

# Redbridge Community Safety Partnership Plan

2017-2021

**Redbridge Crime, Disorder and Substance Misuse Strategy**

## About this document

Section 5 of the Crime and Disorder Act 1998, as amended by sections 97 and 98 of the Police and Reform Act 2002, requires Community Safety Partnerships to develop a Crime and Disorder Strategy. The Redbridge Community Safety Partnership Plan adheres to the requirements of the Act.

The intention of this document is to outline the priorities and set a strategic direction to focus the multi-agency work, which will be undertaken to reduce crime, disorder and substance misuse in Redbridge.

In line with guidance issued on the roles and responsibilities of Police and Crime Commissioner's, this Redbridge Community Safety Partnership Plan gives due regard to priorities shown in the draft Police and Crime Plan for London 2017 -2021 - "A Safer City for All Londoners" It is anticipated that priorities shown in the final plan (due to be published March 2017) will not be significantly different to those shown in the consultation document

## Redbridge Community Safety Partnership Membership

The Redbridge Community Safety Partnership consists of the following voluntary and statutory organisations:

- London Borough of Redbridge
- Metropolitan Police Service
- London Fire Brigade
- Clinical Commissioning Group
- **The Mayor's Office for Policing and Crime**
- National Probation Service
- London Community Rehabilitation Company
- Redbridge Council for Voluntary Services
- Redbridge Magistrates' Court
- Public Health England
- Victim Support
- Redbridge Equalities and Community Council

## Foreword

In 1998 the Crime and Disorder Act formally established the idea that crime reduction cannot be the responsibility of just one agency, such as the police, and should be tackled by a variety of agencies working together in partnership. To this end, since 1998 Redbridge has been working hard to establish and maintain a strong, effective and proactive Community Safety Partnership to tackle crime, disorder and substance misuse locally.

This is a time when we need strong partnerships, as budgets get tighter, partnerships often crumble as we retreat to silo working, but I believe that as we shrink together that now more than ever we have to work smarter and use every resource possible taking partnerships to their extreme. 2016 has been an exceptionally good performance year for crime reduction with 661 fewer victims in Redbridge than the previous year - **90% of this reduction was for priority crimes set by the Mayor's Office for Policing and Crime (MOPAC)**

We, the Redbridge Community Safety Partnership, are committed to responding to the clear message from residents and businesses that lowering crime is paramount to making Redbridge a good place to live, work and visit, and are confident that the priorities in this Plan reflect this. We want people to enjoy our borough without experiencing crime or anti-social behaviour. We also want to ensure that victims of crime are supported and that services and interventions are available to help steer people away from committing crime in the first place. However, when these approaches are not effective we will use our detection and enforcement powers to catch offenders and bring them to justice.

We have achieved many good results in recent years, demonstrating a consistent commitment to tackling crime and anti-social behaviour in a way that balances enforcement with prevention and diversion. Partners have not only put financial resources into projects and initiatives to tackle identified problems, they have also contributed by participating and working in partnership as part of various problem solving forums and casework panels.

An example of a partnership operation I was particularly proud of recently was an enforcement operation (Operation Parish) to tackle the drug dealing in Ilford town centre, specifically around Ilford BR station. This was a multi agency operation involving police (Metropolitan and British Transport police) and council officers over a protracted period of time to reduce drug dealing antisocial behaviour and violence within the town centre. Twenty two subjects were arrested and charged with conspiracy to supply drugs. Most of these are on remand until their court trial in May 2017. This has significantly improved the immediate area outside the BR Station and surrounding roads, with a significant decrease in reported antisocial behaviour and drug dealing. Redbridge council officers supported the police and in cleaning up the area, researching civil injunctions and providing a visible reassurance to the public and local community.

We will continue this important work and ensure that our strategies take into account important future developments in Redbridge such as Crossrail. Despite significant achievements, a number of challenges still remain. We accept these challenges and are determined to build on our successes and work even more closely with our diverse community to make Redbridge even safer. As we shrink together we must seize every opportunity to use what is available to us as our Redbridge Communities will expect nothing less.

Mandy Beacher

Detective Chief Superintendent and  
Redbridge Police Borough Commander

Chair of Redbridge Community Safety  
Partnership



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## Introduction

This Partnership Plan identifies three key priorities that all statutory and voluntary organisations within the partnership agree to focus their resources on, working collaboratively to maximise the effect we can have as a collective body. The priorities established in 2017 for this four year strategy will be reviewed annually to ensure that they continue to address the most pressing crime and disorder issues in the Borough. Should priorities be changed this document will be updated to reflect them.

