

Title: Working towards a new Community Safety Strategy 2027 onwards
Report

authorised by: Mark Wolski, Head of Community Safety

Lead Officer(s):

Ward(s) affected: Key crime wards

Report for Key/

Non-Key Decision: Non key decision

1. Introduction

This report seeks approval from the Community Safety Partnership for the proposed action set out in the recommendations below. The purpose of the report is to outline the rationale for the decision, provide relevant background information, and demonstrate how the proposal aligns with the Council's strategic priorities and statutory duties.

2. Recommendations

The CSP is asked to:

- Approve the proposed approach to developing a new CSP strategy as outlined in this report.
- Delegate authority to the relevant Director, in consultation with the Cabinet Member, to implement the proposal.
- Note the considerations relating to legal duties, equalities, and strategic outcomes.

3. Reasons for Decision

The proposed decision is required in order to:

- Ensure that the Council and Partners continues to meet its statutory and policy obligations.
- Improve efficiency, effectiveness, and outcomes for residents.
- Respond to emerging risks, challenges, or opportunities within the service area.
- Support delivery of the Council' and Partner's broader strategic objectives, including community safety, prevention, and improved resident experience.

The decision enables the Council to take a proactive and sustainable approach that strengthens service delivery and contributes positively to borough-wide priorities.

4. Background Information

- The current CSP strategy expires in 2027.
- Crime and disorder remain one of the communities' key priorities.
- The partnership has a statutory responsibility to devise strategies and plans to address Crime and Disorder
- Crime and disorder challenges vary over time and against a background of changing local and national drivers (See Appendix A of the report), there is a need to reconsider what the partnership focuses on.

This context demonstrates the need for a clear and coordinated approach to ensure continued service resilience and alignment with best practice.

5. Contribution to Strategic Outcomes

The proposal contributes to the Council's strategic outcomes by:

- Supporting resident safety and community wellbeing, including prevention-focused approaches.
- Aligning with the Borough Plan priorities.
- Enhancing operational efficiency and enabling more effective use of resources.
- Strengthening partnership work across statutory, voluntary, and community sectors.
- Delivering improvements consistent with the Council's equality, inclusion, and fairness commitments.

The proposal therefore supports long-term positive outcomes for residents, communities, and the organisation.

6. Finance and Procurement

N/A – There are no financial implications arising from this decision, and no procurement activity is required.

If financial implications arise at a later stage, a further report will be brought forward as required.

7. Legal

The Council and partners have a range of statutory duties relevant to this proposal, including obligations under local government legislation and responsibilities relating to service delivery, public safety, and governance.

8. Equality

In accordance with the Public Sector Equality Duty (s.149 Equality Act 2010), consideration has been given to the potential impacts of the proposal on residents with protected characteristics.

- No adverse impacts have been identified.
- The proposal is expected to have a neutral or positive effect on equality outcomes.
- Where relevant, actions will be taken to ensure the approach is inclusive and accessible for all residents.

A full Equality Impact Assessment will be completed if required as the proposal progresses.

Strategic Plan for Completing a Strategic Needs Assessment and Developing a 4-Year Community Safety Strategy March 2026

1. Purpose & Objectives

Purpose:

To produce an evidence-led Strategic Needs Assessment (SNA) that identifies priority risks, vulnerabilities, and crime/safety challenges, enabling creation of a new **2027–2031 Community Safety Strategy** for the borough.

Key objectives:

- Deliver a comprehensive, multi-agency SNA aligned with national and London-wide duties.
- Identify current and emerging community safety threats.
- Engage communities and partners to ensure insight-driven priorities.
- Produce a 4-year strategy with measurable outcomes, governance structures and delivery plans.

2. Governance & Programme Structure

2.1 Establish Programme Governance

- **Sponsor:** Director / Asst Director (e.g., Eubert Malcolm).
- **Senior Responsible Officer (SRO):** Head of Community Safety (you).
- **Programme Board:**
 - Police (BCU)
 - MOPAC
 - Public Health
 - Children's Services
 - Adult Social Care / Safeguarding
 - Probation
 - Housing
 - Fire Brigade
 - VCS representatives
 - Community reps (rotating membership)

2.2 Workstreams

1. Data & Evidence Workstream
2. Community & Stakeholder Engagement
3. Equalities & Vulnerabilities Analysis (EQIA, VAWG, SV Duty)
4. Drafting & Strategy Development
5. Approval, Sign-off & Publication

Each should have a lead officer, milestones, and reporting mechanisms.

