,000 sign-ups across Sandwell, which equals approximately 24.5 per 1,000 population (over 16).
4 Strategic Assessment and Tactical Assessment

Our annual strategic assessment, agreed by the partnership board in March 2018, provided detailed information and analysis of crime, violence, exploitation and abuse in Sandwell and now informs our priorities. The data is broken down for each of our six towns and shows hotspots for different types of crime and anti-social behaviour, informing local priorities and deployment of resources to prevent and reduce crime.

We also receive a monthly tactical assessment which is full of information about current crimes and exploitation/abuse taking place in Sandwell. Police, the council and other partners identify issues that require action and deploy resources in response. Sometimes this may mean action to prevent or disrupt behaviour that may be criminal before it escalates further. This information and action in turn informs our town tasking processes where local actions can be also determined in response. Town Tasking is mainly about responding to information about crime and ASB in our towns and neighbourhoods, and monthly meetings are also held in each town to enable prompt action to prevent and reduce crime and anti-social behaviour and to identify trends that require attention.

5 Our Priorities for 2019-21

Our priorities are agreed with close reference to the priorities of the Police and Crime Commissioner and West Midlands Police, as well as listening to local information, data and feedback about the local issues. Sandwell undertook a peer assessment with a wide range of partners in 2017 and this has also informed our choice of priorities for 2019-21. In particular, the SSPPCB has taken account of:

- an increase in crimes and behaviours of a violent and exploitative nature, partly fuelled and enabled by the widespread use of technology;
- increased impact of organised crime on crime in the borough;
- a need to enable faster response to crime and ASB to prevent escalation and to reassure local residents.
Priority 1  Work together to prevent and reduce crime and anti-social behaviour in our neighbourhoods (Tasking)

An overview

In 2018, we have put in place the mechanisms to bring our borough and town tasking processes back to their full effectiveness.

Dealing with issues collaboratively is now 'business as usual' across Sandwell. However, some issues / cases need additional support and focus. Town Tasking is the key mechanism in Sandwell by which partners work together to tackle incidents and trends in crime and anti-social behaviour (ASB), and to enable multi-agency collaboration in taking preventative and responsive actions to protect vulnerable people from threats to their safety and wellbeing. The purpose of Tasking is to reduce crime and ASB and protect vulnerable communities, to intervene early to manage problem families/individuals and manage community tensions. Our intention is to take action as early as possible so that issues and problems do not escalate.

A tactical assessment of the key issues in Sandwell across a comprehensive range of crime, ASB and vulnerability issues is prepared monthly and discussed in detail by police and partners. Information and tasks are passed to the agencies in local towns that are best placed to deal with perpetrators, support victims or disrupt activity that is potentially creating risks to vulnerable persons.
Tasking meetings in each of Sandwell’s six towns take place monthly. The agenda for these meetings will be influenced by intelligence to be summarised and made available at the meeting to inform the tasks that are agreed and set with deadlines for action.

The agenda for Town Tasking is normally agreed by the neighbourhood service manager for the town in consultation with the local police sergeant and based on all the knowledge and intelligence available about what is happening in the town. Individual referrals to the agenda for Town Tasking can be made by any partner agency that identifies an issue of concern that fits with the purpose of Town Tasking. All referrals will be assessed by the Town Tasking chair and sergeant prior to the meeting, and they will prioritise which require consideration at the meeting. The meeting may make decisions to deploy people and other resources (e.g. cameras to respond to issues raised). An action template is used to record the actions decided upon and to hold partners to account for response. Each meeting also provides an opportunity to update on actions and outcomes arising from the last meeting.

Tasking meetings are confidential and subject to strict rules about data and information sharing. All who attend are required to commit to confidentiality agreements. A part of the meeting is closed to a small number of officers for discussion of safeguarding concerns relating to vulnerable persons.