The Redbridge Community Safety Partnership Plan has had to take into account the *draft Mayor's Office for Policing and Crime (MOPAC) Police and Crime Plan for London 2017 - 2021 – A Safer City for All Londoners* – which, at time of writing, is in the consultation phase. It is anticipated that the priorities shown in the draft plan will, broadly speaking, remain the same for the final plan due to be published in March 2017. The priorities in the draft plan are:

- Neighbourhood Policing
- Keeping Children and Young People safe
- Tackling Violence against Women and Girls
- Standing together against Extremism, Hatred and Intolerance, and
- A better Criminal Justice Service

This plan has been written, and priorities set, during a period of major change and financial constraints within the world of community safety within the public, voluntary and charitable sectors. Redbridge Council has reduced its expenditure by over £123m since 2011 and has further savings budgeted in the next few years starting with £14.8m in 2017/18. Similarly the Metropolitan Police have delivered nearly £600m savings over the last four years and have a plan to deliver a further £800m savings by 2020. Furthermore, the Metropolitan Police are also considering moving from the structure of thirty two policing boroughs, each with its own borough commander, leadership team and other specialist teams, to fewer larger Basic Command Units. These Units will have smaller number of borough commanders and more specialised teams. Redbridge is to be a part of a pilot project for a larger Basic Command Unit which will include Barking and Dagenham and Havering.

Another change that is reflected in the priorities of this plan is the impact the planned reduction in the London Crime Prevention Fund (LCPF) will have on the work that can be delivered by the Redbridge Community Safety Partnership. This is funding provided by MOPAC to enable boroughs to provide and commission local services to prevent and tackle crime and is directly linked to many of the projects committed in this document. MOPAC plan to maintain the overall size of LCPF funding at the current level at around £72 million from 2017 to 2021. However, from 2018/19 onwards, boroughs will take approximately a one third cut in funding to enable MOPAC to commission regional projects. In Redbridge the proposal means that funding drops from £502k per year to £313k per year in 2018/19 and beyond.

Over the four year period of this plan the Redbridge Community Safety Partnership will also have to continue to keep abreast of, and pay due regard to, other changes to organisations, structures, funding streams and legislation, that will impact upon the work carried out by the partnership to achieve the priorities outlined in this strategy.

The substantial changes identified in this introduction provide some context regarding the challenges to the capacity of the agencies involved in reducing crime, anti-social behaviour and substance misuse. These challenges highlight why an agreed four year partnership plan is so critical to ensure strategic buy in and clarity of direction to maximise the collective impact of all of the partnerships resources.

## About Redbridge

Redbridge is an outer north east London Borough, with a culturally rich, well-educated community. Despite having many green affluent areas that people choose to move to, there are also areas of deprivation where our residents are struggling to make ends meet with the rising cost of living. Balancing targeted service delivery and providing facilities which address the needs of the range of socio-economic levels and for the specific needs of the different communities is both a challenge and an opportunity to embrace diversity in the Borough.

### Our People

The population has grown by nearly 50,000 people since 2001 and is predicted to continue to grow at a faster rate than the rest of London. Population projections suggest growth to 316,800 by 2018 and 401,600 by 2037.

Redbridge has a diverse population, with a wide variety of religions. The 2011 Census showed that Redbridge was the 4th most diverse community in England and Wales with the third highest proportion of under 16s in London. This diversity has been embraced locally. The 2014 Life in Redbridge Survey showed that 58% of respondents felt that Redbridge is a place where people from different backgrounds get on well together. Between 2010 and 2013 levels of crime have fallen by 8.6% and current figures suggest that it continues to reduce.

### Local Facilities

Redbridge boasts one of the best living environments in London with 40% of the Borough comprised of open spaces (many have been awarded Green flag Status) which provide a wealth of outdoor leisure opportunities. It enjoys an enviable reputation for its excellent transport connectivity; 16 minutes from the city, which will be further enhanced through the **'Crossrail Corridor'**.

In addition there is a growing evening economy including a theatre, two cinemas, a wide range of restaurants, night time venues and bars. We are working hard to develop this further benefitting from Business Improvement District status in two locations that has enabled businesses to manage and invest in their local trading environment. In addition there is a host of attractive parks, historic buildings, busy town centres and well-established businesses.

## Housing

A growing number of young professionals are choosing to join the property ladder in East London. In contrast to neighbouring boroughs, Redbridge is becoming more than a stepping stone in housing because the local amenities, cheaper housing, education and diverse community make it attractive for families to choose to live here.

The 2011 Census showed that 64% of households owned their homes, a decrease from 75% in 2001. The median house price in Redbridge of £275,000 was £46,000 lower than for London; however this is still not affordable for many of our residents. As home ownership decreased, private renting increased from 15% of households in 2001 to 23% in 2011 and Redbridge had the second lowest proportion of households in London living in social rented accommodation at 11%.

## Education and Employment

There are high levels of educational attainment in Redbridge. The 2011 Census showed that 34% of the population aged 16 and over were qualified to degree level, compared to 27% in England & Wales. In 2013 over 70% of pupils achieved 5 or more GCSE grades A\*-C (including English and Maths), the sixth highest in London. Our employment rate of 67% is lower than the London average of 70%, while our unemployment rate of 8% reflects the London average (March 2014).

The changes over the last decade have provided opportunities and challenges for Redbridge. We have responded to these and will continue to do so. We are Ambitious for Redbridge, so we will utilise regeneration, provide adequate housing and ensure we intervene early where necessary to support our communities to gain a fair and good quality of life.