3. Strategic Needs Assessment Process

3.1 Data Collection Framework (Months 1–2)

Collect 3 categories of data:

A. Crime and ASB Data

- Police recorded crime by ward & trend (5 years).
- VAWG categories including DA MARAC data.
- Youth offending & reoffending patterns.
- Serious violence (per the Serious Violence Duty).
- Hate crime and community tensions.
- Environmental data: noise, nuisance, licensing, fire data.

B. Contextual, Social & Demographic Data

- Census demographics.
- Schools attendance, exclusions, safeguarding trends.
- Public health (mental health, substance misuse, mortality).
- Housing conditions, homelessness.

C. Partner Intelligence

- Practitioner insight sessions.
- Probation risk profiles.
- Adult and children safeguarding reviews.
- Hospital assault data / ambulance callouts.

Output: A full data pack for analysis.

3.2 Data Analysis & Problem Profiling (Months 2–3)

Use problem-solving methodologies:

• Problem analysis tools:

- **SARA** model (Scanning – Analysis – Response – Assessment).
- **Cost of Crime** weighting.
- **Hotspot mapping** (GIS).
- **Trend forecasting** where possible.

• Key Analytical Themes:

- Volume crime.
- High-harm crime.
- Vulnerable cohorts.
- Geographical hotspots.
- Disproportionality and equality impacts.
- Cross-cutting themes (e.g., substance misuse, exploitation, mental health).

Output: Draft analytical chapters summarising insights and implications for the borough.

4. Community & Stakeholder Engagement (Months 2–4)

4.1 Public Engagement

- Borough-wide survey on safety and priorities.
- Targeted focus groups:
 - Women & girls
 - Young people
 - Faith groups
 - LGBTQ+ groups
 - Disability groups
 - Ethnic minority communities

4.2 Partner Engagement

- Workshops with key services (Police, Housing, Health, Fire, Voluntary Sector).
- Ward-based engagement with councillors.
- Business sector engagement for town centre safety.

4.3 Embedding lived experience

Use community researchers, existing forums, and co-production groups where possible.

Output: A comprehensive consultation report to inform priorities.

5. Identify Priority Areas (Month 4)

Priority-setting may follow a transparent scoring matrix using:

- Harm level
- Volume
- Trend direction
- Public concern
- Disproportionality and equalities impact
- Deliverability
- Preventability
- Borough political priorities

Common priority areas for London boroughs might include:

- Serious violence & exploitation
- VAWG
- Youth safety
- ASB & neighbourhood crime

- Hate crime & cohesion
- Substance misuse
- Reducing reoffending
- Safeguarding vulnerable adults

Opportunities to consider broader alternatives will be considered that are less reliant upon individual subject areas.

Output: A proposed set of priorities for 2026–2030.

6. Drafting the 4-Year Community Safety Strategy (Months 5–6)

Core structure:

1. **Executive Summary**
2. **Legal Duties** (Crime & Disorder Act, SV Duty, PREVENT, etc. – including National and Local Drivers (*See Appendix A*))
3. **Partnership Context**
4. **Findings from the SNA**
5. **Strategic Priorities**
6. **Delivery Plans** – with measurable KPIs
7. **Performance & Governance Framework**
8. **Resourcing & Commissioning Plan**
9. **Equality Impact Assessment**
10. **Risk Register**

Strong features to include:

- A 4-year **theory of change**.
- Logic models for each priority.
- Data dashboards for monitoring.
- Clear accountability structure.

Th inclusion of all four elements are seen as best practice, enabling future scrutiny.

7. Sign-Off, Publication & Implementation (Months 6–7)

Sign-off pathway:

- CSP Board
- Cabinet / Lead Member

The CSP strategy is a partnership strategy, though it is recognised any future strategy may have to be subject to council democratic processes.

Outputs:

- Published SNA
- Published Community Safety Strategy
- Launch event / communications plan
- 12-month delivery plan with quarterly milestones
- Annual review process and mid-term refresh at year 2

8. Proposed Timeline (7 Months Total)

Month	Activity
1	Programme setup, governance, scoping, data requests
2	Data gathering + initial engagement
3	Analysis & problem profiling
4	Engagement, consultation, and priority setting
5	Strategy drafting
6	Final consultation + approvals
7	Final sign-off, publication, and launch

9. Success Measures

Process Success

- Full compliance with statutory duties.
- Multi-agency contributions embedded.
- High-quality evidence base.
- Strong consultation response.

