

Agenda

Safer Neighbourhoods and Active Communities Scrutiny Board

Thursday, 27 January 2022 at 5.45 pm
At Council Chamber - Sandwell Council House, Oldbury

This agenda gives notice of items to be considered in private as required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

- 1 **Apologies for Absence**
- 2 **Minutes** 7 - 12

To confirm the minutes of the meeting held on 9 December 2021 as a correct record.
- 3 **Declarations of Interest**

Members to declare any interests in matters to be discussed at the meeting.
- 4 **Additional Items of Business**

To determine whether there are any additional items of business to be considered as a matter of urgency.
- 5 **Sandwell Community Safety Strategy - 2022-26** 13 - 60

To consider and comment upon the draft of the



Safer Sandwell Partnership Police and Crime Board's Community Safety Strategy 2022-26 which outlines the partnerships key priorities and direction of travel over the next 5 years.

- | | | |
|---|---|-----------|
| 6 | Review of the Homelessness and Rough Sleeper Strategy | 61 - 88 |
| | To consider and comment upon the refreshed draft Homelessness and Rough Sleeper Strategy. | |
| 7 | Cabinet Forward Plan | 89 - 106 |
| | To consider items on the Cabinet Forward Plan. | |
| 8 | Work Programme 2021-22 | 107 - 108 |
| | To consider items on the work programme for upcoming meetings of this Scrutiny Board. | |

Kim Bromley-Derry
Interim Chief Executive
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Distribution

Councillor Mabena (Chair)
Councillors Gavan, Ashman, Fisher, G Gill, Jones, Kausar, Randhawa, Rouf,
Singh and V Smith

Contact: democratic_services@sandwell.gov.uk

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Minutes of Safer Neighbourhoods and Active Communities Scrutiny Board

**Thursday, 9 December 2021 at 5.45 pm
at Council Chamber - Sandwell Council House, Oldbury**

Present: Councillor Mabena (Chair)
Councillors Gavan (Vice-Chair), Randhawa and V Smith

Also present: Gillian Douglas (Director of Housing) and Neville Rowe
(Strategy and Research Manager, Housing Management)

32/21 Apologies for Absence

Apologies were received from Councillors Ashman, Fisher, G Gill and K Singh.

33/21 Minutes

Resolved that the minutes of the meeting held on 25 November 2021 were approved as a correct record.

34/21 Declarations of Interest

There were no declarations of interest made.

35/21 Additional Items of Business

There were no additional items of business to consider.

Councillor Smith raised a question on behalf of Councillor Shackleton in relation to the housing neighbourhood office in



Blackheath. The Director of Housing confirmed that the Library was available for residents who needed help to make contact with the Housing team, either over the phone or via email. Housing resources had been relocated to the One Stop Shop in Oldbury and further resources had been put into the Contact Centre, predominately for repairs calls. The Council had also begun home checks and had visited 213 residents so far. It was envisioned that this initiative would be a rolling programme to help identify tenants in need.

36/21

Review of Tenancy Conditions

The Director of Housing introduced the item and explained that the Tenancy Conditions was an agreement on the rights and responsibilities of having a council tenancy. The tenancy conditions had last been reviewed in 2009 and had been refreshed to help provide clarity for tenants and to align them with the modernisation of the Council's Housing Service.

The Strategy and Research Manager for Housing Management outlined the Council's consultation process. The Council had recently concluded a statutory consultation regarding the proposed amendments to its Tenancy Agreement. The Preliminary Notice had been sent to all tenants the week commencing 18 October 2021 with a closing date of 12 November 2021 for receipt of responses. In compliance with Section 103 of the Housing Act 1985, the Preliminary Notice invited tenants to comment on the proposed changes and tenants had the opportunity to respond in three ways:-

1. By completing a free text questionnaire via a dedicated consultation webpage on the Council website;
2. By e-mail using a dedicated e-mail address;
3. By completing a feedback form at the back of the Preliminary Notice and forwarding it to the Roway Lane postal address.

Members were advised that just short of 1,600 responses (1,597) had been received, which was a response rate of 5%. Detailed findings of the consultation had been included in the report. The following points were highlighted:-

- 82% (1,309) of respondents answered 'Yes' to 'Do you agree to the proposed changes in the agreement' with no further comment. A further 21 respondents answered 'No' with no further comment.

- 95 answered 'Yes' to the proposals and added comment, 70 answered 'No' with comment and 102 made comment only. In total 88% of respondents agreed with the proposals.
- The amendment which received the highest volume of objection was Condition 5.2, Paying Rent in Advance, with 52 (3% of all respondents) in total objecting to this requirement. The second highest volume of objections was to Condition 4.11 - the proposal to restrict tenancy succession rights to spouses, civil partners and common law partners for tenancies that commenced after 1 April 2012. This attracted a total of 27 (2% of all respondents) objections. The next highest volume of concerns and objections related to who should take responsibility for fencing between properties (excluding privacy panels). This attracted 8 critical comments where the view was that the Council should take responsibility.
- In addition to the above responses the proposed Condition 10.10 involving the use of Social Media generated a considerable amount of media interest. However, from the consultation itself, the Council received 7 comments; 6 against and 1 in support.

From the comments and questions raised by members of the Scrutiny Board, the following responses were made, and issues highlighted:-

- Council staff deserved to be treated with respect in the same way as a business or organisation.
- The sentiment of the condition 10.10 remained the same but the wording had been amended to be less punitive. In particular the reference to visitors in a tenant's home under this condition had been removed as it was acknowledged that it would not be possible for the tenant to manage other individuals' social media posts. In addition the condition had been amended to only refer to Council officers, agents and contractors.
- It was acknowledged by the Board that its role was to consider the responses received to the consultation, however members felt that the revised wording for 10.10 should be further reconsidered to be lighter in tone.
- Members suggested that it may be useful for the Council to post more generic guidance on treatment of staff elsewhere as a general statement.
- Members felt that council tenants who had committed a crime i.e. assault or harassment could face the additional punishment of losing their home.

- Evictions were a last resort for tenants, it would require repeated intolerable and vexatious behaviour for a tenant to be evicted. Officers would always try to mitigate this initially.
- There was a tenant handbook which expanded on and supported the information set out in the tenancy conditions.
- 33,000 notices had been sent out via post to every tenant and a 5% response rate was considered a robust sample on which to base conclusions.
- Revision of the conditions began in 2019 but was unfortunately delayed due to the COVID-19 pandemic as officers felt it wouldn't be appropriate to consult during that period. Colleagues had been consulted on in advance to ensure the conditions were robust and compliant with all relevant legislation. Officers were heartened by the feedback and high level of support for the proposals that had been received from residents.
- Officers had not received requests for translation or braille, however they has received several requests for a larger font size which had been provided to the tenants. The strapline at the beginning of the notice highlighted the importance of the document in 11 different languages. Officers had spoken to some tenants over the phone and there was a dedicated email address for residents to ask any questions – this was considered to have worked well.
- It was noted that changing to pay rent over 52 weeks rather than 48 would result in lower weekly costs to tenants as the annual rent sum was spread over a greater number of weeks.
- Members were in agreement that the conditions could tie in with other strategies across the council such as the Domestic Abuse Strategy to ensure that support is given to victims rather than perpetrators.
- The Council had Multi-Agency Public Protection Arrangements (MAPPA) responsibilities as an authority to rehouse offenders, supervision for offenders was provided.
- Members commented on instances where tenants had been found guilty of abuse and violent offences and how these should be tackled to protect survivors of abuse.
- The Council did not want residents leaving prison to become homeless but sadly for significant sentences it was inevitable as individuals could not claim Universal Credit or Housing Benefit. Families could cover the costs of the individual's council tenancy.
- The Tenancy Conditions would go to Cabinet and if approved, notices would be served to all tenants again, 4 weeks before the new conditions would take effect. The amendment to the

conditions would be shared through the usual communication channels.

The Board thanked officers for their work on the consultation.

Resolved that the Cabinet be requested to consider the comments of the Safer Neighbourhoods and Active Communities Scrutiny Board in relation to the Review of Tenancy Conditions, in particular the following points:-

- (1) Condition 10.10 should be reworded to be lighter in tone to more clearly reflect the Council's intentions for that condition;
- (2) that links be made between the Tenancy Conditions and other Council policies and strategies as appropriate, for example the Domestic Abuse Strategy.

37/21 Cabinet Forward Plan

Following a question raised by Councillor Smith regarding the decisions made by the Cabinet, the Democratic Services Officer explained that decisions would be reflected in the minutes. The Cabinet member could also be brought to a meeting of the Scrutiny Board to discuss their decision and, for recommendations made by Scrutiny Boards to The Cabinet, a report should be brought back to the Board after two months. Sandwell Council was not in the practice of producing private minutes and all minutes were public. If members had specific queries they were advised to contact Democratic Services for additional guidance.

38/21 Work Programme

The Democratic Services Officer explained that the Chair and Vice-Chair had met with Director of Borough Economy and Director of Housing to discuss topics for the upcoming work programme of this Scrutiny Board. These included the Council's Housing Strategy, Homelessness Strategy and Safe Sandwell Partnership.

Members agreed in principle to the items proposed being scheduled for consideration at future meetings of the Safer Neighbourhoods and Active Communities Scrutiny Board.

Meeting ended at 6.46 pm

Contact: democratic_services@sandwell.gov.uk

Report to Safer Neighbourhoods and Active Communities Scrutiny Board

27th January 2022

| | |
|-------------------------|--|
| Subject: | Sandwell Community Safety Strategy 2022-26 |
| Cabinet Member: | Cllr Bob Piper Cabinet Member for Strong and Resilient Communities |
| Director: | Alice Davey Director of Borough Economy |
| Key Decision: | Yes |
| Contact Officer: | Tessa Mitchell Business Manager Community Safety & Resilience tessa_mitchell@sandwell.gov.uk |

1 Recommendation

- 1.1 That the Scrutiny Board considers and comments upon the draft of the Safer Sandwell Partnership Police and Crime Board's Community Safety Strategy 2022-26 which outlines the partnerships key priorities and direction of travel over the next 5 years.



2 Reasons for Recommendations

- 2.1 Sandwell's Community Safety Strategy is overseen by the multi-agency Safer Sandwell Partnership Police and Crime Board (SSPPCB) who oversee the Boroughs approach to community safety. The existing strategy covered 2019-21 and is now due for renewal.
- 2.2 The SSPPCB have developed and overseen a themed approach to community safety in Sandwell over the past three years which has focused around:
- The prevention of violence and exploitation
 - Reducing offending, reoffending and serious organised crime
 - Preventing crime & antisocial behaviour in our Neighbourhoods
- 2.3 The SSPPCB agreed that these priorities should remain current for the new strategy on the 15th July 2021. This was also reinforced by feedback from residents obtained over the past three years from a variety of sources including most recently, the Community Safety Strategy Consultation undertaken as part of this year's Safer 6 campaign. It is also reinforced through Sandwell's Annual Community Safety Partnership Strategic Assessment.
- 2.4 The strategy also encompasses two other significant cross cutting themes: **tackling substance misuse to save lives and reduce crime**, aligned with the Government's new Drugs Strategy and **delivering on the new Serious Violence Duty**. The Duty is a key part of the Government's programme of work to prevent and reduce serious violence; taking a multi-agency approach to understand the causes and consequences of serious violence, focused on prevention and early intervention, and informed by evidence which requires a joined up holistic approach.
- 2.5 The golden thread running through all these priorities is our commitment to protecting and supporting vulnerable victims. We will deliver these priorities through adopting a public health approach, understanding that violence is preventable and identifying the reasons why people get drawn into crime. We will also support organisations to become trauma aware and embed such approaches into their practice and tackle these issues through the adoption of a 4 P Plan which aims to : prevent violence, abuse and exploitation; protect those affected; reduce harm and pursue those who perpetrate.



2.6 The new strategy builds on the work undertaken highlighting the considerable progress and achievements made whilst also setting out the new overarching objectives to take this work forward. It has been produced by partners and each of the SSPPCBs three sub-groups is developing and will be responsible for an annual work plan which will be regularly reviewed throughout the year and updated annually. This ensure the flexibility to predict and respond to any emerging trends in the fast paced and ever changing arena that is community safety.