## Establishing the Priorities for 2016/17

The following criteria have been used to set the Partnership priorities in Redbridge for the period of this strategy:

- a) Collective partnership impact: Areas of work where the Partnership is best placed to have the largest cooperative impact because of the amount of cross cutting, coordinated, partnership work involved.
- b) Impact on victims: Some crimes have a more significant impact on a victim than others. For example, the differing impact of shoplifting or criminal damage compared to that of residential burglary or domestic violence are hugely contrasting for a victim. When setting priorities we sought to ensure that resources were allocated to problems that have a higher impact on victims, thus making the largest **difference to peoples' lives in the Borough**.
- c) Quality of life for local Residents: Whenever the public are asked about what improvements would make the biggest difference to their quality of life they say **"reducing crime"**. **Local surveys and national research have been used to ensure priorities are focused on problems that have the largest impact on residents' general quality of life.**
- d) Tackling crime and disorder priorities: Identified through detailed crime analysis **in the 'Redbridge Strategic Assessment'**. **In doing so the Partnership will impact on** the most important crime and disorder priorities, as identified by our Partnership data from agencies such as, the London Ambulance Service, Metropolitan Police Service, local Health data from Accident and Emergency Departments and drug treatment facilities, London Fire Brigade, London Probation and Redbridge Council data in relation to antisocial behaviour, graffiti, fly-tipping etc.
- e) **Mayor's Office** for Policing and Crime (MOPAC); draft Police and Crime Plan 2017-2020 – A Safer City for All Londoners: Under the Police Reform and Social Responsibilities Act, a mutual duty exists between Police and Crime Commissioners (PCCs) and responsible authorities in Community Safety Partnerships (CSPs) to cooperate to reduce crime, disorder and reoffending. Under this reciprocal duty to cooperate between PCC's and CSP's, **the Community Safety Partnership must have regard to the priorities established by the PCC in their police and crime plan.**
- f) Separate strategies to support National agendas: This recognises that there are key national agendas with high local relevance and impact that need to have their own focus and strategy that are so comprehensive that they are best done outside of the priorities stated in this document. Locally there are two areas of work that fall into this category – those of Drug and Alcohol Misuse and Preventing Violent Extremism. A link to the National Drugs Strategy and the National Prevent Strategy can be found on the following links:
  - [Home Office Drugs Strategy](#)
  - [Home Office Prevent Strategy](#)



## Our Priorities for 2017 - 2021

Using the criteria outlined above, the Redbridge Community Safety Partnership has agreed to support the following three priorities of the 2017- 2021 partnership plan:

- Priority A: **Safeguarding Victims**, including:
  - Tackling Violence against Women and Girls (VAWG)
  - Hate crime
  - Repeat victims
  
- Priority B: **Reducing Vulnerability to Offend**, including:
  - Gangs
  - Reducing drug and alcohol related crime
  - Integrated Offender Management (IOM)
  
- Priority C: **Civic Pride**
  - Encouraging Civic Pride
  - Enforcing Civic Pride

Each of the priority is of equal importance and each will be addressed through prevention, partnership working and improved justice outcomes.

### Targets:

It should be noted that, at this stage specific borough targets have not been included in this strategy because local policing targets have yet to be agreed by the Metropolitan Police. While some targets have been submitted to MOPAC with regards to allocation of the Redbridge LCPF, these targets are yet to be officially agreed and cannot at this time be included in this strategy.

The work carried out by the Community Safety Partnership in addressing the three priority areas listed are detailed in the remainder of this strategy and will contribute towards the **Mayor of London's** targets and priorities.

## Priority A: Safeguarding Victims

In Redbridge we are committed to improving services to all victims, especially those that are particularly vulnerable and in need of help. Victims of hate crime, domestic violence, anti-social behaviour and sexual violence make up the majority of repeat and vulnerable victims in Redbridge.

Violence against Women and Girls (VAWG), hate crime, and repeat victims of antisocial behaviour are a particular priority within this section because they are vastly under reported crimes (based on national research), are often targeted towards particularly vulnerable and isolated people, contribute to health problems, and have a huge impact on **an individual's** wider quality of life.

Partnership working is essential to support these vulnerable people. It can be supported by:

- Catching and convicting offenders requiring criminal justice organisations to work effectively together;
- Responding to low level problems requiring effective, joined up, working between statutory and voluntary sector partners;
- Increase reporting to ensure vulnerable people have access to the support services they need to confront, and recover/move on from, the issues and crimes that they have been a victim/survivor of;

### Tackling Violence against Women and Girls (VAWG)

In Redbridge **we have aligned our definition of VAWG with that adopted by the Mayor's Office for Policing and Crime (MOPAC)**<sup>1</sup>.