**What we have done so far and what we will do next:**

- Agreed new terms of reference for Town Partnership Tasking
- Introduced a consistent template and agenda for tasking across all six towns
- Revised Local Tactical Delivery Board meetings to enable a greater focus on Tasking and town issues to ensure a more collaborative and strategic approach to tackle key issues and enhance community safety and reduce crime and anti-social behaviour across the borough
- Recruitment of two business support assistants to join Sandwell Council’s Community Safety Team early in 2019 to administer and co-ordinate tasking across Sandwell to support consistency
- Develop and revise agendas as needed and build in evaluation to ensure partnerships achieving positive outcomes
Priority 2  Prevent violence and exploitation

An overview

A working group of the SSPPCB, the Safeguarding Children and Adults Boards and the Health and Wellbeing Board completed a comprehensive needs analysis relating to the prevention of violence and exploitation in late 2017, and an action plan was developed with clear roles and responsibilities owned by the different boards.

However, it is recognised that this multi-faceted work needs to be driven more assertively and therefore a focused sub group of the SSPPCB was formed in July 2018 and will meet regularly to oversee this work. This will ensure this work is progressing and that we are exchanging information between the many responsible agencies for ensuring our children and young people and vulnerable adults are safeguarded against violence and exploitation.

There is a strong emphasis here on raising awareness, prevention and early intervention, but also a recognition that there are already many victims and survivors of violence and exploitation. Some of the work will therefore focus on support and recovery too.
The scope of this work is very broad and a few examples are listed below:

- We will build on the success of the Domestic Abuse Strategic Partnership, giving more focus to several ‘hidden’ types of violence and exploitation (e.g. issues of coercive control, forced marriage, so-called ‘honour-based violence’ and female genital mutilation (FGM)).
- We will focus on raising awareness of the short and long-term impact of rape and sexual violence; enable all victims to access support in and out of the criminal justice service and develop work with perpetrators to reduce risk and repeat offending.
- Another foundation stone is the work of the Contest Board, the Prevent Delivery Group/Channel which aim to protect people against radicalisation and being drawn into terrorism.
- We will develop the good work done over the past two years to tackle modern slavery and human trafficking, both the operational and strategic elements.
- We will continue to devise practical ways of supporting people who have had too many adverse childhood experiences (ACES), including developing further the successful Teamworx programme.
- We will work especially closely with groups in the Safeguarding Children Board regarding missing children and young people and those who are victims or potential victims of child sexual exploitation.

**What have we done so far and what will we do next?**

Our work has focused on three areas:

**Raising Awareness and Training**

- Through awareness programmes such as ‘See Something, Do Something’
- Focused events and programmes to build awareness of domestic abuse, especially FGM and also learning from serious incidents and homicides
- Analysis of needs and identifying gaps in service provision and support
- Understanding vulnerability, risk factors and protective factors
Identification, referral, and information sharing

- Implement shared approaches for identifying risks, vulnerabilities and potential victims/perpetrators
- Explore and implement an approach for increasing and embedding ‘professional curiosity’ in our practice
- One efficient consistent referral/information sharing pathway to deal with many kinds of violence and exploitation, presented in a simple and visual format
- One secure place used to share information
- Information on barriers and emerging trends is shared regularly
- Multi-agency and partner profiles on violence and exploitation completed regularly

Provision of support and services

- Improve the offer for individuals and families going through the transition phase from child to adult that is consistent in approach and communication across agencies and provides timely and relevant services to support people during transition
- Provision is available at all levels with clear pathways between them, from low level universal through to targeted specialist treatment
- More work and support in school environment or through schools

Filling more of the gaps in service

- We continue to identify and pursue opportunities to fill gaps in services so we are more sustainable, effective and evidence based, and increase capacity and resources to frontline services
- Increase resources and toolkits for frontline and public facing services to support face-to-face work with vulnerable persons
- Establish further new school programmes (e.g. mentoring, the Combined Offer, Teamworx and PSHE)
- Appointment of dedicated programme managers in relation to PoVE and modern slavery to drive this agenda and provide enhanced capacity
- Regular engagement with the community including young people, parents, families and service users, to provide safe places for community and outreach services, accessible information and support for newcomers and vulnerable groups
Priority 3  Reducing offending, reoffending and serious organised crime

Overview

Preventing and reducing offending and organised crime has been introduced as a new priority because of the increased threat posed by organised crime and the pressure on vulnerable people, notably young people to participate and become trapped into criminal behaviour.