3 How does this deliver objectives of the Corporate Plan?

| | |
|---|---|
|  | <p>Best start in life for children and young people</p> <ul style="list-style-type: none"> • Focus on prevention of violence and exploitation. • Reducing opportunities for crime and anti-social behaviour • Multi-Agency support for children and families • Delivery of awareness and resilience building work in our schools. |
|  | <p>People live well and age well</p> <ul style="list-style-type: none"> • Focus on tackling substance misuse • Community Engagement |
|  | <p>Strong resilient communities</p> <ul style="list-style-type: none"> • Place based tasking processes using evidence to focus on specific issues across each town • Community awareness work through our ASB, Community Safety and Prevent Teams • Tackling perpetrators |
|  | <p>Quality homes in thriving neighbourhoods</p> <ul style="list-style-type: none"> • Use of our CCTV stock to support community safety across our estates and towns |



4 Context and Key Issues

4.1 Background

Significant work has been undertaken over the past 3 years to develop a themed approach to community safety which for Sandwell is focused around:

- The prevention of violence and exploitation
- Reducing offending, reoffending and serious organised crime
- Preventing crime & antisocial behaviour in our Neighbourhoods

4.2 These priorities have been developed and carried over into the new strategy as follows:

| Prevention of Violence & Exploitation | |
|--|--|
| P1 | Increase community awareness of how to prevent crime and maintain and/or improve safety |
| P2 | Increase stakeholder knowledge of preventing and reducing violence, abuse, exploitation and crime |
| P3 | Refresh and develop the Prevention of Violence, Abuse and Exploitation Plans |
| P4 | Use effective data and analysis to help developing an understanding of the threats and risks in relation to violence, abuse and exploitation |

| Reduce Offending, Reoffending and Serious Organised Crime | |
|--|--|
| R1 | Support offending pathways |
| R2 | Management of high-risk offenders and targeting of key cohorts to reduce rates and seriousness of offences committed |
| R3 | Continue to strengthen and develop partnership approaches around tackling serious organised crime |
| R4 | Confirming and being able to clearly articulate the Boroughs approach to prevention and diversion as it relates to youth crime |



| | Prevent Crime and Anti-Social Behaviour in our Neighbourhoods |
|----|---|
| T1 | Increase community awareness of how to prevent crime and maintain and/or improve safety |
| T2 | Strengthen our approaches to tackling ASB |
| T3 | Embed and build upon our approaches to tackling hate crime |
| T4 | To better inform tasking and resource deployment |
| T5 | To enhance the community safety of our high rise estates |

4.3 Each area will include work reflecting our commitment to protecting and supporting vulnerable victims. Each will have its own work plan overseen by the Boards 3 subgroups with all partners accountable in supporting delivery to achieve Sandwell’s community safety vision of: ***ensuring that the communities of Sandwell feel safe, protected and confident in their homes and neighbourhoods.***

4.4 **Public Consultation**

A key strength of the strategy is partner and public involvement in setting the priorities. A number of consultations have been undertaken including:

- SSP Community Safety Survey (2021)
- Young People’s Hate Crime Survey (2020)
- Sexual Abuse and Assault Survey (2021)
- Shape Survey (2019)
- Annual WMP Community Safety Partnership Survey

4.5 **Findings**

These consultations have been invaluable in helping to shape the strategy with some key findings are referenced on p14 of the Strategy with highlights from the 2021 Community Safety Survey including:

- 77.4% stated that they either been the victim or witness of anti-social behaviour and crime in Sandwell
- 40% felt worried about organised crime and exploitation in Sandwell
- 24% of individuals perceived there to be an ineffective response to anti-social behaviour and crime by authorities



Respondents Top 5 Priorities :

- Drug dealing (10.7%)
- Youth disorder (9.3%)
- Burglary (7.4%)
- Violent crime (7.2%)
- Littering/fly tipping (5.8%)

Respondents thoughts on improving safety

- 91.5% respondents asked for an increased police presence
- More CCTV (69.5%) was the second most common solution
- Well maintained estates & streets (59.9%) were third

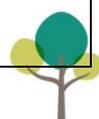
4.6 As well as these public consultations the Safer Sandwell Partnership Police and Crime Board has used considerable partner input into developing this new strategy with key local partners including: Police, Local Authority, Children's Trust, Fire and Rescue Authority, the Clinical Commissioning Group, Probation and Public Health alongside input from a wide number of voluntary sector organisations. It has also taken account of regional partnerships and direction including the West Midlands Police and Crime Commissioner, the West Midlands Violence Reduction Unit and the West Midlands Community Safety Partnership.

5 Alternative Options

5.1 Safer Sandwell Partnership Police and Crime Board has a statutory requirement under the 1998 Crime and Disorder Act, and subsequent legislative amendments, to develop and deliver a Partnership Plan which contains community safety priorities based on the current evidence base across the Borough of Sandwell. This strategy brings together this evidence base and sets the strategic direction for community safety across the Borough for the next 5 years subject to annual review.

6 Implications

| | |
|-------------------|---|
| Resources: | The Community Safety Strategy is a partnership plan utilising existing resources deployed in accordance with the priorities identified. When available partners will tap into additional funding streams to enhance capacity and provision. |
|-------------------|---|



| | |
|------------------------------|--|
| Legal and Governance: | Safer Sandwell Partnership Police and Crime Board has a statutory requirement under the 1998 Crime and Disorder Act, and subsequent legislative amendments, to develop and deliver a Partnership Plan which contains community safety priorities based on the current evidence base across the Borough of Sandwell. |
| Risk: | <p>Risk implications, including any mitigating measures planned/taken, health and safety, insurance implications</p> <p>Tackling crime and anti-social behaviour through partnership working is central to the delivery of the Community Safety Strategy 2019-21 and Strategic Assessment 2020. This is business as usual and adheres to all individual partner required risk assessments and mitigations.</p> |
| Equality: | An EIA has been completed as part of this process with no negative implications recorded for protected groups. Tackling crime and disorder and enhancing community safety helps address disadvantage and disproportionality ensuring that the vulnerable are safeguarded and community resilience increased. |
| Health and Wellbeing: | <p>Reducing and managing crime and anti-social behaviour, and protecting its victims has a positive impact on health and wellbeing.</p> <p>Engaging with and supporting people in relation to community safety and building resilience to prevent the most vulnerable becoming victims of crime and exploitation will also have a positive longer-term impact on their health and wellbeing.</p> |
| Social Value | Engagement with local residents and strengthening civic pride. Provision of opportunities for involvement through volunteering, engagement and positive activities. |



7 Appendices

- Appendix 1 Sandwell Community Safety Strategy 2022-26

8 Background Papers

- Sandwell Strategic Assessment 2020
- West Midlands Police and Crime Plan 2021-23





Sandwell Community Safety Strategy 2022-2026



'ensuring that the communities of Sandwell feel safe, protected and confident in their homes and neighbourhoods'



Introduction

The Sandwell Community Safety Strategy outlines our plans for 2022 – 2026, working as a partnership to ensure that the communities of Sandwell feel safe, protected and confident in their homes and neighbourhoods.

The Plan is introduced by Chief Superintendent Ian Green who is the Chair of the Safer Sandwell Partnership Police and Crime Board and Councillor Bob Piper the cabinet lead for Community Safety, who help set the context for the strategy, outline key progress, challenges and ambitions for the next 5 years.

The Community Safety Partnership in Sandwell have been working hard to get a consistent, co-ordinated approach to violence, abuse, exploitation, crime and anti-social behaviour, focusing on prevention and where needed reducing offending and serious organised crime.

Throughout the strategy, you will see some of the examples of current approaches, projects and initiatives that have been implemented during the last 3 years and areas of strengths and good practice.

You will also see some of the data and figures for crime in the region. Nationally there has been a 12% increase in total recorded crime and Sandwell has followed similar trends, with some areas being higher or lower than national averages.

What is important is context, behind every figure is a story, and an individual,. We want every person in Sandwell to feel safe, protected and confident in their own homes and their neighbourhoods and some of the work we have undertaken over the last 3 years to support this ambition includes:

- Raising awareness of crime, violence and exploitation in our communities, so our communities know how to recognise such offending, can respond and seek support as required.
- Training and educating young people in schools in protective behaviours, to understand signs of abuse, violence and exploitation.
- Equipping professionals to recognise and respond to a wide range of violence, abuse, exploitation crime and anti-social behaviour,.
- Encouraging a trauma informed approach, helping individuals to recognise the impact of trauma and respond in sensitive ways
- Targeted interventions to respond to a range of forms of violence, abuse, exploitation, crime and anti-social behaviour

The plan sets out clearly our main priorities for the next five years and some key objectives to work towards, which can be summarised as:

| Priority 1 | Priority 2 | Priority 3 |
|---|---|---|
| Prevent Violence and Exploitation | Reduce Offending, Reoffending and Serious Organised Crime | Prevent and Reduce Crime and Anti-Social Behaviour |
| <p>Priority areas include:</p> <ul style="list-style-type: none"> • Prevention of Public Place Violence • Domestic Abuse • Knife Crime • Violence where victims and offenders under 25. • Child Exploitation • Modern Slavery | <p>Main priorities include:</p> <ul style="list-style-type: none"> • Reducing Adult Reoffending • Reducing Youth Reoffending • Serious Organised Crime • County Lines | <p>Main priorities include:</p> <ul style="list-style-type: none"> • Reducing Hate Crime • Reducing Crime • Reducing Anti-Social Behaviour |
| <p>Cross cutting priority 1: Tackling Substance Misuse – saving lives and reducing crime Cross cutting priority 2: Serious Violence Duty</p> | | |

Page 23

Our Community Safety Vision

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



- lan to Write this at the end



Chief
Superintendent
Ian Green

Chair of the Safer Sandwell
Partnership

- Cllr Piper to write at the end

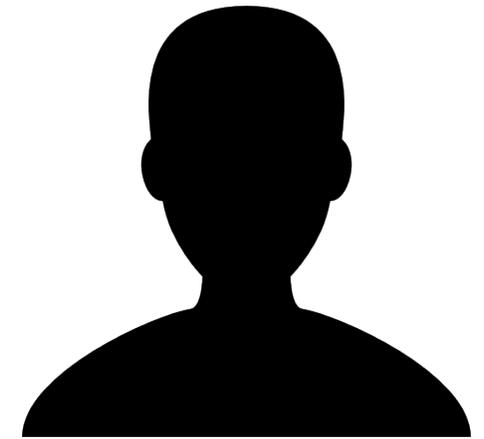
- Include

- Links to corporate plan

- AMBITION 5

- Five statutory board structure

Page 25



Councillor
Bob Piper

Cabinet lead
Community Safety



Community Safety Strategy Plan on a Page

| | Priority 1 Prevent Violence and Exploitation | Priority 2 Reduce Offending, Reoffending and Serious Organised Crime | Priority 3 Prevent and Reduce Crime and Anti-Social Behaviour |
|--|--|--|---|
| Priority areas include Page 26 | <ul style="list-style-type: none"> ✓ Prevention of Public Place Violence ✓ Domestic Abuse ✓ Knife Crime ✓ Violence where victims and offenders under 25. ✓ Child Exploitation ✓ Modern Slavery ✓ Preventing Extremism | <ul style="list-style-type: none"> ✓ Reducing Adult Reoffending ✓ Reducing Youth Reoffending ✓ Serious Organised Crime ✓ County Lines | <ul style="list-style-type: none"> ✓ Reducing Hate Crime ✓ Reducing Crime ✓ Reducing Anti-Social Behaviour |
| Objectives | <ul style="list-style-type: none"> ✓ Ensure robust, effective victims pathways, support and responses are in place ✓ Use data and analysis to develop an understanding of each type of violence, abuse and exploitation ✓ Understand and further embed a trauma informed approach ✓ Ensure effective training is in place to continue to educate and raise awareness of violence, abuse and exploitation ✓ Equip our young people / future adults to stay safe and make positive choices | <ul style="list-style-type: none"> ✓ Support offending pathways ✓ Management of high-risk offenders and targeting of key cohorts to reduce rates and seriousness of offences committed ✓ Continue to strengthen and develop partnership approaches around tackling serious organised crime ✓ Confirming and being able to clearly articulate the Boroughs approach to prevention and diversion as it relates to youth crime | <ul style="list-style-type: none"> ✓ Increase community awareness of how to prevent crime and maintain and/or improve safety ✓ Strengthen our approaches to tackling ASB ✓ Embed and build upon our approaches to tackling hate crime ✓ Better informed tasking and resource deployment ✓ Enhance community safety on our high rise estates ✓ Engage with our communities to help us work together in partnership to tackle crime and ASB |
| Strategy | <ul style="list-style-type: none"> ✓ As part of the 'Protect' strand of the PoVE Plan ensure current victim pathways are reviewed and are working ✓ Ensure victim pathways are incorporated into training plans ✓ Ensure regional approaches in place through close working relationships with the OPCC and WMVRU. ✓ Ensure a robust dialogue and support from the data and analysis sub group from the Violence Reduction Unit (VRU) ✓ Enhance data sets to measure, monitor and review all priority areas of violence, exploitation and abuse ✓ Review how effective trauma informed training has been ✓ Develop resources to support trauma informed practice in relation to violence, abuse and exploitation ✓ Develop a Prevention of Violence, Exploitation and Abuse Training Plan ✓ Develop a training data set including evaluation data ✓ Encourage and support funding bids to support priorities | <ul style="list-style-type: none"> ✓ Strengthen pathways to prevent the cycle of reoffending ✓ Embedding new commissioned services to support offenders ✓ Embed new Integrated Offender Management ✓ Review ways of working with domestic abuse perpetrators/sexual violence/abuse ✓ Strengthen and develop the organised crime response through the OCG partnership ✓ Raise awareness of serious organised crime and organised criminal gangs with partners ✓ Development of a model which will provide early identification and interventions preventing offending and reoffending – with a particular emphasis on youth offending ✓ Specific focus on understanding data in relation to over-represented children | <ul style="list-style-type: none"> ✓ Enhance and promote community safety and crime prevention information on the Council website ✓ Distribute community safety and crime prevention materials and resources on priority issues identified ✓ Development of a new council wide ASB Policy and new ways of working ✓ Co-produced Service Standards ✓ Review and update the partnership Hate Crime Plan ✓ Strengthen engagement with communities ✓ Review and develop data sets and a new dash board ✓ Improve intelligence gathering ✓ We will work in partnership with Housing colleagues to deliver the CCTV / Concierge Services upgrade and expansion programme across our high-rise estate |

Cross cutting priority 1: Tackling Substance Misuse – saving lives and reducing crime

Priority 1: Prevent Violence and Exploitation

Over the past three years, we have worked to develop a holistic response to preventing, violence, abuse and exploitation which includes:

- Developing comprehensive training programmes to educate professionals on how to identify and respond to a range of violence, abuse and exploitation, including domestic abuse, modern slavery, and child exploitation,
- We have developed and strengthened early interventions including a new Child Exploitation Hub who are leading the way in responding to child exploitation, with a 50% reduction in such offences reported to the police over the past 3 years.
- We have undertaken targeted initiatives to address incidents of knife crime, training and educating young people, using proactive stop and searches and other knife crime initiatives. This proactive work means we have seen an increase in recorded knife crime and weapons seizures but we have intervened at the earliest juncture.
- We have continued to deliver interventions throughout the pandemic and national lock downs. This included being proactive in responding to national increases in domestic abuse, ensuring effective interventions remained in place locally,
- Proactive work around modern slavery, educating communities to recognise and respond to signs and concerns
- Targeted communications to our communities to raise awareness around reporting and referral

What are residents telling us?