The MOPAC strategy covers the following forms of violence against women and girls: domestic violence and abuse, female genital mutilation (FGM), forced marriage, "Honour" based violence, prostitution and trafficking, sexual violence including rape, sexual exploitation, sexual harassment, stalking and faith-based abuse

Domestic abuse is one of the forms of violence and or harassment which disproportionately affects women and is included within the umbrella term of "Violence against Women and Girls". There is a wide range of research and analysis that illustrates the prevalence and impact of domestic abuse in the UK. It has been reported that two women per week in the UK are murdered by a current or former partner, 1 in 4 women in the UK experience some form of domestic violence in their lifetime, and domestic abuse has the highest repeat victimisation level of any crime<sup>2</sup>. In Redbridge there is an incident of domestic abuse reported to the Police every three hours.

Our aim is to ensure that the Council, police and other agencies have the right services in place to protect VAWG victims. This partnership plan also recognises that new technology and social media continues to be misused to exploit and target the vulnerable. Bullying, stalking, harassment, and threatening behaviour which occurs online is just as unacceptable

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<sup>1</sup> [https://www.london.gov.uk/sites/default/files/vawg\\_strategy.pdf](https://www.london.gov.uk/sites/default/files/vawg_strategy.pdf)

<sup>2</sup> <http://refuge.org.uk/get-help-now/what-is-domestic-violence/domestic-violence-the-facts/>

as when it occurs offline. This plan is clear that these are crimes, and should be treated as such.

Education must also play a role in discouraging violent and abusive behaviour. Our work with schools and places of learning is the vehicle where we are helping to educate young people about damaging behaviours within relationships. We are determined to see a Borough where domestic abuse and violence against women and girls is completely unacceptable, where people speak out, and where no victim is exploited, traumatised or coerced into damaging sexual behaviour or criminal activity.

Redbridge has a significant on-street prostitution problem; both the Government and the Mayor of London recognise that prostitution is a form of Violence against Women and Girls. Women involved in prostitution are often among the most vulnerable in society and should be offered increased information on improving their safety, while also provided with support to exit prostitution safely. We have developed a comprehensive Prostitution Strategy, which adopts this approach, along with making changes to the environment and undertaking enforcement operations which focus on targeting kerb crawlers. We are committed to supporting the women involved in prostitution as well as working hard to reduce the impact it has on those living in areas where prostitution is evident.

This Partnership Plan will use the existing Redbridge VAWG strategy to further define work required to improve the Boroughs' response. The VAWG strategies overarching aim is to shape and direct work that will make referral pathways clearer and easier to navigate for victims and front line practitioners. The strategy will also develop a delivery plan which will detail how we intend to raise awareness amongst our residents about the services available to address VAWG. A conscious aim of the strategy is to mainstream VAWG awareness and delivery across all aspects of the council. This means forging new partnerships and embedding awareness and screening tools throughout all aspects of partnership.

### How we will tackle Violence against Women and Girls

Our objectives to address VAWG are based on our vision that no resident should live in fear of violence. There are four areas of work supporting this broad strategic aim<sup>3</sup>: -

Prevention activities which include:

- Integrating our VAWG objectives into a range of service plans and strategies;
- Developing clear assessment and referral pathways
- Embedding the work to address FGM across all aspects of Health and Social Care;
- Community engagement and education
- Consolidating links with substance abuse treatment services so we have the right interventions and screening tools; and
- Mainstreaming our response to VAWG throughout universal services.

Provision of support services, including:

- Continuing to commission an integrated holistic service to all survivors;
- Providing an appropriate needs based prostitution outreach service;
- Ensuring a client-centered approach to supporting survivors;

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<sup>3</sup> Full details shown in the Redbridge VAWG strategy 2015 - 2018

- Promoting/raising awareness of access to national and local helplines and services and making sure these are accessible;
- Ensuring that services are accessible by everyone

Partnership working which includes:

- Better support available for victims and their families from statutory, voluntary and community sectors working together;
- Continuing to fund Domestic Homicide Reviews;
- Utilising the published arrangements for working with partners in health, care and the criminal justice sectors;
- Maintaining the Domestic Violence Case Panel - Multi-Agency Risk Assessment Conference (MARAC);
- Maintaining the VAWG multi-agency strategy and delivery groups to identify and manage improvements to local service provision;

Justice outcomes and risk reduction, including:

- Improved criminal justice experience and outcomes for victims including an increase in the rate of convictions;
- Increased access to rehabilitative interventions among offenders; and
- Undertaking regular multi agency enforcement operations to tackle prostitution issues **in the borough. This enforcement activity will target 'pimps' and kerb crawlers;**
- Promoting the use of national legislation which criminalises forced marriage in the Anti-Social Behaviour, Crime and Policing Act 2014

We will know that we have been successful by;

- A reduction in repeat referrals to the MARAC;
- A reduction in the number of recorded incidents of Violence with Injury (Domestic);
- An increase in the number of referrals to our integrated VAWG service
- Having the analytical capacity to publish local information on the VAWG hotspots and use this information to inform future commissioning and partnership working;
- Having in place a partnership performance framework that quantifies and benchmarks the partnerships activities;
- Providing perpetrators of domestic and gender violence with programmes that help them to understand their behaviour, provide alternative behaviour, and ensure that perpetrators are held accountable;
- Reducing the re-offending rate of domestic abuse and sexual violence perpetrators who are subject to MAPPA or IOM arrangements ; and
- An increase in law enforcement **activities against 'pimps' and kerb crawlers**