Our new sub group is responsible for co-ordination of the work of partners to ensure that the Safer Sandwell Partnership Strategy and Action Plan for Reducing Offending, Reoffending and Serious Organised Crime is effectively delivered across the borough.

On 16 October 2018, the new sub group agreed terms of reference, a strategy and delivery plan and how it will work with partners in Sandwell, the Black Country and across the West Midlands. A number of priorities and outcomes have been confirmed and these are summarised in the delivery plan below.

This strategic sub group will take responsibility for directing, and overseeing performance against a series of objectives, targets and performance indicators laid out in the delivery plan.
A profile of violent crime is being prepared for the sub group to inform priorities and actions. Board members will bring resources together to assess, understand and address, resolve or mitigate the current and anticipated threats from serious organised crime, and from persistent offending behaviour, and how this impacts on Sandwell residents and local organisations.

The following issues are in scope but the list is not exhaustive:

- Organised violence
- Organised sexual violence and sexual exploitation
- Child sexual exploitation
- Terrorism, extremism and radicalisation
- Modern slavery and human trafficking
- Criminal exploitation relating to drugs, alcohol and other substances
- Illegal trading of dealing of drugs, alcohol and tobacco
- Crime involving weapons and the prevalence of knife crime
- Preventing and reducing youth offending
- Preventing and reducing adult offending
- Pro-active offender management
- Planning for release of prisoners into Sandwell community

In addition, the sub group will work with others to make Sandwell safer, by contributing to the Black Country, West Midlands, national and international strategies to reduce offending and the impact of offending.

This includes contributing to a Black Country Reducing Offending Strategy and a West Midlands regional approach to preventing and reducing youth offending.
The protection and support of victims of crime, violence, exploitation and anti-social behaviour remains a very high priority.

We have completed work to understand the voice of victims and are moving into a new phase of work in which we will complete short-term tasks to improve the situation for victims and survivors.

The first task is to identify funding sources and support voluntary/community sector partners to submit needs and evidence-based bids for funding in line with the SSPPCB priorities.

A task and finish group of partners has begun work on this and will report back on its actions and results by March 2019. This work will inform further initiatives to support victims.
6 Performance Monitoring

From 2018/19 quarterly performance reports are received from the new West Midlands Police strategic intelligence team. Sandwell has identified the key areas of information we require and we are beginning to use the performance feedback to focus and target resources.

Where we need further information, for example on an emerging area of crime or threat, we can ask for extra information or additional work to profile a specific problem. Last year, profiles were provided on modern slavery, FGM, and serious organised crime. Profiles on hate crime in 2016 showed that the majority of hate crimes in Sandwell are ‘racially or religiously motivated’.

A performance framework will be used to help our focus on what needs to be done and achieved, monitored and reported. See Appendix 1.

7 Changed Direction and Moving Forward

2018 has been a year of changing direction which will be completed by early 2019. However, this will continue to need to be embedded.

We have strengthened our Prevent team, especially in terms of education, community engagement and improved awareness of extremism.

We have completed a review of ASB services and aligned it with Tasking and housing management. We have appointed a new ASB team manager.

We have appointed new programme managers to lead new work programmes to prevent violence and exploitation and tackle modern slavery and human trafficking.

We have introduced our own independent team for emergency planning – so we are ready for large-scale threats including terrorist attacks, extreme weather or major incidents.