143 people responded to our Sexual Abuse and Assault Survey carried out in 2021

- 1 in 3 said they had experienced sexual abuse or assault
- 51.2% said the abuse or assault took place in West Bromwich
- When asked what would make them feel safer, respondents told us – awareness raising & education, safe spaces, visible security/police presence

How will we respond?

We have worked to increase reporting for a number of types of violence and exploitation, and need to continue with raising awareness of these crimes and training and educating professionals and our communities.

The PoVE Strategy and Plan will be completed to ensure effective plans are in place to prevent violence and exploitation occurring, protect victims and pursue offenders.

From the Sexual Abuse and Assault Survey, 51.2% said the incidents took place in West Bromwich. We have been successful in obtaining Safer Streets funding to tackle violence against women and girls and are delivering a place based project in West Bromwich..

| Objectives | Strategy |
|--|---|
| Ensure robust, effective victims pathways, support and responses are in place | <ol style="list-style-type: none"> 1. As part of the 'Protect' strand of the PoVE Plan ensure current victim pathways are reviewed and are working 2. Ensure victim pathways are incorporated into training plans |
| Use data and analysis to develop an understanding of each type of violence, abuse and exploitation | <ol style="list-style-type: none"> 1. Ensure a robust dialogue and support from the Data and Analysis Sub Group from the VRU 2. Enhance data sets to measure, monitor and review all priority areas of violence, exploitation and abuse |
| Understand and further embed a trauma informed approach | <ol style="list-style-type: none"> 1. Review how effective trauma informed training has been 2. Develop resources to support trauma informed practice in relation to violence, abuse and exploitation |
| Ensure effective training is in place to continue to educate and raise awareness of violence, abuse and exploitation | <ol style="list-style-type: none"> 1. Develop a Prevention of Violence, Exploitation and Abuse Training Plan 2. Develop a training data set including evaluation data |

Priority 2: Reduce Offending, Reoffending and Serious Organised Crime

Reducing Offending, Reoffending and Serious Organised Crime was a new priority set in the 2019 strategy. Over the last 3 years we have worked to develop the new Board Sub group who oversee and develop this area of work. Some of the main highlights include:

- Development of the Black Country Reducing Reoffending Strategy. The strategy outlines the strengthened commitment of partners to work jointly, to unblock barriers and to reduce reoffending
- Further development of the 7 pathways out of offending, ensuring robust support is in place for offenders.
- Working to reduce reoffending rates for young people, which in Sandwell have reduced from 47.55% to 42.64%
- While we have seen an increase in under the influence violence crimes, our award winning Blue Light project has worked with treatment resistant drinkers and has demonstrated a 74% reduction in reoffending and 82% reduction in the cost of crime
- We have worked to get upstream in addressing organised crime groups and now have 8 mapped groups in Sandwell where the partnership is proactively intervening and disrupting their activities.
- We recognise the importance of listening to the voice of our communities and have carried out a number of consultations over the last 3 years which have all provided valuable input into this new strategy

What are residents telling us?

It is important that we listen to the voice of the community, we carried out a community safety survey in 2021, we had 177 residents responded who told us that their top concerns in relation to violence, abuse and crime are:

- Drug Dealing
- Youth Disorder
- Burglary
- Violent Crime

How will we respond?

We will continue to take a robust partnership approach and encourage communities to get involved in helping to tackle these issues.

We will also seek to increase understanding of serious organised crime across the region.

Half of acquisitive crime, burglary and robbery are caused by substance misuse. We will be ensuring our strategies are aligned to the Government’s Drug Strategy

| Objectives | Strategy |
|--|--|
| Support offending pathways | <ol style="list-style-type: none"> 1. Strengthening pathways to prevent the cycle of reoffending 2. Embedding new commissioned services to support offenders |
| Management of high-risk offenders and targeting of key cohorts to reduce rates and seriousness of offences committed | <ol style="list-style-type: none"> 1. Embed new Integrated Offender Management 2. Review ways of working with domestic abuse perpetrators/sexual violence/abuse |
| Continue to strengthen and develop partnership approaches around tackling serious organised crime | <ol style="list-style-type: none"> 1. Strengthen and develop the organised crime response through the Organised Criminal Gangs (OCG) partnership 2. Raise awareness of serious organised crime and organised criminal gangs with partners |
| Confirming and being able to clearly articulate the Boroughs approach to prevention and diversion as it relates to youth crime | <ol style="list-style-type: none"> 1. Development of a model which will provide early identification and interventions preventing offending and reoffending – with a particular emphasis on youth offending 2. Specific focus on understanding data in relation to over-represented children |
| | |

Priority 3: Prevent and Reduce Crime and Anti-Social Behaviour

Throughout the last three years we have really focused our efforts to adopt a consistent approach to prevent and reduce crime and anti-social behaviour. Some of our key achievements have included:

- Successful reintroduction of Town and Borough Tasking to bring partners together to problem solve and tackle crime and anti-social behaviour.
- Ongoing service delivery throughout the Covid pandemic including increased enforcement in relation to Covid breaches.
- The introduction of a dedicated ASB reporting portal to ensure reported ASB reaches the correct agency first time wherever possible.
- Enhanced Reporting Metrics covering Domestic Abuse and Hate Crime enabling better drilldown in relation to figures, areas, trends and responses.
- In 2019/20, Sandwell Council's ASB Team became the first Local Authority team in the country to meet the PLEDGE Standard for it's policy, practice and use of the ASB Community Trigger
- 2020/21 also saw the development of a new Noise Nuisance Triage Pilot, which made the ASB Team's 'Noise App' tool, available to selected Sandwell Locals staff to enable more timely interventions.
- Boroughwide PSPOs covering Dog Fouling and Alcohol were renewed for a further 3 years along with the West Bromwich Town Centre one. A new Boroughwide Nitrous Oxide PSPO was introduced in response to growing

What are People telling us?

177 residents responded to the 2021 Community Safety Survey. We asked about personal experiences of anti-social behaviour and crime in Sandwell

- 77.4% (137) stated that they either been the victim or witness of this
- 60 respondents had reported to the police
- 71 of respondents said they had reported to Sandwell Council
- 78% (43) were not satisfied with how their reports were dealt with

How will we respond?

- More than half of the people who have witnessed or experienced crime or ASB had not reported to the police. We need to continue to raise awareness of how to prevent crime and improve safety.
- It is difficult to measure data and get a true reflection on reductions in total recorded crime due to the national lock downs.
- With 78% of respondents stating they are not satisfied with how their reports were dealt with, we need to strengthen our approaches tackling these issues and engaging with our communities to develop trust and ensure positive outcomes are shared.

| Objectives | Strategy |
|---|--|
| Increase community awareness of how to prevent crime and maintain and/or improve safety | <ol style="list-style-type: none"> 1. Enhance and promote community safety and crime prevention information on the Council website 2. Distribute community safety and crime prevention materials and resources on priority issues identified |
| Strengthen our approaches to tackling ASB | <ol style="list-style-type: none"> 1. Development of a new council wide ASB Policy and new ways of working 2. Co-produced Service Standards |
| Embed and build upon our approaches to tackling hate crime | <ol style="list-style-type: none"> 1. Review and update the partnership Hate Crime Plan 2. Strengthen engagement with communities |
| Better informed tasking and resource deployment | <ol style="list-style-type: none"> 1. Review and develop data sets and a new dash board 2. Improve intelligence gathering |
| Enhance the community safety of our high rise estates | <ol style="list-style-type: none"> 1. We will work in partnership with Housing colleagues to deliver the CCTV / Concierge Services upgrade and expansion programme across our high-rise estate |

Cross Cutting Priority 1: Tackling Substance Misuse – saving lives and reducing crime

The chart below, outlines the governments plan on a page to implement the strategy

What is the data telling us?

- Drug Related Deaths: Sandwell has significantly lower number of drug related deaths than the regional and national average
- Continuity of Care rates (ensuring prompt access to treatment on release from prison): remains above the national average
- Successful Completion rates across all substance types are currently lower than the national average (16.3% v 21.1%), whilst representations (indicative of relapse) are better than the national average.
- Complexity levels of clients accessing treatment is higher than the national average: 63% of presentations to service have high/very high levels of complexity compared with 51% nationally
- A high level of need and unmet need exists locally: Sandwell has a higher estimated rate of drug and alcohol users than national levels; 85% of alcohol dependent individuals and 58% of opiate/crack users are not known to treatment services (both roughly in line with national levels)
- Sandwell remains statistically significantly worse than the national average for both alcohol specific and related mortality (now ranked second worst in the country)

Drug Strategy

The Government has launched a ten-year plan, to combat illegal drugs with ambitions across 3 key areas:

- Breaking drug supply chains
- Delivering a world class treatment & recovery service
- Achieving a generational shift in demand for drugs

How will we respond

This strategy is an ambitious strategy which sits across all areas of preventing and reducing violence, abuse, exploitation, crime and anti-social behaviour.

To ensure this has the right attention, this area of work has been set as a cross cutting priority across all community safety priorities.

We have the Sandwell Drug and Alcohol Partnership (SDAP) with multiple workstreams already in place to address many of these concerns.

We will develop a task and finish group to review the partnership approach and develop an implementation plan for the strategy as a starting point linking this into our new PoVE / RRSOC and place based work streams.

| Priority |  Break drug supply chains |  Deliver a world-class treatment and recovery system |  Achieve a shift in the demand for recreational drugs |
|----------|---|---|---|
| Why? | Drug supply chains are violent and exploitative, degrading neighbourhoods across the country and internationally | Drug addiction harms individuals and society: deaths have risen to record levels and almost half of acquisitive crime is linked to addiction | Use of recreational drugs has grown over a decade, particularly among young people, risking individual harm and fuelling dangerous markets |
| How? | We will continue to roll up county lines and strengthen our response across the drug supply chain, making the UK a significantly harder place for organised crime groups to operate | We will invest a further £780 million to rebuild drug treatment and recovery services, including for young people and offenders, with new commissioning standards to drive transparency and consistency | We will strengthen the evidence for how best to deter use of recreational drugs, ensuring that adults change their behaviour or face tough consequences, and with universal and targeted activity to prevent young people from starting to take drugs |
| Who? | Home Office and MoJ, working with international and intelligence partners, NCA, Border Force, police, courts, prison and probation | DHSC, DLUHC, DWP and MoJ working with NHSE, local authorities, treatment providers and people with lived experience | DfE, DHSC, Home Office and MoJ, working with local authorities, police, education providers, secure facilities and youth services |
| What? | Within three years: close 2,000 more county lines, disrupt 6,400 OCG activities and deny more criminal assets | Within three years: prevent nearly 1,000 deaths, deliver 54,500 new high-quality treatment places and prevent a quarter of a million crimes | Reduce overall drug use to a new historic 30-year low over the next decade |

Cross Cutting Priority 2: Implementing the Serious Violence Duty

There are several asks of Community Safety Partnerships in responding to the Serious Violence Duty

What is the Serious Violence Duty?