### Tackling Hate Crime and repeat victimisation

There are a number of Redbridge residents who experience low-level Hate Crime and/or Anti-Social Behaviour, who are consistently targeted and harassed over a significant period

of time. Hate crimes are taken to mean any crime or incident where the perpetrator's hostility or prejudice against an identifiable group of people is a factor in determining who is victimised<sup>4</sup>. Additionally there are those who feel let down by the response they get from statutory agencies when they report incidents, as well as those victims who fall into these categories who we have not yet identified but whose quality of life are seriously affected by being targeted in this way. It is important not to underestimate the harm and distress experienced by repeat and vulnerable victims and services are prioritised accordingly.

#### How we will tackle hate crime and repeat victimisation:

- Maintain the multi-agency **Redbridge Victim's Panel to improve early intervention** and address repeat victimisation in particularly complex cases of antisocial behaviour and hate crime. We will monitor the process to ensure that cases are being dealt with effectively and efficiently – this will impact on victim satisfaction and quality of life as well as ensuring that offenders are tackled successfully and brought to justice.
- Maintain the multi-agency **'Bogus Caller' partnership to prevent repeat burglary** victims especially amongst vulnerable older adults.
- Produce a refreshed Hate Crime action plan to include recommendations from the recent Redbridge Hate Crime summit<sup>5</sup>
- Increase awareness of the services available to victims when they report – increasing public outreach and media campaigns including posters, leaflets (including easy-read versions) and press coverage;
- Improve referral pathways and ensure that all front line staff know what services are available;
- Encourage reporting from communities who may not be willing to report to the Police or other statutory organisations;
- Reduce incidents happening in the first place by changing attitudes and beliefs, working with young people in schools to raise awareness of acceptable behaviour;
- Exploit all available funding opportunities to expand current service provision;
- Examine the reasons behind cases being dropped by the Criminal Justice System to increase successful prosecutions;
- Take a firm stance as a Partnership to support vulnerable and repeat victims making every effort to ensure perpetrators are brought to justice;

#### We will know that we have been successful by:

- An increase in the number of reported hate crime/incidents;
- Increasing the number of organisations/Council departments which make referrals to the Redbridge Victim Panel;
- A reduction of repeat referrals for the Redbridge Victims Panel;
- Successful prosecutions of the perpetrators;
- The number of Redbridge Victims panel cases closed with positive outcomes
- The increased use of new powers<sup>6</sup> to hold perpetrators to account;

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<sup>4</sup> Hostility and prejudice may be based upon, Race, Religion, Sexual orientation, Disability, Gender Identity or Age.

<sup>5</sup> An event held on Dec 16th and chaired by MP Wes Streeting.

<sup>6</sup> **Anti-Social Behaviour, Crime and Policing Act 2014**

## Priority B: Reducing Vulnerability to Offend

Statistics on offending give compelling insight into the need to both prevent individuals offending that first time, and providing effective management if they do offend.

Key facts regarding offending:

- In 2011 across England and Wales over 75% of proven offences were committed by offenders with a previous reprimand, warning, caution or conviction
- Between one third and one half of all acquisitive crime, such as theft and burglary, is committed by cocaine and heroin users. 31% of all offenders sentenced had directly related drug misuse
- Nationally 40% of violent crime, 78% of assaults and 88% of criminal damage offences are committed while the offender is under the influence of alcohol
- Alcohol-related harm costs the United Kingdom £21 billion annually
- The average age of a first time offender entering the criminal justice system is 16 for boys and 15 for girls

In Redbridge we believe that there are three critical areas to prioritise, if we are to reduce **people's** vulnerability to offend, these are:

1. Reduction in gang activity
2. Reduction in drug and alcohol related offending
3. Improvements in Integrated Offending Management

Within each of these strands there runs critical work around prevention (to stop people offending in the first place), support, enforcement and monitoring.

### Reduction in Gang Activity

Historically the definition of what a gang is, emphasised street activity, tagging and defending turf and the significant use of violence meant that Redbridge had not been regarded as a gang borough by either the **Mayor's** Office for Crime and Policing (MOPAC) nor the Metropolitan Police.

However, there is now national recognition that there has been a proliferation of gang related offending from inner city areas out into areas where gang members are not so well known and are under less scrutiny from enforcement. This proliferation of gang influence has been labelled the "**County Lines**"<sup>7</sup> effect and its critical features typically include gang members criminally exploiting children and adults on a physical, sexual or financial basis, **often via illegal drug markets. This "County Lines" activity is recognised by Redbridge professionals as a concern for the borough. Redbridge has a significant number of residential care homes and looked after children placed here from other boroughs. A significant number of matrix<sup>7</sup> gang nominals are housed in Redbridge**

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<sup>7</sup> The official police list that names London's 3,200 gang members and classifies them from most to least violent.