We have set out new policies and pathways to support victims and survivors of modern slavery and human trafficking.

We have revitalised the Safer Sandwell Partnership Police and Crime Board so that it is focused on fewer joined-up priorities. We are now pruning the number of meetings we need to hold.

We have a new arrangement with the Police and Crime Commissioner and Police to provide intelligence and analysis to support our work to tackle priority issues.

We have begun plans to further improve Multi-Agency Risk Assessment Conference (MARAC) so we can meet the increasing demands and needs of victims of domestic abuse.

We have newly-available strategic and tactical assessment information that gives us better intelligence, which we need to use efficiently and effectively to identify our actions in response.

Much of our work as we move into 2019 will be establishing this work into our everyday practice, keeping a firm focus on the many things that are being done daily to prevent and reduce crime and keep people safe.
Key changes that we will embed in 2019 are:

- Ensuring Tasking at borough and town level is working effectively, efficiently and promptly to get action taken to prevent the escalation of ASB and crime, and to protect people vulnerable to violence and exploitation.
- Fully utilising strategic and tactical assessments and gathering other intelligence to drive priorities and forward plan to tackle the greatest threats, harms and risks to Sandwell.
- Building better links between partnerships and multi-agency teams dealing with safeguarding issues.
- Learn from the PSPO in West Bromwich regarding how to both make places safe and feel safe while helping people find the support they need to bring stability and safety to their lives.
- Identification and securing additional funding with our partners to fill gaps in services in Sandwell.

A Forward Plan for 2019 aligns the timing of our local work so we are prepared for the West Midlands Community Safety Partnership meetings discussion of similar agendas and priorities.

8 Conclusion

Keeping Sandwell safe in today’s world is a great challenge. On behalf of everyone involved in the extensive and broad work of the Safer Sandwell Partnership Police and Crime Board, we would like to put on record our thanks to those whose everyday work helps us to keep Sandwell residents safe.

We particularly want to thank people who have taken on and are taking on pioneering work in response to some of the modern threats to Sandwell, slavery, domestic abuse, violence and exploitation of our young people into crime.

Most importantly, we would like to thank everyone who is involved at local neighbourhood and community level, reassuring people, informing the police, council and others about what’s going on where you live and work. Your voice is vital to keeping Sandwell safe. Thank you!

Chief Supt Rich Baker, WM Police, Chair of Safer Sandwell Partnership
Cllr Elaine Costigan, Cabinet Member for Public Health and Protection
Jan Britton, Sandwell Council Chief Executive
Appendix 1

WORK PLAN 2019-21 v1

PLEASE NOTE: This draft delivery plan is still at the first stages, having been derived from reports to the first meetings of the new sub groups. It should be viewed as a work in progress.

The intention is to use the work plan as a living document which will be subject to regular review and amendment by the Executive Group in consultation with the chairs of the sub groups and input from our 3 other strategic Boards.