- The Duty is a key part of the Government’s programme of work to prevent and reduce serious violence; taking a multi-agency approach to understand the causes and consequences of serious violence, focused on prevention and early intervention, and informed by evidence.
- This was introduced as part of the Police Crime, Sentencing and Courts Bill on 9 March 2021 alongside Serious Violence Reduction Orders (SVROs) and Homicide Reviews.
- It is a key part of the Government’s wider programme of work to prevent and reduce serious violence; taking a whole-system approach to understand causes and consequences and focus on prevention and early intervention..
- The Duty requires organisations to work together to: plan; share data, intelligence and knowledge; generate evidence-based analysis of the problem and solutions to prevent and reduce serious violence in local areas.
- There is sufficient flexibility for relevant organisations to work together in the most effective local partnership for any given area.

How will we respond

The Serious Violence Duty will help to provide targeted responses to serious violence in Sandwell. Through initial discussions, there have already been some broad principles adopted to take this work forward, which include:

- Rather than build an additional forum, we will use existing local structures including POVE/RRSOC/ Borough Tasking / SSPPCB and build the Serious Violence Duty into these new plans
- We will adopt the World Health Organisation’s definition of a public health approach, which can be summarised as follows:
 - Focussed on a defined population;
 - With and for communities;
 - Not constrained by organisational or professional boundaries;
 - Focussed on generating long term as well as short term solutions;
 - Based on data and intelligence to identify the burden on the population, including any inequalities;
 - Rooted in evidence of effectiveness to tackle the problem
 - Develop a small working group to start taking this work forward.
 - Build in the three key success measures:
 - homicide rates,
 - hospital admissions for knife/sharp object assault,
 - Police recorded knife crime

| Objectives | |
|--|---|
| Understanding local issues: | To identify the kinds of serious violence that occur in our area and so far as it is possible to do so, the causes of that serious violence, the partnership will work together to establish a local ‘strategic needs assessment’ – identifying the drivers of serious violence in the local area and the cohorts of people most affected or at risk. This will require the sharing of relevant data and intelligence held by the individual organisations subject to the duty. |
| Understanding local issues: Preparation and implementation of a strategy: | In order to prepare and implement a strategy to prevent and reduce serious violence, the partnership must collectively develop a strategy which should outline the multi-agency response that the partnership will take to address the drivers identified in the strategic needs assessment and the work planned to prevent and reduce serious violence in the specified local area. The strategy should set out how the proposed actions will enhance and complement existing local arrangements responding to serious violence. |
| Review: | The duty requires that once a strategy has been prepared it must be kept under review. The partnership should review the strategy on an annual basis. A review should specifically consider how the interventions and solutions have impacted on serious violence within their area – considering for example crime statistics and accident and emergency data. The review may highlight the need for a refreshed strategic needs assessment and strategy, for example where new and emerging crime types are identified. |

The Approach

Sandwell Community Safety Strategy for 2022 - 2026 sets out the approach we are taking to prevent and reduce, violence, abuse, exploitation, crime and anti-social behaviour

Public Health approach

This Means

Understanding that violence is preventable and the reasons why people get drawn into crime

We will do this by:

- ✓ Focusing on understanding the causes of violence,
- ✓ Understanding the reasons why people get drawn into a life of crime.
- ✓ Using data and evidence,
- ✓ Asking the people involved "what has happened to you, to get to this point?"

Trauma Informed approach

This Means

Supporting organisations in becoming trauma aware and helping them to begin embedding trauma informed approaches into their practice

We will do this by:

- ✓ Ensuring robust training plans are in place to raise awareness of adverse childhood experiences
- ✓ Embedding trauma informed practice to reinforce the strengths and relationship-based practice many professionals already engage in.
- ✓ Supporting organisations to be trauma informed organisations
- ✓ Continuing our journey to establish consistency in the use of a trauma-informed approach

Four P approach

This Means

We will prevent violence, abuse and exploitation, protect those affected, reduce harm and pursue those who perpetrate

We will do this by:

- ✓ Maximising prevention opportunities and targeting resources to be effective
- ✓ Ensure robust, effective victims pathways, support and responses are in place
- ✓ Maximising opportunities to disrupt locations where there is violence, abuse and exploitation and use joint enforcement opportunities
- ✓ Reducing the harms caused by violence, abuse and exploitation through improved victim identification and support

Place Based Responses to Community Safety

Tipton

- ✓ 35% of children live in poverty
- ✓ Tipton is young with a higher than average proportion of young residents and lower than average proportion of older residents
- ✓ In 2020-21 overall total recorded crime increased in Tipton Town with an additional 246 offences.
- ✓ 106.6 crimes per 1000 people
- ✓ Stalking and Harassment had the highest increase with 200, (63.2%), additional offences
- ✓ Over the last 3 years, of 31 modern slavery concerns reported 61% were labour exploitation and 30% criminal exploitation with 24% of victims are Polish.

Oldbury

- ✓ 26% of children live in poverty
- ✓ In 2020-21 overall total recorded crime decreased with a reduction of 311 offences.
- ✓ 80.9 crimes per 1000 people
- ✓ Over the last 3 years, of 41 modern slavery concerns reported 72% were labour exploitation and 19% criminal exploitation. 69% of victims are Romanian.

Rowley Regis

- ✓ 28% of children live in poverty
- ✓ In 2020-21 overall total recorded crime has decreased with 8 less offences.
- ✓ 80.4 crimes per 1000 people
- ✓ Over the last 3 years of 26 modern slavery concerns reported 63% were labour exploitation and 24% criminal exploitation.

Wednesbury

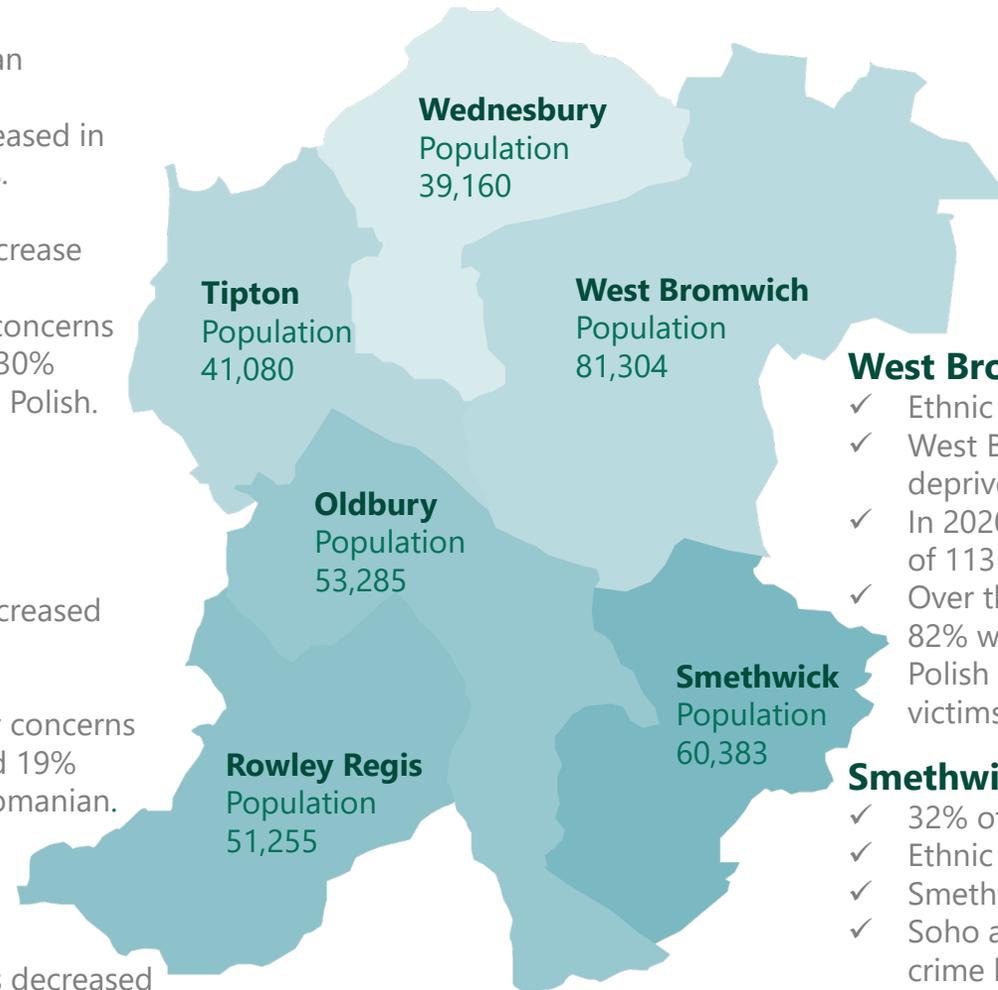
- ✓ 32% of children live in poverty
- ✓ The population is slightly older than the Sandwell average
- ✓ In 2020-21 overall total recorded crime has increased with 188 additional offences
- ✓ 92.5 crimes per 1000 people
- ✓ Over the last 3 years, of 24 modern slavery concerns reported, 62% were labour exploitation and 32% criminal exploitation. 50% of all victims were Albanians.

West Bromwich

- ✓ Ethnic Minorities account for 35.5% of the population
- ✓ West Bromwich's deprivation score puts it in the 20% most deprived areas of England
- ✓ In 2020-21 there was an overall increase in total recorded crime of 113 offences.
- ✓ Over the last three years, of 98 modern slavery concerns reported 82% were labour exploitation and 10% criminal exploitation. Polish and Romanian communities had the highest incidences of victims with 27% each respectively.

Smethwick

- ✓ 32% of children live in poverty
- ✓ Ethnic minorities account for 55.9% of the population.
- ✓ Smethwick has the highest proportion of young people
- ✓ Soho and Victoria had just under 50% more than the average crime levels
- ✓ In 2020-21 overall total recorded crime decreased in Smethwick with a reduction of 305 offences
- ✓ Over the last 3 years, of 101 modern slavery concerns reported 63% were labour exploitation and 28% criminal exploitation. 49% of all sexual exploitation also occurred in Smethwick. 45% of modern slavery victims are from the Indian population.



Our engagement with local people and partners in developing this Community Safety Strategy has been invaluable in helping the partnership to shape our responses to ensure communities of Sandwell “feel safe, protected and confident in their homes and neighbourhoods”

Consultations carried out included:

- Annual WMP Community Safety Partnership Survey
- SSP Community Safety Survey (2021)
- Shape Survey (2020)
- Young Peoples Hate Crime Survey (2020)
- Sexual Abuse and Assault Survey (2021)
- Thank you to everyone who contributed

In the 2021 Community Safety Survey we asked about personal experiences of anti-social behaviour and crime in Sandwell

- 77.4% stated that they either been the victim or witness of this
- 60 respondents had reported to the police
- 71 of respondents said they had reported to Sandwell Council
- 78% were not satisfied with how their reports were dealt with

Review of Young People’s Experience of Hate Crime

- 73 young people responded
- 1 in 4 respondents told us that they had either been a victim or witnessed hate
- 44% told us they had not received any education on hate crime
- 38% told us they had been impacted by online hate

Sexual Abuse & Assault Survey

- 143 people responded
- 1 in 3 said they had experienced sexual abuse or assault
- 51.2% said the abuse or assault took place in West Bromwich
- When asked what would make them feel safer, respondents told us – awareness raising & education, safe spaces, visible security/police presence

In the 2021 Community Safety Survey we asked about feelings of safety from anti-social behaviour and crime

- 28.7% of people felt fairly unsafe and 5.7% very unsafe at home
- 44.8% of people reported feeling fairly unsafe in public spaces in Sandwell such as in towns and parks
- 40.3% of individuals expressed feeling very worried about becoming the victim of a crime in Sandwell
- 40% felt worried about organised crime and exploitation in Sandwell
- 24% of individuals perceived there to be an ineffective response to anti-social behaviour and crime by authorities

In the 2021 Community Safety Survey we asked about what would help you feel safer from anti-social behaviour and/or crime in Sandwell,

- 91.5% respondents asked for an increased police presence
- More CCTV (69.5%) was the second most common solution
- Well maintained estates & streets (59.9%) were third

“Frankly the most violent and serious of the crimes above should always be top of the list but if you address the social issues also as a priority I'd hope that the number of serious crimes decreases”

In the Community Safety Survey we asked about priorities for the new Sandwell Community Safety Strategy

The top 5 issues highlighted were:

- Drug dealing (10.7%)
- Youth disorder (9.3%)
- Burglary (7.4%)
- Violent crime (7.2%)
- Littering/fly tipping (5.8%)

“Difficult to pick top 5 as some of these such as DA, stalking and harassment and rape or sexual assault, forced marriage, slavery and hate crime should all be priorities but not necessarily a safety priority for the general vote as there is a smaller percentage that would experience these types of behaviours and therefore require those specific services”

Priority 1

**PREVENT
VIOLENCE
and EXPLOITATION**



PoVE

(Prevention of Violence and Exploitation)

The PoVE Sub Group is a strategic Sub Group of the Safer Sandwell Partnership Police and Crime Board. It is responsible for co-ordination of the work of partners to ensure that the Safer Sandwell Partnership Community Safety Strategy and Action Plan for Prevention of Violence and Exploitation (PoVE) is effectively delivered in close co-operation with Sandwell's Health and Wellbeing, Adult Safeguarding, Children's Safeguarding and Domestic Abuse Boards.