Outcome Success

- Clear, measurable improvements across priority areas.
- Reduction in harm and vulnerability.
- Increased public confidence.
- Effective partnership governance over 4 years.

Appendix A to Report

Community Safety Horizon Scan – Implications for future CSP Strategy 2027 February 2025

Purpose

This note sets out the complexity of national and local drivers in respect of Community Safety as implications for the work in respect of a full strategic needs assessment to inform a new Community Safety Strategy for 2027 onwards.

1. Summary of National Community Safety Drivers

The Table below outlines Community Safety Drivers over the next 12 months.

Theme	Instrument	Likely focus (next 12 months)	Headline implications for community safety
Crime, policing, ASB	Crime & Policing Bill 2025	Passage through Lords → Royal Assent/early implementation planning	New ASB Respect Orders, tougher shop theft measures, expanded powers on tech-enabled theft (e.g., GPS-tracked goods), weapons offences, drug-testing on arrest; police standards reforms
Victims, DA, VAWG	Victims/DA/VAWG reforms (incl. within Crime & Policing Bill)	Codes, guidance, commissioning expectations	Stronger victim support duties; scrutiny of DA/VAWG responses; stalking protections; police-perpetrated abuse focus
Safeguarding	Mandatory reporting of child sexual abuse	Final scope + statutory guidance	Major impact on MASH, CSA services, thresholds, workforce training

Serious violence	Serious Violence Duty	Consolidation + performance focus	Stronger expectations on place-based problem-solving and outcomes
Counter-terrorism	Terrorism (Protection of Premises) Act 2025 – “Martyn’s Law”	24-month implementation period; regulator build-out	New Protect/Prepare duties for venues/events; closer CT–CSP alignment
Housing regulation	Social Housing Regulation Act	Consumer standards bedding in	Stronger ASB expectations; safety, repairs, damp/mould scrutiny
Private rented sector	Renters’ Rights Act (renters reform)	Revised approach to S21 abolition + ASB grounds	Shift in eviction patterns; more complex ASB casework; homelessness pressures
Supported housing	Supported Housing (Regulatory Oversight) Act	National standards + licensing rollout planning	Tackles high-risk exempt accommodation linked to exploitation/violence
Building safety	Building Safety Act	High-risk buildings regime maturing	Fire safety, vulnerability, and multi-agency information-sharing duties
Homelessness & safeguarding	Homelessness Code of Guidance updates	Likely DA/VAWG/complex needs updates	Stronger multi-agency expectations around risk, vulnerability, and duty to refer

2. Detail

a) Crime & Policing Bill 2025 – the central legislative driver¹

Key elements relevant to CSPs and safeguarding:

- New ASB and “respect” orders, plus tougher shop theft measures
- Expanded weapons offences and powers to seize stolen goods via GPS
- Stronger drug testing on arrest
- Police standards: vetting, misconduct, firearms officer anonymity
- Child sexual abuse reporting duty (see below)

Local implications

- Rewrite ASB pathways and protocols
- Prepare for increased demand on police, courts, and local ASB teams
- Build a proportionate, transparent narrative around use of new powers

b) Domestic Abuse, VAWG and Victims – tightening expectations

Expect stronger requirements around:

- Stalking and harassment
- Migrant victims and safe reporting
- Children recognised as victims in their own right
- More prescriptive victim support standards and data

expectations

Local implications

- Stress-test DA/VAWG pathways
- Align commissioning with confidentiality + reporting duties
- Strengthen scrutiny of police and multi-agency responses

c) Mandatory Reporting of Child Sexual Abuse – system-shaping²

Key issues being finalised:

- Scope and exemptions (e.g., specialist services, confidential spaces)
- Treatment of non-recent abuse
- Interaction with MASH thresholds and multi-agency planning

¹ [Crime and Policing Bill - Parliamentary Bills - UK Parliament](#)

² [Mandatory reporting of child sexual abuse in England: update on the Crime and Policing bill | NSPCC Learning](#)

Local implications

- Model demand on MASH, police, and CSA services
- Update information-sharing agreements
- Prepare trauma-informed workforce messaging

d) Counter-Terrorism: Protect Duty / Martyn's Law³

The Terrorism (Protection of Premises) Act 2025 introduces a tiered Protect/Prepare duty for qualifying premises and events, with a 24-month implementation period.