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<th>Actions</th>
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<th>Milestones</th>
<th>Date of completion of milestones</th>
<th>Completion date</th>
<th>Links to other Boards / Groups</th>
<th>Key Performance Indicators</th>
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<td>Board and sub groups, DASP, Prevent and SDAP to focus on initiatives to</td>
<td>January 2019</td>
<td>Away Day 2019 to focus on planning to prevent</td>
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<td>prevent domestic abuse, radicalisation, and recruitment of young</td>
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<td>violence and exploitation and reducing</td>
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<td>people into drug-related crime</td>
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<td>offending/organised crime</td>
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<td>Our early intervention programme will design activity to directly</td>
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<td>Early Intervention funding allocation and</td>
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<td>engage with people</td>
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<td>programme to be confirmed in December 2018</td>
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1. We will focus attention on the violence and exploitation that impacts most on children and young people.
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<th>Priority</th>
<th>Actions</th>
<th>Start date</th>
<th>Milestones</th>
<th>Date of completion of milestones</th>
<th>Completion date</th>
<th>Links to other Boards / Groups</th>
<th>Key Performance Indicators</th>
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<tr>
<td>2. We will explore the concept of a complex safeguarding hub with partners.</td>
<td>We will identify benefits of complex safeguarding and test the model in practice.</td>
<td>Jan 2019</td>
<td>Complete exploration phase and incorporate new targeted actions in delivery plan</td>
<td>April 2019</td>
<td>Review every 6 months via report to PoVE sub group and SSPPCB</td>
<td>Safeguarding Childrens Board</td>
<td>Measurable indicators to be agreed and reported to PoVE Sub Group</td>
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<tr>
<td>3. We will work closely with Children and Adults Safeguarding Boards and Health and Wellbeing Board to deliver a series of actions to prevent exploitation and abuse of all, especially children and young people.</td>
<td>Our new co-coordinator will strengthen and join up work to prevent and tackle slavery and human trafficking, child exploitation and develop our approach to children who have experienced ACES</td>
<td>January 2019</td>
<td>PoVE Action Plan to be strengthened. Partnership action on CSE, ‘county lines’, and reducing knife crime</td>
<td>December 2019</td>
<td>Review bi-annually and revise action plan</td>
<td>Children and Adults Safeguarding Boards and Health and Wellbeing Board DASP, Prevent, SDAP Sandwell Anti-Slavery Partnership</td>
<td>Measurable indicators to be agreed and reported to PoVE Sub Group</td>
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<tr>
<td>4. We will continue to work in schools and communities to support children who have experienced or are at risk</td>
<td>We will further establish combined schools offer, Teamworx and our numerous initiatives to safeguard and build</td>
<td>January 2019</td>
<td>Secure means of ongoing funding for the schools programmes</td>
<td>September 2019</td>
<td>Review annually and revise action plan</td>
<td>Programmes sustained Children and young people benefitting</td>
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<td>of experiencing adverse childhood experiences.</td>
<td>resilience in our young people.</td>
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<td>DASP MARAC</td>
<td>Children and young people reporting abuse/exploitation</td>
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<tr>
<td>5. We will continue to make domestic abuse prevention and protection of victims a high priority. We will also increase our programme to change behaviour of known perpetrators.</td>
<td>We will ensure the new arrangements for MARAC continue the good progress we have made over recent years We will establish the DRIVE programme to change the behaviour of perpetrators</td>
<td>April 2019</td>
<td>Secure funding from PCC for domestic abuse for 2019/20 Introduce new MARAC arrangements Identify participants for DRIVE programme and begin interventions</td>
<td>Review December 2019</td>
<td>Review quarterly at DASP and report to PoVE Group Annual update to SSPPCB</td>
<td>DASP MARAC</td>
<td>MARAC numbers sustained and partners remain engaged DRIVE programme interventions commenced and completed. Abusive Behaviours changed</td>