The partnership group is responsible for directing activities and resources aimed at prevention and early help to address violence and exploitation and overseeing performance against a series of objectives, targets and performance indicators laid out in the Prevention and Violence and Exploitation Strategy & Delivery Plans.

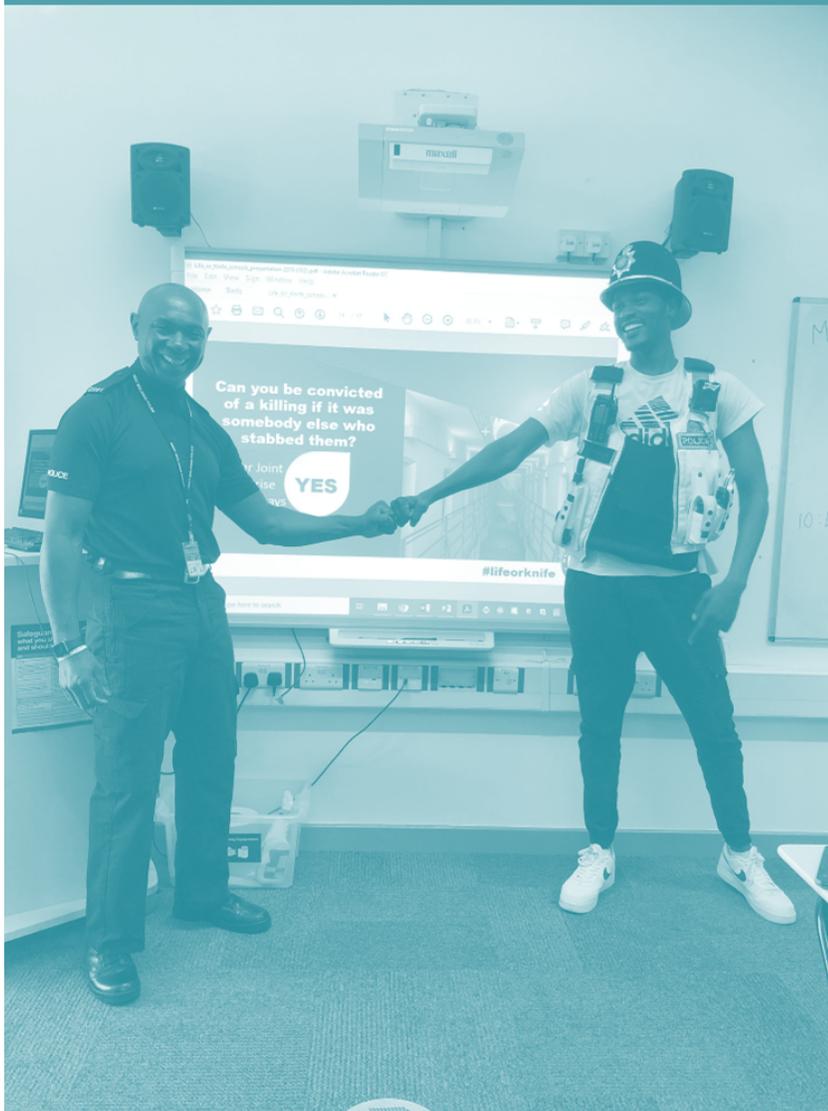
Key Prevention Priorities for PoVE include:

- Prevention of Public Place Violence
- Domestic Abuse
- Knife Crime
- Violence where victims and offenders under 25.
- Child Exploitation
- Modern Slavery

There are several cross-cutting priorities which have an additional focus including

- Addictive Behaviours
- Trauma informed practice
- Preventing radicalisation

We will prevent violence, abuse and exploitation, protect those affected, reduce harm and pursue those who perpetrate abuse, violence and exploitation



Progress

The PoVE Plan was developed with partners and is regularly reviewed at each PoVE meeting. Key achievements over the past 12 months have included:

Developing a regional approach to preventing violence, abuse and exploitation

- Embedded the VRU governance structures locally across all 4 Boards
- Agreed effective information exchange between the regional Boards and the LA / Partnership Boards.
- Aligned a range of joint priorities across the 4 regional Boards

Developing a Sandwell Prevention of Violence, Abuse and Exploitation Strategy and Plan

- The strategy and plan were both launched in April 2020 and underpin Sandwell's partnership approach to preventing and reducing violence, abuse and exploitation

Understanding the strategic landscape

- We worked with the Violence and Vulnerability Unit to undertake a Locality Review to help develop the response to violence, abuse and exploitation.
- VRU Regional Exploitation Framework – this was sent for consultation; the final framework is being pulled together and will need to be embedded across Sandwell

Other developments during the year have seen the VRU establish their 4 Boards: Domestic Abuse; Rape & Serious Sexual Offences, Human Trafficking & Modern Slavery and Criminal Exploitation & Missing. Sandwell is represented on all 4 which feed into our Prevention of Violence and Exploitation Work.

In October 2020 the VRU appointed a Community Navigator role to Sandwell to better link the VRU into local areas. The Navigator sits within the VRU and the Community Safety Team and one of her key tasks has been to co-ordinate a pilot project to reduce opportunities for violence and exploitation in one of Sandwell's Impact Areas. This developed into the Smethwick Against Violence Initiative (SAVI) which brought together a range of partners, including new groups, to develop resources and information to reduce opportunities for violence and exploitation and hate crime in this area

Local Picture

Between 2017 – 2020 Sandwell has seen a :

- 63% increase in domestic abuse reported to the police
- 55% increase in high risk domestic abuse

April 2018 - March 2021 data

- Sandwell MARAC offered support to 1973 high risk domestic abuse victims
- Black Country Women’s Aid were funded to provide specialist support to at least 5466 victims of domestic abuse and their families
- 422 victims supported through the A&E IDVA service funded through the OPCC
- Sandwell and West Birmingham CCG have now fully trained a total of 46 GP practices
- 505 victims of sexual violence and abuse supported by BCWA
- 24,118 children have been referred to MASH due to domestic abuse
- Women and girls in our community are at disproportionate risk of a wide range of crimes

Domestic Abuse

In the year ending March 2019, an estimated 2.4 million people aged 16 to 74 years reported experiencing domestic abuse. The true figure is much higher. Domestic abuse can happen to anyone but is disproportionately perpetrated by men towards women and children.

According to the ONS, figures indicate that the number of domestic abuse-related crimes in England rose by 6% in the year ending March 2021. In Sandwell we have seen a 30% increase in Domestic Abuse reports compared to data last year and a 10% increase in high risk MARAC cases. Due to the volume of referrals, an extra MARAC was held in February 2021 to deal effectively with the volume of cases being referred.

Nationally, there has been a 22% increase in calls to the National Domestic Abuse Helpline in England. We have also seen this demand locally with a 52% increase in contact with domestic abuse support services compared to last year and a 4% increase in referrals to Sandwell Children’s Trust.

Domestic abuse continues to be a priority for the Partnership and the work we have undertaken this year demonstrates how the partnership has managed increased demands, continued service delivery despite the he impact of Covid and responded to national policy changes.

In the 2019-21 strategy the following objectives in relation to domestic abuse were agreed

| What We Said | What we Did |
|---|---|
| We will build on the success of the Domestic Abuse Strategic Partnership (DASP), giving more focus to several ‘hidden’ types of violence and exploitation | Domestic abuse continues to be a high priority, DASP is now a statutory board and leads the way in the response to DA in Sandwell. |
| Establish the DRIVE programme to change the behaviour of perpetrators | The DRIVE programme, funded by the OPCC was delivered in Sandwell with 53 perpetrators completing work in 2020-21. |
| Review arrangements for MARAC (Multi Agency Risk Assessment Conference) | A regional review and relaunch of MARAC took place in 2019. There has been a 10% increase in high risk cases, with extra MARAC meetings |

2018 – 2021 Achievements

- Completion and publication of 3 Domestic Homicide Reviews and delivery of Learning Events
- Several new groups established to tackle specific abuse including Child to Parent Abuse and Sexual Assault & Abuse.
- FGM multi-agency procedures agreed and published and promoted through a community launch event
- 2410 professionals attended domestic abuse training
- £841,000 of New Burdens Funding secured

2022 – 2026 priorities

- Production of new Domestic Abuse Safe Accommodation Needs Assessment and summary
- Development of new DA Strategy 2021-24
- Implementation of Delivery Plan for support in safe accommodation
- 3-year DA/SAA training programme to be commissioned 2022-25
- Commission bespoke community-based support for children experiencing DA

Learning

★ Coercive and controlling behaviour is a key factor in domestic abuse

★ Abusers often use counter-allegations, including allegations of child abuse/neglect, to divert attention from their own abusive behaviour

★ Children lived in family where 20 years of DA wasn't reported or disclosed

★ Importance of encouraging adult victims to report / seek help

★ Looking for potential signs of DA in both adults and children



What we have done following these cases?

- We have actively promoted domestic abuse awareness via the annual '16 Days of Action Against Domestic Abuse' campaign, sharing regular messages on social media about different types of abuse and how to seek support, Safer 6 campaigns; Adult Safeguarding weeks as well as regular messages throughout the year
- We have developed a Learning from DHRs training module and multi-agency domestic abuse training sessions
- We have produced a domestic abuse information leaflet for friends, family and work colleagues
- We have produced information on domestic abuse victim support services in various languages
- We produced and launched 'Tina's Story' a video to promote awareness of domestic abuse and prevent further domestic homicides

Learning from Domestic Abuse Homicides

A Domestic Homicide Review (DHR) is a multi-agency review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by a person to whom they were related or with whom they were, or had been, in an intimate personal relationship, or a member of the same household as themselves. Since 13 April 2011 there has been a statutory requirement for local areas to conduct a DHR following a domestic homicide that meets the criteria.

Over the last three years, 3 Domestic Abuse Homicides Reports have been published in Sandwell:

Miriam

• 'Miriam was a 26-year-old mother of three children who was killed by her ex-partner in 2015. The relationship began when she was 14 and he was 50. A key theme of the DHR was how professionals did not recognise how the relationship began, including potential CSE, and the impact of this on the family dynamics.

Eve.

• 'Eve' was a 54-year-old woman who was murdered by her long-term partner. He was jailed for a minimum of 24 years for her murder. She was a mother and grandmother who had struggled to provide a loving home to her children and step-children despite her partner's abusive and controlling behaviour. During their twenty year relationship, she experienced repeated physical, emotional and psychological abuse but did not report him to the Police for fear of his retribution on her and their family. Read her story [here](#)

AB

• AB was murdered by her partner in 2017 who then committed suicide. The review highlighted the importance of professionals and others being able to recognise coercive and controlling behaviour and know what to do and where support can be accessed for victims-survivors

Integrated management of domestic abuse serial perpetrators in Sandwell is working well, data submitted to the Home Office demonstrates a 87% reduction in repeat domestic abuse incidents and an 86% reduction in the cost of domestic abuse crime for those subject to management.

The DRIVE perpetrator programme reported a 96% reduction in repeat domestic abuse incidents and a 94% reduction in the cost of crime

Local Picture

The Sandwell Anti-slavery Strategic Partnership continue to lead the way in responding effectively to modern slavery

SHOP (Slavery and Human Trafficking Operational Partnership) continues to lead the operational response around modern slavery

The year has seen a continued uplift in operational activity, particularly amongst those who are homeless and destitute. 20 partners are consistently at SHOP, sharing intelligence and data to effectively detect, prevent and disrupt modern slavery

Since April 2019 there have been 450 reports of modern slavery in Sandwell

- 1017 potential victims screened
- 306 safeguarding visits completed
- 149 victims referred into the National Referral Mechanism (NRM)
- 247 locations disrupted
- 56 perpetrators arrested
- Sandwell has identified more male victims of modern slavery across the West Midlands region

Modern Slavery

Sandwell’s response to modern slavery has continued to develop over the last 12 months and our four main objectives are to:

1. Ensure victim pathways are robust, effective and aligned to best practice
2. Further understand threats, risk and harm modern slavery and human trafficking poses
3. Raise awareness across agencies, businesses and communities, to address modern slavery
4. Disrupt incidents of modern slavery in Sandwell, working collaboratively to target perpetrators

Sandwell’s commitment to having designated roles focused on modern slavery and exploitation are really helping to lead the way in this work nationally as reflected in two recent reports: The Anti-Slavery Commissioner’s Annual Report and a report on modern slavery partnerships.

[It still happens here: Fighting Slavery in the 2020s Independent anti-slavery commissioner annual report 2019-2020](#)

In June 2019 leaders of the council signed a Modern Slavery Pledge, making a firm commitment to doing everything in our power to make our Borough slavery free.