What to expect this year

- Statutory guidance
- Regulator (SIA-hosted) development
- Early engagement with sectors

Local implications

- Map local venues/events likely in scope
- Integrate Protect into SAG, licensing, emergency planning, NTE, VAWG in public spaces
- Develop a proportionate, supportive narrative for community/faith venues
- Consider governance

e) Housing Regulation

Social Housing Regulation Act – consumer standards

- ASB is now a regulated consumer standard
- Stronger expectations on safety, repairs, damp/mould
- Regulator inspections will scrutinise partnership working

Renters Reform – ASB and possession

- Section 21 abolition still planned (now legislated via Renters' Rights Act)
- Strengthened ASB grounds for possession
- Likely increase in complex ASB/homelessness cases

Supported Housing Oversight

- Tackles high-risk exempt accommodation linked to exploitation, county lines, VAWG
- Licensing schemes and national standards coming online

³ [Terrorism \(Protection of Premises\) Act 2025: Overarching Factsheet - GOV.UK](#)

Building Safety Act

- High-risk buildings regime maturing
- Multi-agency information-sharing duties around fire safety and vulnerability

Homelessness Code of Guidance

- Expected updates around DA, VAWG, complex needs, and safeguarding

3. Local Drivers/Pressures

Theme	Feature	Likely focus (next 12 months)	Headline implications for community safety
Elections	Managing new manifesto commitments.	Demand profiling/assessment that ensures structures deliver statutory functions and new commitments	Potential restructure for community safety service. Option for integration of ASB services
Community Safety Strategy	CSP Strategy ends 2027, requiring revision for 2027-date to be determined.	Strategic Needs Assessment and work towards new strategy. Streamlining approach to CS challenges.	Whole system public protection and long term prevention approach
Finance	The council and other agencies will be required to make further efficiencies.	Demand profiling/assessment that ensures structures deliver statutory functions and new commitments	Potential restructure dependent upon drivers of finance and election results
CT - Prevent	Probable further reprioritization = reduced funding with potential for zero funding 2027/2028	Establishing written protocols and process that maintain acceptable benchmarking	Ensure readiness to mainstream activity
CT – Protect	Martyn's Law	Developing partnership plan linking with SRM, SAG, etc	Ensuring appropriate governance.
Rising Vulnerability	Mental Health, unstable housing as drivers of harm and safeguarding demand.	Improved working across community safety, social care and safeguarding professionals	Assurance required for management of vulnerability and risk
VAWG	National priority, high harm, high impact. In addition a local feature of women involved in sex work brings a unique high risk focus	Developing prevention approach through co-ordinated community response. Improved working across community safety, social care and safeguarding professionals	Ensuring appropriate strategic response , delivery and accountability. Assurance required for management of vulnerability and risk
Serious Violence & Youth Safety	Multiple influences	Developing prevention approach through coordinated community response	Ensuring appropriate strategic response, delivery and accountability

Housing & Place based Risk	Accommodation pressures and complex needs (MH) has grown over last 12 months, placing significant demands on system. Locality demands requiring bespoke approaches	Improved working across community safety, social care and safeguarding professionals	Ensuring appropriate strategic response , delivery and accountability through effective delivery mechanisms
Criminal Justice	Systems limitation and costs limits enforcement and frustrate public confidence	Strategic partners probation, CPS, courts working together.	Improved focus on perpetrator management strategies
Emergency Planning	Intersection of int. tensions, CT risks and emergency planning required unified approach	Developing partnerships with EP	Community Safety Partnership providing oversight and Community safety service working more closely with EP
Technology and AI	Growth in use and capability presents an opportunity for efficiency	Implications to be explored	AI features in the management of the CSP, delivery, performance and quality assurance
Managing Expectation	Demand outstrips supply requiring effective demand management inside and outside council	Understanding demand & identifying measures, opportunities, systems changes to reduce demand	Improved focus on overall outcomes and impact.

4. Strategic Implications and Priorities for the Next 12 Months

Building on the national and local drivers outlined in Sections 1–3, the Community Safety Partnership (CSP) will need to ensure clear prioritisation for 2027 onwards.

Priorities should ensure the partnership is compliant with new statutory requirements, prepared for significant system change, and able to respond effectively to rising local demand and vulnerability.