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<td>Reduce offending, reoffending and serious organised crime (taken from Draft Youth Justice Plan and Black Country Re-offending Strategy)</td>
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| 1. We will improve the response to young people at risk of gangs or exploitation. | We will work with the new GEM group to identify those at risk and implement early interventions to prevent their recruitment/exploitation | Jan 2019 | Fully establish GEM group  
Prepare report on progress to RORSCO Sub Group | April 2019 | Standing item on RRSOC Subgroup / Youth Offending Board and quarterly updates to SSPPCB | Safeguarding Children Board  
Adult Safeguarding Board | Measurable indicators to be agreed and reported to RRSOC Sub Group |
| 2. We will track reoffending rates in those released from custody to establish whether we are more effective in helping to transition young people from custody to the community. | We will evaluate the impact of the new role of Kaleidoscope in supporting transition | Jan 2019 | Complete evaluation and incorporate new targeted actions in delivery plan | December 2019 | Annual reports via Youth Offending Board and SSPPCB | Safeguarding Children Board | Measurable indicators to be agreed and reported to RRSOC incorporating Incorporating Black Country reoffending Strategy |
| 3. We will improve engagement with black young people in the youth offender cohort through bespoke mentoring support. | We will evaluate the impact of the Kitchen Table Talks to establish whether there has been improved engagement | Jan 2019 | Complete evaluation and incorporate new targeted actions in delivery plan | April 2019  
December 2019 | Reports to RRSOC Sub Group  
Youth Offending | | Measurable indicators to be agreed and reported to YOB / RRSOC incorporating |
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<tr>
<td>4. We will work up plans to better systemically embed youth crime prevention in targeted services</td>
<td>We will review the contribution of the COGS to the prevention of youth crime</td>
<td>Jan 2019</td>
<td>Use findings from evaluation as a stimulus for improvement of systems and practice</td>
<td>December 2019</td>
<td>Regular reports to RRSCG Group and SSPPCB</td>
<td></td>
<td>Incorporating Black Country reoffending Strategy</td>
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<td>5. We will focus on improvements to access to services and accommodation, training for offenders.</td>
<td>Improve the provision and access of drug and alcohol treatment services  • Improve the provision/accessibility of mental health services  • Increase access to stable and sustainable accommodation, especially for those leaving custodial settings  • Increase access to courses / training which matches their skills and interests</td>
<td>Jan 2019</td>
<td>We will work via the Black Country Reducing Reoffending Group to design metrics and services to address these areas</td>
<td>December 2019</td>
<td>Regular reports to RRSCG group and SSPPCB</td>
<td>Health and Wellbeing Board  PCC funded programme board on reduction of female offending</td>
<td>Measurable indicators to be agreed and reported to RRSCG incorporating Black Country reoffending Strategy</td>
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<td>• Increase female specific services to address pathways out of re-offending</td>
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<td>6. We will provide support to enable stability in offenders’ lives</td>
<td>• Ensure service users build knowledge, confidence and increase financial stability • Maximise successful completions of community orders and custodial licences; to increase the opportunity for offenders to complete offence-focused work</td>
<td>January 2019</td>
<td>Promotion of pathways Access figures Impact reports</td>
<td>December 2019</td>
<td>Annual reports to SSPPCB</td>
<td>H&amp;WBB</td>
<td>Measurable indicators to be agreed and reported to RRSOC incorporating Incorporating Black Country reoffending Strategy</td>
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<td>7. We will use tactical and operational groups to manage and monitor offenders</td>
<td>We will use existing MAPPA, GODOC, ODOC, Deter and other mechanisms to manage offenders</td>
<td>January 2019</td>
<td>Report to RRSCO sub group December 2018 on outcomes for offenders from MAPPA, ODOC</td>
<td>December 2019</td>
<td></td>
<td>Tasking</td>
<td>Measurable indicators to be agreed and reported to RRSOC incorporating Incorporating Black Country reoffending Strategy</td>
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<td>Work together to prevent and reduce crime and anti-social behaviour in our neighbourhoods (Tasking)</td>
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<tr>