In the 2019-21 strategy the following objectives in relation to exploitation and abuse were agreed

| What we Said | What we Did |
|---|---|
| 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 | The new Horizons Hub was developed to lead on exploitation for children. A new Exploitation Strategy was developed for children and a regional exploitation framework developed |
| New co-coordinator will strengthen and join up work to prevent and tackle slavery and human trafficking | The Modern Slavery Programme Manager came into post in December 2018 and developed a plan of work to tackle modern slavery |
| PoVE Action Plan to be strengthened around child exploitation. | PoVE Action Plans and score cards were further developed, there has been a 50% reduction in child exploitation reports to police |

2018 – 2021 Achievements

- Development of Modern Slavery Delivery Plan
- Development of an effective data set to understand the modern slavery landscape across Sandwell enabling development of Town Profiles Council leaders signed a pledge to make Sandwell a Slavery Free Borough
- Embedded a new Slavery Adult Safeguarding Case Conference (SASCC)
- National Modern Slavery Conference on sexual exploitation reached over 1000 delegates
- 241 First Responders trained
- 950 have attended safeguarding briefings on modern slavery

2022 – 2026 priorities

- Review and refresh victim pathway and safeguarding responses for victims of modern slavery
- Review modern slavery training in line with Modern Slavery Training Standards Framework and refresh Modern Slavery Training Plan
- Embed a regional modern slavery dash board and implement locally
- Develop a new Modern Slavery Delivery Plan

Local Picture

Between April 2017 – March 2020 there have been:

- 90056 incidents of public safety or welfare
- 13393 incidents of violence with injury
- 105 gang related non-crimes
- A 99% increase in reported knife crime
- 764 incidents of knife crime with victims over 18
- 184 incidents of knife crime where the victim is aged 10 – 17 years
- 11 incidents of knife crime where the offender is aged 10 – 17
- 234 incidents of gun crime
- 55 markers for gangs related crimes
- A 21% increase in sexual offences
- A 98% increase in stalking and harassment
- A 42% increase in violence against the person

Prevention of Public Place Violence

Ensuring our communities feel safe, protected and confident in their neighbourhoods is a key part of our vision, and we all need to work together to achieve this.

We have launched three specific place based approaches to help respond to violence, including:

- **SAVI** (Smethwick Anti-Violence Initiative) was set up as part of a place-based pilot to prevent violence in Smethwick funded by the West Midlands Violence Reduction Unit (WMVRU). SAVI is a unique alliance of organisations, each with a commitment to serving disadvantaged, excluded and isolated communities
- **West Bromwich Place Based Pilot**, funded by the VRU, is running with local providers offered the opportunity to attend a training course and engage with the train the trainer programme as part of an accredited mentoring framework. Detached youth work and intensive support to Sandwell College also funded alongside capacity for specialist mentoring and family support, including work with primary schools.
- **Safer Streets Funding Round 3 (focusing on VAWG)**
Home Office Safer Streets funding secured in October 2021 to deliver a place based project in West Bromwich focussing on the prevention of Violence Against Women and Girls (VAWG). The project consists of delivering messages through education working with boys to tackle attitudes and prevent perpetration, one to one mentoring for young people who are displaying sexualised behaviour, interactive theatre productions in schools, bystander training delivered to Sandwell College and some of the businesses in West Bromwich and piloting a safe space scheme in West Bromwich town centre.

Impact Areas are a focus of Tasking and plans were put in place to reduce violence using Project Guardian resources when the team arrived in Sandwell in July 2021 focusing resources in two of Sandwell's impact areas was very successful in a short space of time.

Weekly partnership risk and threat meetings were developed as an opportunity to share intelligence and respond in real time to emerging threats or risk.

2018 – 2021 Achievements

- Full dedication of the Op Guardian Task Force for 10 weeks in 2021
- Knife Arch initiatives introduced across Borough
- Partnership meetings set up to tackle breaches of Covid legislation have helped develop and strengthen working relationships across this area
- Developed and launched Community Safety Licensed Premises Safeguarding Risk Assessment
- Adopted the West Midlands Vulnerable Adults Risk Management procedures

2022 – 2026 priorities

- Delivery of the Safer Streets project
- Support the West Bromwich Town Centre PSPO to engage and work with vulnerable individuals.
- Learn from Operation Guardian and continue to work with the Guardian Task Force
- Develop approaches to public place violence as part of the serious violence duty

Local Picture

From April 2017 – March 2020

- 184 incidents of knife crime where the victim is aged 10 – 17 years
- 11 incidents of knife crime where the offender is aged 10 – 17
- During Operation Aident County Lines Intensification Week 2021 14 young people were safeguarded
- 73% of people linked to county lines activity between April 2018 and November 2020 were young people aged 25 or under
- 15 to 24 year olds attend A&E following an assault at a rate of 53 per 10,000 of the population, which is higher than any other age group
- 15 to 24 year olds also have the highest rate of inpatient hospital admissions for assault (an indicator of more serious injuries having occurred)

U25 violence and knife crime

The [VRU Strategic needs assessment](#), analysed a range of different data sources for under 25 violence. One of the recommendations they will be taking forward is to explore opportunities to reduce risks linked to children in care, missing, school exclusion and county lines. Based on the evidence of risk from this assessment and outlined below, the recommendation is to work with Sandwell Local Authority.

- Smethwick and East Sandwell have high rates of hospital admissions for assault with a sharp object
- Police recorded involvement in County Lines from Smethwick and East Sandwell
- Increase in the rate of Children in Care from 70 per 100,000 in 2016 to 109 per 100,000 in 2019
- Much of the Local Authority area showing relatively high in the Risk Index
- Schools with high three-year permanent exclusion rates

In the space of five years, knife crime has more than doubled in the West Midlands, from 1,558 incidents in the year to March 2015, to more than 3,400 in the year to March 2020, according to the Office for National Statistics. The West Midlands has the third highest rate of Knife Crime in England and Wales, with 108 reports per 100,000 population. Sandwell has more incidents in the East of the Borough (especially Smethwick) but also stands out as having above median levels of Violence Against the Person offences in most of the local authority area

Over the last 12 months, there have been a number of initiatives to prevent and reduce under 25 violence, and knife crime which include:

- Working with the Op Guardian Task Force to reduce knife crime
- Supporting Families Against Youth Crime universal support to reduce knife crime
- Community safety funded projects focused on raising awareness in schools
- Universal protective behaviours projects working with 3 local primary schools
- A project run by young volunteers for children aged 12-18 in the Polish community educating them on issues related to hate crime, discrimination, racism, xenophobia;
- Funding for projects that support prevention and disruption interventions with young people who have been identified as on the cusp of being exploited and/or entering gang activity
- The Early Intervention Youth Fund project taking a tiered approach through disruption; engagement; diversion and prevention. The providers worked with Youth Offending Service, the Horizons Team, Sandwell Community school and schools across the borough.

2018 – 2021 Achievements

- Created a consist approach for reporting weapons and violent offences
- 5 year reduction plan in place to reduce children taking weapons into schools
- 3 School Liaison Officers allocated to all high schools within the 3 impact areas; overall objective to reduce under 25 violence
- NPU worked closely with the Op Guardian Task Force
- Supporting Families Against Youth Crime universal support to reduce knife crime
- Section 60 Implemented in West Bromwich Town Centre.
- Over 200 young people benefited from the EIFY funding

2022 – 2026 priorities

- Continued schools inputs around knife crime/county lines
- Continued hi-vis patrols in towns with partners
- Develop a five-year strategy to reduce children taking weapons into schools.
- Further embed the weapons and violence pathways in schools
- Delivery of the Step Together pilot in Sandwell focusing on Smethwick and Oldbury

Local Picture

During the last 3 years:

- Sandwell has seen a 50% reduction in reports to the police for child exploitation,
- 1,489 professionals completed training on child sexual exploitation
- 789 practitioners attended exploitation training
- Supporting Families Against Youth Crime programme supported young people in years 6 and 7 in transition from primary to secondary school in two of our impact areas West Bromwich and Smethwick
- Nearly 600 one to one mentoring sessions were delivered to over 120 young people
- 3,000 young people and their carers benefited from universal sessions delivered via assemblies
- 73% of all the people linked to county lines activity between April 2018 and November 2020 were young people aged 25 or under
- In the first year of the launch of the Exploitation Hub,
 - 130 young people were discussed and supported
 - 114 high risk victims received targeted support

Child Exploitation

In response to child exploitation, The West Midlands Criminal Exploitation Board has begun to coordinate partners' responses and approaches to child exploitation and developed a regional exploitation framework to support statutory safeguarding partners in developing and embedding a robust local response to exploitation.

Sandwell Children's Trust has established The Horizons Team to focus on exploitation. It operates a 'Co-Working Plus Model' to help improve practice across the Trust.

This assists with:

- Mapping locations of concern and ensuring information analysis will be more meaningful
- Young people receiving a consistent response from a centralised team that will co-work alongside social workers.
- Manages those at high risk of exploitation and MACE processes for partnership working around vulnerable young people

In the 2019-21 strategy the following objectives in relation to child exploitation were agreed

| What we Said | What we Did |
|---|---|
| We will improve the response to young people at risk of gangs or exploitation | We established a working group to respond to gangs and exploitation, this was a successful piece of work and helped us to adopt early intervention approaches for young people at risk of joining gangs |
| Develop our approach to children who have experienced ACES | A lot of work has been completed around the trauma informed approach, robust training and now working with the VRU on this area of work |
| We will explore the concept of a complex safeguarding hub with partners | This work resulted in the development of the Child Exploitation Hub which brings partners together to reduce the impact of exploitation and provide targeted support |

2018 – 2021 Achievements

- Early Help Exploitation Champions Group launched
- Successful Hub step downs have increased with young peoples risk levels being reduced
- Multi-agency approaches to Operation Aidant intensification weeks
- Development of Horizons Team to respond to child exploitation
- Launch of an Exploitation Strategy
- 15 schools enrolled in Sandwell Safeguarding Champions programme
- Updating of Project 12, Sandwell's PSHE programme

2022 – 2026 priorities

- Continued Schools inputs around knife crime/county lines
- Continued hi-vis patrols in towns with partners
- Develop a five-year strategy to reduce children taking weapons into schools
- Further embed the weapons and violence pathways in schools
- Continue to improve our response to knife crime
- Embed roll out of Sandwell's PSHE programme Project 12

Local Picture

- 61 individuals vulnerable to Extremism have been supported by Prevent over the last 3 years
- 7036 young people have engaged with Prevent through schools work led by the Prevent Education Officer
- Monthly Prevent Newsletter for partners distributed
- Developed Twitter page – tweeting weekly messages to the wider community
- Delivery of focussed project work to over 2000 children during 2020-21
- Pro-active Safer 6 involvement, delivering a mixture of face to face 'pop up' events with partners/communities and online awareness sessions
- Focussed work in Tipton (an area of risk) with partners
- Delivery of training sessions to foster carers and increased staff sessions for Sandwell Childrens Trust
- Effective adaptation to online delivery during COVID including adapted REWIND resources for schools
- Partner working with West Midlands VRU/SAVI including Prevent delivery during 2021 'exploitation week'

Preventing Terrorism

As a partnership we are all under the statutory Prevent Duty (2015) to work together to prevent terrorism. The Local Authority has strengthened our Prevent Team in the areas of education, community engagement and in developing an improved awareness across the Local Authority and partners through an excellent training and resource offer.

Strengthening our Prevent Offer

- Sandwell Safeguarding Champions (peer mentor scheme) launched in primary schools, secondary schools and Sandwell College
- Developed partnership work and awareness raising to support people with learning difficulties/autism where there have been concerns regarding Extremism/Radicalisation
- Prevent (online safety) information booklet created for Parents, Teachers and implemented for use in the wider community
- Completion and distribution of a Prevent 'Teachers Booklet' providing information, practices and processes to Designated Safeguarding Leads and teachers
- 'Building Resilience Against the Far-Right' pilot programme undertaken in Sandwell
- Development of Artemis, a Prevent on-line training package for professionals
- Pilot of Community 'Understanding Extremism' training launched with initial sessions delivered
- Delivery of annual CTLP briefing event for partners and seniors at Oldbury Council House and developed a series of sanitised CTLP sharing webinars for DSLs



2018 – 2021 Achievements

- In 2020 we launched a new Artemis Prevent training module. 880 professionals have completed this training
- 3844 people have attended WRAP (Workshop to Raise Awareness of Prevent) training over the last 3 years
- 712 professionals have attended 'Understanding Extremism' training
- 950 professionals have attended safeguarding briefings on hate crime
- 89 parents / individuals attended our new online safety community training briefings
- Home Office funding secured to recruit a Prevent Community Engagement Officer in 2021-22

2022 – 2026 priorities

- Deliver Prevent Delivery Plan through Prevent Delivery Group
- HO benchmarks and tool kit fully achieved
- Develop PCEO role and engage hard to reach communities to improve awareness of Prevent
- Continue with high standard of Prevent support to schools via PEO
- Continue to develop VRU partnership working
- Regular updates to training and projects.