A report produced by the Institute of Community Safety following a Locality Review of gangs in Redbridge<sup>8</sup>, which was commissioned by the Redbridge Community Safety Partnership, included the following findings:

- Redbridge has several named gangs and other unnamed/unknown gangs operating from within the borough, both external gangs from inner London boroughs or local, family based crime groups;
- A significant number of local children and young people were travelling outside of the Borough, working for gangs on county lines;
- Evidence of a cohort of Class A drug users within the Borough, with evidence of local drugs markets (as there are across London);
- The problem has intensified as the housing market and benefit reform has pushed people out of inner London boroughs, and made boroughs like Redbridge a cheaper option for placing vulnerable families, children and adults from inner boroughs;
- The rise and spread of unregulated semi-independent care homes is at the centre of the influx of young gang nominals and the increase and use of these homes has made it easier for gang members to settle into the borough
- The borough has good transport links and is close to a number of drug markets- Essex, Kent, Suffolk (and the internal markets), and gang members are not monitored to anywhere near the same degree as they would be in an inner London borough

#### How we will make a difference?

- Develop a partnership strategy to tackle gangs, exploitation, vulnerability and violence. Establishing clear ownership, governance, accountability and information sharing protocols;
- Create a problem profile that understands and explains the current position around gangs, exploitation, violence and vulnerability will be commissioned<sup>9</sup>;
- Investigate the benefits of establishing a single panel for those vulnerable young people (potentially combining MASE, CSE, MISPEERS and Deter Young Offenders work);
- Improve information sharing between partners on gang activity;
- A range of interventions will be scoped and commissioned to support young people in exiting gang involvement;
- Training sessions for front line officers across the Partnership to ensure early identification of risk, preventative measures available as well as referral pathways into both support and enforcement services; and
- We will review the current admissions process and determine whether the provision of information on pupils requiring admission to schools could be improved.

In order to make the difference we will use MOPAC funding (2017 – 2019) to employ a gang's link officer.

#### We will know that we have been successful by:

- Improved data sharing and knowledge of gang nominals on the gangs matrix;

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<sup>8</sup> Funded by the Home Office in December 2016, and is a restricted document

<sup>9</sup> At the time of writing, a bid has been submitted to the DCLG for funding to commission the problem profile.

- Ensuring appropriate multi-agency groups manage interventions for both known gang members and those they are looking to exploit;
- Having a comprehensive gang problem profile; and
- Increasing early identification of people at risk of gang exploitation and offending.

### Reducing drug and alcohol related crime and anti-social behavior

Drug and alcohol related crime and anti-social behaviour can encompass a wide variety of offences. Within this priority we are defining it as alcohol related violence and antisocial behaviour (such as noise related incidents).

Violent crime has a very significant impact on its victims, and often the wider community, so must be a focus of the partnership. Local analysis of crime and antisocial behaviour data demonstrates that significant amounts of violent crime occur late in the evening and is often grouped around town centres (such as Ilford, Gants Hill, Seven Kings) that house the pub/club related evening economy in Redbridge. Alcohol consumption also coincides with reports of rowdy/inconsiderate behaviour, noise nuisance and other types of anti-social **behaviour. Indeed, calls to the Council's Enforcement team** increase at weekends and peak late in the evening.

All adults who are arrested and taken into custody may be subject to drug testing if the custody staff have reason to believe they are either intoxicated or that their offence is linked to Class A drug use. The aim being to ensure those who are offending will be encouraged to access drug treatment and therefore reduce their offending behaviour.

We need to act to reduce drug and alcohol related crime and anti-social behaviour and its negative effects on the residents of the Borough. The impact of these crimes on Redbridge residents cannot be underestimated, and a great deal of distress is caused by drug and alcohol related incidents both in and/or outside pubs, off licences and private residences.

Partnership working is essential to drive forward work towards reducing drug and alcohol related crime and anti-social behaviour. Catching and convicting offenders requires all partner agencies to work together. The Council, Police, Probation, Youth Offending Services, drug and alcohol services and voluntary agencies all work together to ensure those who offend because of their drug or alcohol dependence are encouraged to seek treatment. However if they do not comply, or treatment is not appropriate, robust enforcement procedures must be in place.

#### How we will make a difference:

- Ensuring both statutory and voluntary agencies who engage with victims of crime and anti-social behaviour offer appropriate services;
- Continuing to commission integrated drug and alcohol support services;
- Using licensing legislation to ensure public houses, late night refreshment establishments and off-licences retail responsibly and comply with any restrictions placed on their license;
- Continuing to provide drug outreach services in the borough. This will be targeted in problem locations/at vulnerable people known to have drug problems;



- Ensuring appropriate and effective use of the Drug Intervention Program (DIP), (which aims to get adult drug-misusing offenders out of crime and into treatment<sup>10</sup>).
- Engaging in multi-agency work to engage and tackle problematic street drinking and the crime and disorder that it generate, including the introduction of a Public Space Protection Order (PSPO) and **the voluntary scheme “Crushing Out”** around the sale of high alcohol by volume (ABV) drinks;
- Placing appropriate conditions on, or withdraw the licenses of, licensed premises if one or more of the four licensing objectives are undermined - the prevention of crime and disorder; public safety; the prevention of public nuisance; and the protection of children from harm.
- Maintaining the Cumulative Impact Zones within South Ilford and South Woodford;
- Ensuring applicants for licences provide sufficient evidence to demonstrate they will not cause or contribute to public nuisance to residents. This includes issues pertaining to noise from the arrival and dispersal of patrons and entertainment noise such as music