<td>1. We will use current intelligence and knowledge of partners and communities to identify and take prompt actions needed to keep communities safe from crime and ASB.</td>
<td>Use Strategic Assessments and Town Specific data to target resources</td>
<td>Jan 2019</td>
<td>Establishment of consistent information sharing across towns</td>
<td>April 2019</td>
<td>Annual reviews with regular updates to SSPPCB</td>
<td>Safeguarding Children’s Board Safeguarding adults Board Health &amp; Wellbeing Board</td>
<td>Development of mapping and outcome metrics</td>
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<td>2. We will fully embed the new tactical assessment and borough tasking model and create strong connections with town tasking and COGS.</td>
<td>Implementation of new Town Partnership and Tasking procedures and new Borough Tasking</td>
<td>Jan 2019</td>
<td>Share best practice between towns and establish improvements where needed</td>
<td>April 2019</td>
<td>This is a long term approach. March 2020 for initial 12 month evaluation with regular updates to SSPPCB</td>
<td>Safeguarding Children’s Board Safeguarding adults Board Health &amp; Wellbeing Board</td>
<td>Development of mapping and outcome metrics</td>
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<td>3. We will improve reporting from town tasking to borough tasking.</td>
<td>New format for reporting to be implemented</td>
<td>Dec 2018</td>
<td>New format in consistent use and effective as means of communication/escalation of issues</td>
<td>April 2020</td>
<td>Bi annual review to SSPPCB</td>
<td>Safeguarding Children’s Board Safeguarding adults Board Health &amp; Wellbeing Board</td>
<td>Development of database and impact assessments</td>
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<td>4. We will renew and strengthen the contribution of partners to Tasking.</td>
<td>Revised TOR and strengthened expectations and contributions</td>
<td>Dec 2018</td>
<td>Review engagement of partners to strengthen effectiveness of tasking</td>
<td>April 2019</td>
<td>April 2020 with rolling review to ensure membership reflects needs and emerging issues</td>
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<td>Attendees and impact evaluations</td>
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<td>Protection and support vulnerable victims</td>
<td>We will complete a task and finish exercise to identify actions</td>
<td>October 2018</td>
<td>Report to Executive Board</td>
<td>April 2019</td>
<td>Reviewed via PoVE with Bi annual report to SSPPCB</td>
<td>PoVE Board Children’s safeguarding Board</td>
<td>Feedback &amp; metrics incorporated into PoVE Delivery Plan</td>
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<td>2. We will actively work to engage the SCVO in supporting victims and survivors of crime</td>
<td>To harness voluntary sector groups / services in determining local actions to meet local priorities</td>
<td>October 2018</td>
<td>Report to Executive Board</td>
<td>March 2019</td>
<td>Reviewed via PoVE with Bi annual report to SSPPCB</td>
<td>RRSOC &amp; Tasking Sub Groups Safeguarding Adults Board Safeguarding Childrens Board Health &amp; Wellbeing Board</td>
<td>Case Studies Victim Feedback</td>
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<td>3. We will maximise the potential for voluntary sector organisations to help benefit Sandwell residents through the PCC Victims Commission</td>
<td>We will submit bids for funding to support victims and keep them safer.</td>
<td>November 2018</td>
<td>VCS Bids to OPCC victims commission submitted</td>
<td>April 2019</td>
<td>Bi annual reviews via SSPPCB</td>
<td>PCC Victims Commission</td>
<td>Projects supported to apply for funding Projects awarded funding Outcomes achieved</td>
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</table>
Appendix 2   Structure Diagram
Appendix 3 Glossary

ACEs – Adverse Childhood Experiences
ASB – Anti Social Behaviour
BCRRS - Black Country Reducing Reoffending Strategy
COGs – Community Operating Groups (Early help / targeted services)
CSE = Child Sexual Exploitation
DASP – Domestic Abuse Strategic Partnership
DRIVE – Domestic Abuse Perpetrators Programme
GEM – Gangs & Exploitation Meeting
H&WB- Health & wellbeing board
MAPPA - Multi Agency Public Protection Arrangements
MARAC – Multi Agency Risk Assessment Conference
ODOC – One Day, One Conversation
PCC – Police and Crime Commissioner
PoVE – Prevention of Violence and Exploitation
RRSOC – Reducing Offending, Reoffending & Serious Organised Crime
SASP – Sandwell Anti-Slavery Partnership
SCVO – Sandwell Council Voluntary Organisation
SDAP – Sandwell Drugs & Alcohol Partnership
SSAB - Sandwell Safeguarding Adults board
SSCB - Sandwell Safeguarding Children’s board
SSPPCB - Safer Sandwell Partnership Police & Crime Board
TOR – Terms of Reference
YOB – Youth Offending Board