Priority 2

**REDUCE
OFFENDING,
REOFFENDING**



& SERIOUS



ORGANISED CRIME

RRSOC

(Reducing Offending, Re-offending and Serious Organised Crime)

The Reducing Offending, Reoffending and Serious Organised Crime Strategic Sub Group is responsible for co-ordination of the work of partners to ensure that the Safer Sandwell Partnership Community Safety Strategy and Action Plan for reducing offending, reoffending and serious organised crime is effectively delivered in Sandwell.

Key Priorities include

- Repeat Offending
- Serious Organised Crime
- County Lines

Statistics show that almost half of all crime is committed by individuals with previous convictions. Police and Probation Services use statistical and clinical risk assessments to focus resources on those most likely to reoffend. The introduction of the Reducing Offending, Reoffending and Serious Organised Crime subgroup to the SSPPCB in 2019 has strengthened partnership approaches across this area and supported the delivery of the 7 pathways out of offending.

Significant work has been taken across all these areas over the past 3 years including;

- Working to introduce creative arts into work with young people engaged with the Youth Offending Service.
- Development of an online space for Sandwell YJS called The Sandwell Hub to provide key information about services, private space for young people and their families and a media gallery to promote work
- Getting to Know' booklet has now been fully integrated into the service, allowing a creative method to be applied to those fundamental pieces of work at the start of an order
- Introduction of the Homelessness Prevention Taskforce during lockdown ensured all offenders could secure temporary accommodation and avoid homelessness. This was exceptionally successful locally whilst more stable accommodation was sought.
- Joint working with the Local Authority and Probation re co-located post to help support offenders in securing and maintaining stable tenancies.
- National review and update in relation to Integrated Offender Management, we have now identified three cohorts of offenders causing the most crime and having the most impact across Sandwell who will be jointly managed and supported away from criminal behaviour using a partnership approach. This is in line with the newly refreshed national IOM strategy.
- In June 2021 the newly formed Probation Service contracted Maximus to provide a holistic approach to supporting ETE opportunities, with a particular focus on employment. Referrals have been much higher than expected and some very positive outcomes achieved so far.

Highlights

Creative Service

First YJS in the country to achieve a Silver Arts Mark Award from the Arts Council in recognition of work undertaken by Youth Justice Partnership to make the YJS more creative. Summer Arts Programme awarded a second Platinum Award through Koestlerin for two years running

HMIP Inspection

HMIP Inspection Rating of Good for Sandwell Youth Justice Service.

Mental Health & Wellbeing

The Probation Service's Personality Disorder Team have expanded and every offender is screened. Where needs are identified offenders receive enhanced, dedicated psychology and probation intervention and support.

PCC funded posts have been established in Black Country Courts to identify and support increased numbers of referrals to receive this specialist intervention which addresses mental health issues linked to substance abuse and offending.

The Sandwell Afro-Caribbean Mental Health Foundation, have been commissioned to provide dedicated intervention and support to suitable offenders from BAME backgrounds

Black Country Reducing Reoffending Strategy

The strategy was developed 2019 – 2022 and helps to develop a model which will provide early identification and interventions with emphasis on preventing and reducing offending and reoffending, and reducing risk of harm (See Below)

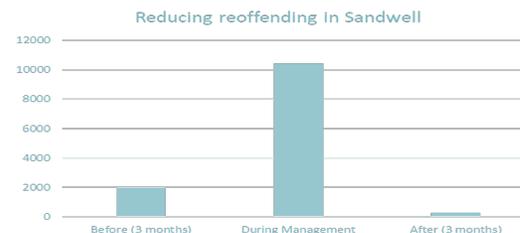


Local Picture

- Sandwell average adult reoffending rate is 29.5%
- Sandwell average youth reoffending rates is 42.64% which has reduced from 47.75%
- Sandwell has higher rates of reoffending than the Black Country trend for 18-21
- Home Office data shows there are 1165 offenders (1089 males, 68 females) committing 1978 offences between them

Repeat offending

Sandwell has the second highest volume of offenders in the West Midlands with 1165 offenders (rolling Home Office data). There have been some key indicators to show that integrated offender management is working with an 86% reduction in both offences and costs.



Significant work has been undertaken in developing the 7 pathways out of offending including accommodation, employment and training and mental health and wellbeing work. Over the next five years we will work to further embed the pathways and priority areas which are included in the chart opposite.

In the 2019-21 strategy the following objectives in relation to repeat offending were agreed

| What we Said | What we Did |
|--|---|
| We will track reoffending rates for those released from custody to establish whether we are more effective in helping to transition young people from custody to the community | Reoffending rates have reduced since 2017 with adult offending dropping to 29.52% and young people to 42.64% |
| We will improve engagement with our young black offender cohort through bespoke mentoring support. | Task and Finish groups have been convened to understand disproportionality and this work will be taken forward into the new plan |
| We will evaluate the impact of the Kitchen Table Talks to establish whether there has been improved engagement with, and information to, parents | Kitchen Table Talks, piloted in Sandwell were evaluated and are now supported by the Violence Reduction Unit to be embedded across the region |

Pathways and priority areas of delivery



Accommodation and support

- Stable accommodation can reduce the likelihood of reoffending by more than a fifth
- It provides building blocks to gain employment and access support services



Education, Training and Employment

- Employment reduces the risk of reoffending between a third and a half
- There is a correlation between offending and low achievement, poor literacy, numeracy and language skills



Health

- Adult offenders are disproportionately more likely to suffer from mental and physical health problems.
- 31% of adult prisoners have been found to have emotional wellbeing issues linked to their offending behaviours.



Substance Misuse

- Two thirds of adult prisoners use illegal drugs in the year prior to imprisonment
- Intoxication by alcohol is linked to 30% of sexual offences, 33% of burglaries, 50% of street and violent crimes



Finance, benefits and debt

- Having a lawful income is vital to offenders' rehabilitation
- Approximately 81% of offenders claim benefits on release from prison



Children and Families

- Maintaining a strong relationship with families and children strongly assists in helping adult offenders sustain changes and avoid reoffending
- Custody can place added strain on family relationships



Attitudes, thinking and behaviour

- Offenders are more likely to have negative social attitudes and poor self-control
- Addressing attitudes and thinking behaviour during custody can reduce reoffending by up to 14%

2018 – 2021 Achievements

- Refresh of the Black Country Reducing Offending Strategy and development of new NPS Strategy
- National and regional structural realignment of NPS
- Commissioning of services to support offending pathways undertaken
- Moved from a YOS Management Board to a Youth Justice Partnership and Youth Justice Service.
- Clear focus of becoming a more creative service
- First YJS in the country to achieve a Silver Arts Mark Award from the Arts Council

Summer Arts Programme

★ Summer Arts college in both 2019 and 2020 won platinum Koestler awards (for creative work in a criminal justice setting)

Page 47

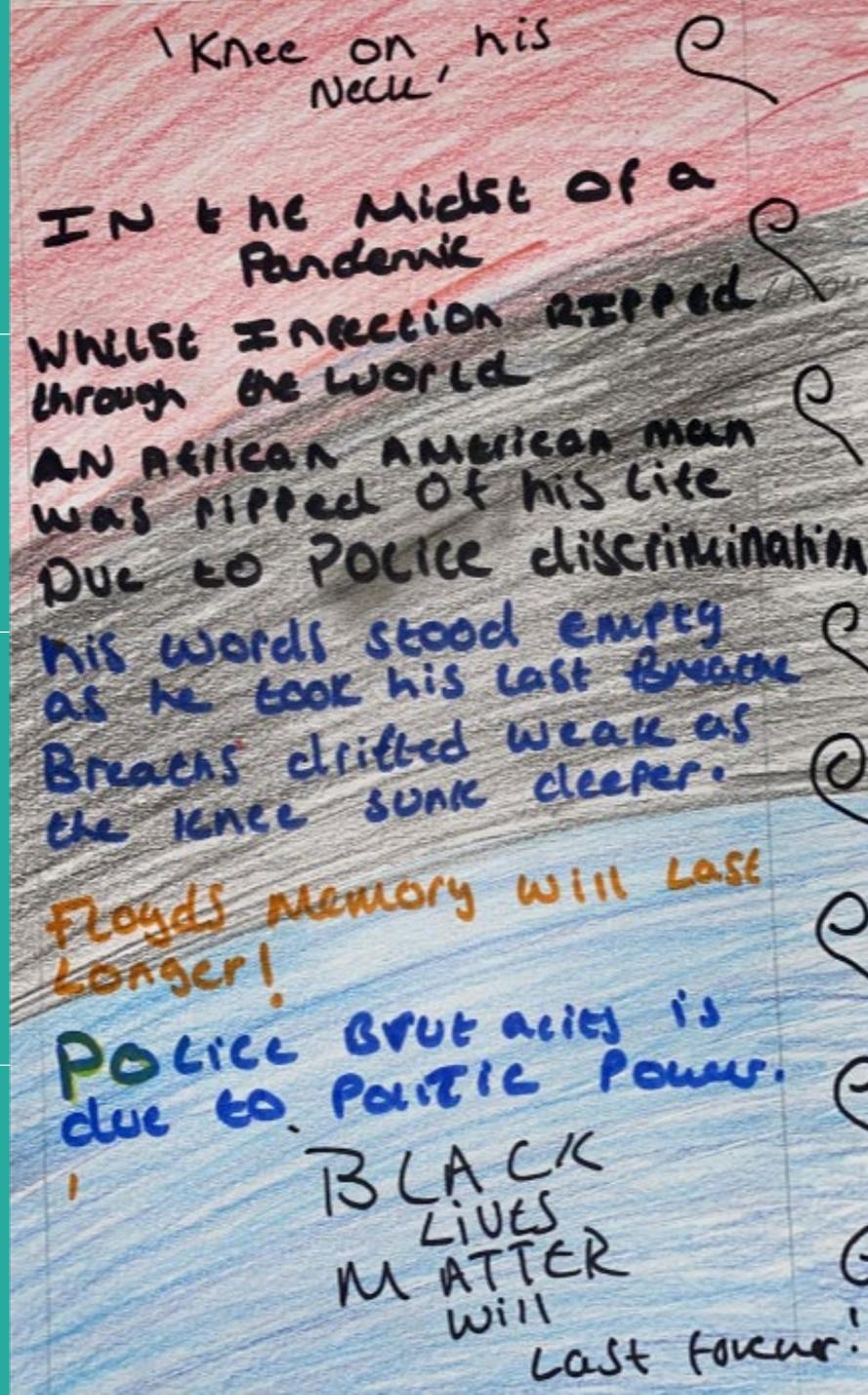
Ongoing funding

★ second year running the Summer Arts College funded by Unites

★ Special under 25's award for a portrait created by a young person, also chosen and featured in Koestler's annual art exhibition at the Southbank Centre, London

National Award

★ Bronze award for VR County Lines video



A MORE CREATIVE SERVICE

One of the priority areas of work for the Youth Justice Service was to work towards making services more creative for young people.

For the second year running they ran a summer arts college funded by Unitas. Virtual creative sessions, were run in partnership with Gazebo Theatre. The content of the sessions was planned alongside the artists who provided a list of materials that the young people would need to participate in the sessions. Alongside the technology, each young person was also provided with an arts kit containing these materials

Young people participated in several virtual workshops including: Creative Writing, Podcasts, Magic, Balloon modelling, poetry, digital illustrations, film making, music and watched a specially adapted live theatre performance.

Given that this was the first time a piece of work on this scale was being completed using a virtual approach, the success of the project could not be anticipated. However this proved to be extremely positive with 8 young people achieving at least 1 arts award with 7 young people gaining 3 arts awards each.

Given the success of the Summer Arts College, Sandwell YJS were invited by Unitas to apply for additional funding to deliver a Silver Arts award aimed at young people who had previously achieved the Bronze Arts Award.

Giving young people a safe space to explore feelings around the murder of George Floyd

Local Picture

From April 2018 – March 2021 there have been

- 8 Organised Crime gangs mapped in Sandwell
- 1393 incidents of violence with injury
- 764 incidents of knife crime with victims over 18
- 184 incidents of knife crime where the victim is aged 10 – 17 years
- 68 incidents of knife crime where offender is over 18
- 11 incidents of knife crime where the offender is aged 10 – 17
- 234 incidents of gun crime
- 55 markers for gangs related crimes
- 105 gang related non-crimes

Serious Organised Crime

Serious violence has a devastating impact on victims and their families, instils fear within communities and is extremely costly to society. Preventing and reducing organised crime has been introduced as a Sandwell priority because of the increased threat posed by organised crime and the pressure on vulnerable people who are often exploited.

Our focus in Sandwell is to enable more joined up working around protecting local people and businesses by making it hard for SOC gangs to operate effectively in Sandwell. We are doing this through ensuring enhanced collaborative working in relation to known locations of organised crime, sharing intelligence to strengthen procurement across Sandwell and strengthening partnership approaches to preventing sale of illegal counterfeit goods. All of which requires a strong partnership approach.