We know we will be successful by:

- Increase in the take up of both drug and alcohol rehabilitation orders
- The introduction of a Public Space Protection Order (PSPO) in Ilford Town Centre to include a ban on street drinking and other antisocial behaviour
- Increased licensing compliance checks by the Redbridge enforcement team officers
- Increased use of licensing powers to ensure problem premises adhere to conditions placed on their licence
- Fewer incidences of drug and alcohol related antisocial behaviour at problem locations

### Integrated Offender Management

In recent years many schemes have been introduced to reduce the likelihood of known criminals re-offending. Schemes such as Deter Young Offenders (DYO), Multi-Agency Assessment Public Protection Arrangements (MAPPA), Drug Intervention Programme (DIP) for adults and Fusion (for young people) have, since their introduction, proved to be **successful. This has inspired the introduction of an ‘Integrated Offender Management’ (IOM)** approach, to target more offenders in the community (both youths and adults under statutory and non-statutory supervision). IOM seeks to bring together the management of repeat offenders into a more coherent structure.

The Integrated Offender Management approach aims to:

- Develop and extend joint identification and assessment of offenders;
- Establish joint offender management;
- Implement information sharing frameworks for offenders in the community who present the highest risk of re-offending;
- Maximise opportunities for partnership working, bringing a range of services together to achieve more effective and efficient outcomes; and

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<sup>10</sup> The scheme works on the premise that access to treatment is more cost effective and more effective than putting drug-misusing offenders through the criminal justice system repeatedly without tackling their drug or alcohol problem.

- Ensure relevant partners supervise, enforce, resettle and rehabilitate offenders in a more joined-up way.
- Reduce the number of young offenders entering the criminal justice system altogether, with the related benefits that flow from this.

The multi-agency Integrated Offender Management approach builds on and expands current offender-focused programmes such as Multi-Agency Public Protection Arrangements and the Drugs Intervention / Fusion Programmes. Under the Integrated Offender Management process these programmes will continue to be crucial to the delivery of sustained reductions in re-offending. Integrated Offender Management will address any potential overlaps between existing programmes and identify and resolve any gaps in provision. Integrated Offender Management will also help to align the work of local criminal justice agencies and their partners more effectively, managing risk and simplifying and strengthening the governance arrangements and management process for identified offenders.

The Community Safety Partnership is committed to the continuing support for victims of crime, however we also need to focus on the small number of individuals who are committing a significant percentage of crime committed within the borough.

Ensuring individual offenders receive the appropriate interventions will have a significant impact on the levels of crime committed within the borough, particularly serious acquisitive crime. The development and improvement of our offender management processes will contribute to the effective reductions in Burglary and Drug and Alcohol Crime and Anti-Social Behaviour. Targeting offenders in this way will complement the crime reduction initiatives outlined within those priorities

#### How we will make a difference:

- Identifying, risk assessing and streaming offenders into cohorts to ensure effective management;
- Identifying and prioritising support for young people from the most chaotic backgrounds who otherwise do not receive sufficient education, training and employment;
- Working in partnership as part of the local **“Families Together”** initiative to provide the families with the most entrenched problems additional parenting and other support to reduce crime and anti-social behaviour;
- Managing the transition between young and adult offender services;
- Ensuring **we offer ‘Early Intervention’ to potentially problematic offenders, including women involved in the criminal justice system;**
- Using robust enforcement methods for those offenders unwilling to engage with the scheme;
- Increased provision of drug and alcohol treatment orders;
- Increased access to drug and alcohol treatment through the Arrest Referral Process;
- Improving the provision of effective mental health support to young offenders via the local Child and Adolescent Mental Health Service (CAMHS); and
- Improving cross border working to target offenders who offend in Redbridge but who live elsewhere.

- 'Building on the high quality provision young offenders receive in our Youth Offending Service which has been ranked amongst the best in London and the UK'

We know we will have been successful by:

- Ensuring the appropriate offenders are identified and taken on to the scheme
- Evidence of movement between cohorts-a growing green cohort and offenders removed from the scheme as they stop offending
- Reduction in re-referrals onto the scheme, evidencing sustained reduction in offending
- Successful engagement of those on the cohort who are released from custody, especially those who are drug and/or alcohol dependent.
- Reduction in serious acquisitive crime
- Increase in take up of both Drug and Alcohol rehabilitation orders.

## Priority C: Civic Pride

Civic Pride is the positive feeling generated by people about the town or city in which they live, due to the responsibilities that they accept as citizens living there and the outcome produced from their contributions towards the production and maintenance of such spaces. Evidence has shown that when communities take pride in their environment crime and disorder is reduced (broken windows theory) and people feel safer. The intention of this strand is to improve the public realm to make a Redbridge a safe and pleasant place to live, work and visit. In Redbridge we believe there are two critical strands to this work: encouraging civic pride; and enforcing civic pride.

### Encouraging Civic Pride

Engendering Civic Pride in Redbridge requires a partnership approach and cannot be done through enforcement alone. Citizens need to be encouraged to take more social responsibility and pride in their locality. This requires clear communication and gentle encouragement, as well as firm and robust enforcement for those who refuse to change their habits and continue to negatively impact on the look and feel of their local communities.

Redbridge has an increasingly diverse population, with a wide variety of communities. With large population growth come a variety of issues and challenges. One of the challenges local services must overcome is the engagement and marketing of services to new residents, who are often unaware of local services, particularly when they are transient individuals drawn to the relatively cheap rental prices in the local private rented sector.

How we will make a difference:

- Developing a Civic Pride Citizen Charter and Civic Pride values, to provide guidance on what Civic Pride should look like in Redbridge and encourage model behaviour amongst Redbridge communities;

- Developing a Civic Pride communications and engagement plan to encourage residents to take greater pride in their environment;
- Work with local communities (both those that are well established and those newer communities) to develop an agreement so each **understands the other's** responsibilities;
- As a partnership, working with the voluntary, community and faith sectors to build pride, respect and cohesion across the Borough;
- As a partnership, working with the community to tackle the fear of crime by building resilient communities where people look out for each other, whilst also supporting and protecting those at most risk; and
- Promoting and protecting our green and public open spaces.

We will know that we have been successful by:

- The introduction of a civic pride citizenship charter
- The introduction of robust Civic Pride communications and engagement plan;
- Measuring the number of schools engaged to generate civic pride within young people;
- Increasing the number of community interventions (alley gates, litter picks etc.);
- Measurable change in behaviour of residents including a reduction in fly tipping

### Enforcing Civic Pride

Where residents do not take pride in their environment and community, and do not change their behaviour through encouragement, enforcement will hold offenders to account. It will make those responsible for environmental crime<sup>11</sup> and antisocial behaviour to change their detrimental approach to their locality through tough enforcement action.

Priorities for enforcement action are:

- Fly-tipping is prolific and increasing in Redbridge, particularly south of the A12. Enforcement action must be swift; priority will be given to gathering evidence that will lead to the prosecution and substantial fine<sup>12</sup> for offenders.
- Unregulated commercial waste will be targeted to ensure that businesses are held to account where they do not have due regard for their environment. This links closely to fly tipping.
- Fly-posting is found in locations across the borough but most prevalent in Ilford, the removal of which costs the Council approximately £50k per annum.
- Untidy Front Gardens/Untidy Land frustrates local communities who want their immediate locality to have a clean and positive look and feel.
- **Anti-social behaviour has a significant impact on people's** quality of life. It is a broad term encompassing any type of behaviour that causes those who witness it distress or negatively impacts on their quality of life.
- Noise nuisance has a huge impact on communities in Redbridge, as well as other London boroughs, where so many people live within such close proximity of each

<sup>11</sup> Environmental crime is an illegal act that directly harms the environment.

<sup>12</sup> Currently £400 Fixed Penalty Notice or unlimited through the Courts.

other. The Council has a statutory duty to act when noise breaches acceptable levels to safeguard its residents.

- Illegal highway obstructions are dangerous and can cause serious injuries or death. Those responsible, whether they are individuals or businesses, will be fined.
- Licensing non-compliance can lead to violent disorder, underage alcohol consumption and noise nuisance at very antisocial hours. Enforcement compliance visits, as well as responding swiftly to complaints, taking appropriate remedial actions are critical to Redbridge growing a positive night time economy.

#### How we will make a difference:

- Take swift action against fly tipping, gathering the evidence in order to issue £400 Fines to the offenders
- Hold businesses to account for unregulated waste
- In partnership (primarily between the council and police) apprehend and prosecute those fly-posting
- In partnership, and with the community, encourage pride with gardens and community spaces
- Respond to incidents of antisocial behaviour (including noise nuisance) and take appropriate action against offenders. We will support repeat and vulnerable victims of antisocial behaviour through the Redbridge Victims Panel we will undertake licensing enforcement compliance visits, as well as responding swiftly to complaints.

#### We will know that we have been successful by:

- Increasing the number of fly tipping prosecutions and Fixed Penalty Notices issued
- A reduction in reported fly-tips
- A reduction in fly posting
- Reduced reports of antisocial behaviour and calls to noise nuisance
- Reduced incidents of disorder in and around licensed premises
- Increased community satisfaction with their local environment
- Confidence in the police and Council and satisfaction with services provided

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## Further Information and Contact Details

Further copies of this Strategy can be obtained, on request, from the Community Safety Service within the Council. If you would like the information in this document translated into a different language, provided in large print or spoken word recording, please contact the Community Safety Service.

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The Partnership is committed to ongoing improvement in the services that we deliver. We would welcome any feedback, suggestions or proposals from individuals or organisations.