The government have carried out several consultations and are introducing the Serious Violence Duty. This is a key part of the Government's programme of work to prevent and reduce serious violence; taking a multi-agency approach to understand the causes and consequences of serious violence and focus on prevention and early intervention, informed by evidence. In addition to tough law enforcement we need to understand and address the causal factors that cause someone to commit violent crime in the first place. The Duty aims to ensure that agencies are focussed on their activity to reduce serious violence whilst also providing sufficient flexibility so that relevant organisations will engage and work together in effective local partnerships.

In the 2019-21 strategy the following objectives in relation to organised crime were agreed:

| What we Said | What we Did |
|---|--|
| We will use tactical and operational groups to manage and monitor offenders | A new organised crime group meeting was formed to provide a multi-agency response to serious organised crime |
| We will use existing MAPPA, GODOC, ODOC, Deter and other mechanisms to manage offenders | These structures continue to operate and we will use data more effectively going forward |

2018 – 2021 Achievements

- Funding from Home Office for SW NPU around SOC Violence
- Development of partnership Organised Crime Group to share intelligence and tackle and disrupt organised crime in Sandwell.
- Development of offender employment pathways with DWP including Community Youth Hub
- Homelessness and Complex Case Referral Pathway into accommodation services through the Local Authority

2022 – 2026 priorities

- Raise awareness of serious organised crime and organised criminal gangs with partners through the OCG
- Protect local people and businesses by making it hard for SOC gangs to operate effectively in Sandwell
- Share intelligence to strengthen procurement across Sandwell,
- Strengthen partnership approaches to preventing sale of illegal counterfeit goods

Local Picture

- For the past three years we have worked to embed a partnership approach to the County Lines intensification weeks
- In October 2021 County Lines week work included:
 - 32 people arrested
 - 11 warrants executed
 - 77 Wraps of Heroin recovered
 - 396 wraps of Crack confiscated
 - £237,000 worth of cannabis found
 - £8305 cash seized
 - 19 weapons recovered
- 73% of people linked to county lines activity between April 2018 and November 2020 were young people aged 25 or under
- The overwhelming conclusion is that young males with Black ethnicity, most often from the most deprived parts of the West Midlands, are hugely over-represented in police information about County Lines activity

County Lines

West Midlands Police data includes markers for people involved in County Lines as victims, perpetrators or suspects. This includes information on where individuals reside and a significant proportion are from inner-city Birmingham and Smethwick. 41% of people identified in this data as involved in County Lines activity – as a victim, perpetrator or suspect – were recorded as being of black ethnicity. This is significantly higher than the data for the wider West Midlands population, which has a 6% black population.

Multi-agency practitioners have also identified concerns that there are low levels of recognition and identification across the sector regarding the ways in which women and girls are exploited through County Lines drugs distribution.

Sandwell continues to work with the **Regional Strategic Criminal Exploitation and Missing Board** which through good multi-agency representation and attendance is facilitating and enabling the development of new and innovative policy and practice to improve our single and joint responses to criminal exploitation and missing including County Lines.

A regional Child Exploitation Data Framework has been created by the WM VRU analysts who have produced an interactive dashboard which sets out the various types of data collected from the Police, Local Authority Children's Services, Education and Health to start to understand what exploitation looks like across the region.

County Lines Intensification Weeks are run on an annual basis and serve as an opportunity to focus on the 4 P approach to tackling, disrupting and preventing criminal exploitation.

County Lines Rescue and Recovery project Launched in September 2021, this is funded until March 2022 and supports young people involved in County Lines and gangs across all local authority areas in the region. Through the provision of flexible support from case workers with "lived experience", young people can exit County Lines drug networks, reconnect with families and begin to build positive lifestyles away from crime.

2018 – 2021 Achievements

- County Lines Intensification Week; October's enrichment activity was focused on the 4 P approach to tackling, disrupting and preventing criminal exploitation of C/YP and vulnerable adults. 800 people across the region attended training sessions over the one week,
- During Operation Aident County Lines intensification week 2021 14 young people were safeguarded

2022 – 2026 priorities

- Strengthen and develop the organised crime response through the OCG partnership
- Raise awareness of serious organised crime and organised criminal gangs with partners
- Learn from the evaluation of the County Lines Rescue and Recovery Project



National award

Royal Society for Public Health: Health and Wellbeing Awards 2019



Ongoing funding

The team have secured funding through the Better Care Fund to expand this programme



Evaluation

Evaluation of this project shows this approach reduces offending and acute health service demand

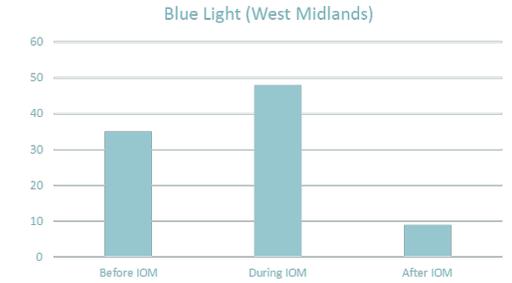
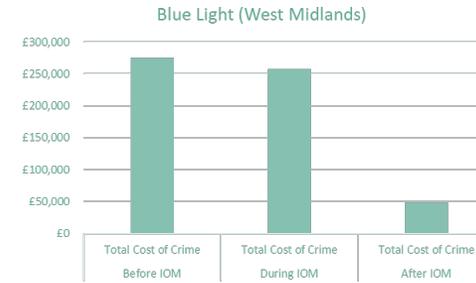


National Award

Blue Light won the Guardian Public Service Awards

Blue Light Project

We are starting to understand the landscape and now have a clear local picture to respond to treatment resistant drinkers. Data shows a 74% reduction in reoffending and 82% reduction in the cost of crime.



As a response the partnership adopted a multi-agency **'Blue Light' approach to supporting high impact, change-resistant problem drinkers** with a view to prevent and reduce alcohol dependency and transform the lives of some of the Borough's most disadvantaged and vulnerable people.

The multidisciplinary team incorporates public health, ambulance, police, probation, fire, local GP services, mental health professionals, the alcohol treatment provider and NHS professionals. These liaise together for monthly reviews to assess the progress of these clients through their interactions with them.

Feedback from the judging panel

" Focus is client centred and supports harm reduction and the social return on investment is considerable. The programme is an exemplar of integrated public health interventions to address critical public health problems and the learning is transferrable to other sectors and issues."

Feedback from a service user who was supported through Blue Light

"The Blue Light project helped me in a very big way and saved me daily physical and psychological abuse . They supported me to address my alcohol misuse, took me to my medical appointments to address my physical and mental health as well as stopped me from experiencing further abuse. I am grateful for all they have done for me. Thank you very much."

Priority 3

PREVENT and REDUCE

**CRIME and
ANTI-SOCIAL
BEHAVIOUR**

IN OUR NEIGHBOURHOODS

Intro

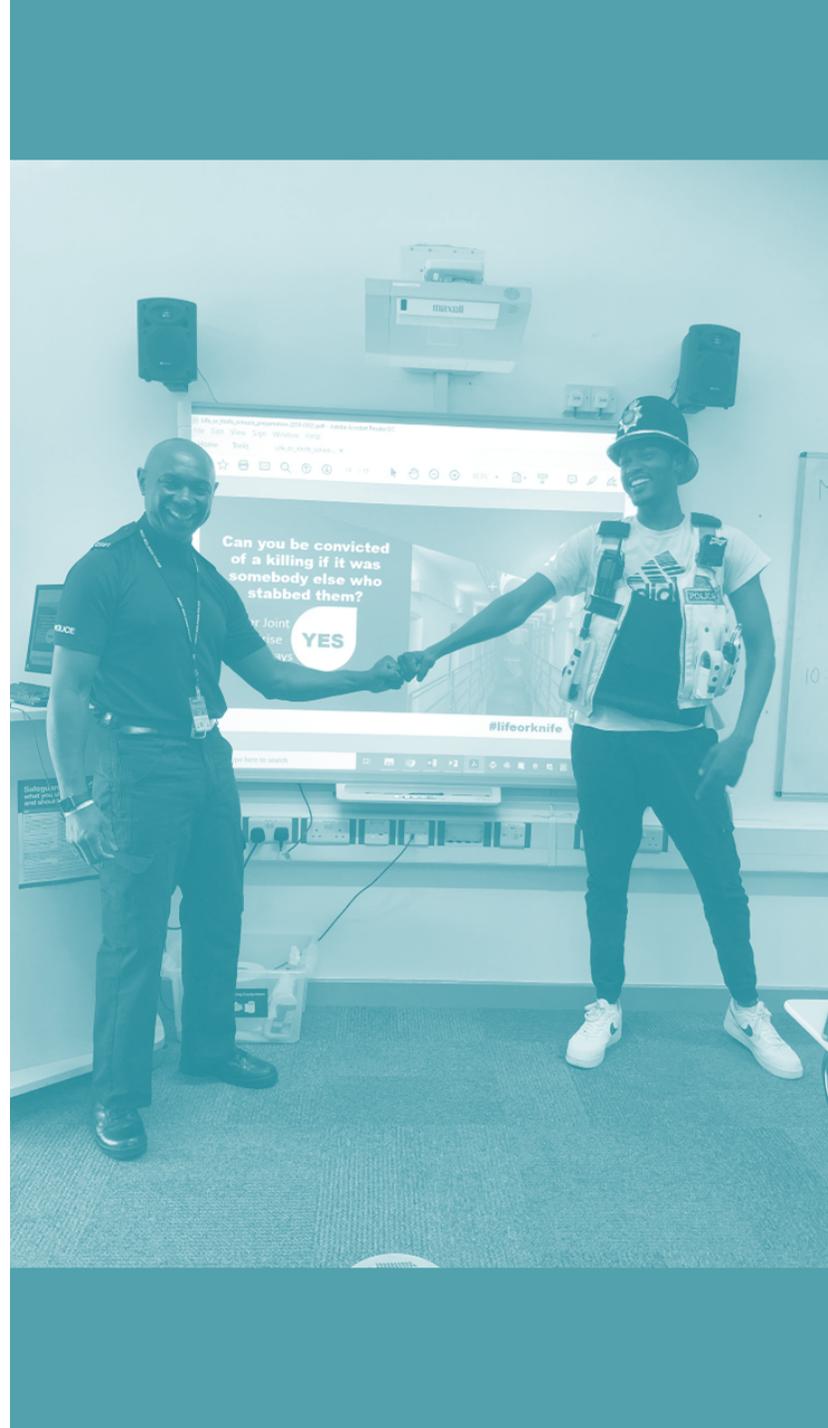
Preventing and reducing crime and ASB cannot be tackled by one single agency, but needs a multi-disciplined approach to provide a holistic response. By bringing partners together both strategically and operationally, there is a focus on problem solving and bringing together resources to prevent and tackle the issues at a local and boroughwide level.

This is achieved in Sandwell by partners coming together monthly through Borough Tasking and Town Tasking meetings where there is the opportunity for partnership data and intelligence to be shared so that an appropriate and proportionate response can be coordinated.

The meetings are used to discuss community and place based concerns as well as a closed element to the meetings to discuss individual cases that may involve vulnerable victims or perpetrators. At the Borough Tasking meetings, the membership focuses on the impact areas and look at issues such as Hate crime, community tensions, domestic abuse and the causes of crime in more detail.

The OPCC currently funds a number of Community Safety Analysts to provide data to inform the 7 partnerships across the West Midlands. The provision of this data is currently being reviewed as changes such as the introduction of the VRU and adoption of public health approaches to violence have come into place.

The development of new and more consistent data provision will support tasking and ensure that actions are demand led and evidence based ensuring proportionality and more appropriate use of resources.



Highlights

Hate Crime

Over the last 3 years Sandwell's response to hate crime has been strengthened by the development and delivery of the Partnership Hate Crime Plan which is monitored at Borough Tasking.

Keeping our residents safe and secure

Streamlined, evidence based, accountable and efficient deployment process for the deployment of mobile CCTV camera's managed through Town Tasking

Place Based Approaches

Joint partnership approaches involving police, CCTV team, SMBC Environmental Protection Officers (EPOs), Youth Services, SMBC ASB team, DECCA and the voluntary sector in tackling emerging ASB issues such as nuisance bikes; youth ASB and knife crime; nitrous oxide canisters and covid breaches.

Strengthening our ASB Responses and Capacity

SMBC appointed a dedicated ASB Manager in December 2018. During the last 3 years we have moved to end to end case management, significantly invested in training staff and increased our use of the 2014 ASB Powers. We also reintroduced Town Tasking Meetings, each Chaired by Town ASB Leads and local Police Sergeants.

Borough Tasking

Borough Tasking is one of the Safer Sandwell Partnership Police and Crime Board's (SSPPCB) sub groups connecting Town Tasking with borough wide strategic issues and decision makers. It is a single forum where partners come together and have an overview across the borough of Tasking to reduce crime, ASB and protect vulnerable communities.

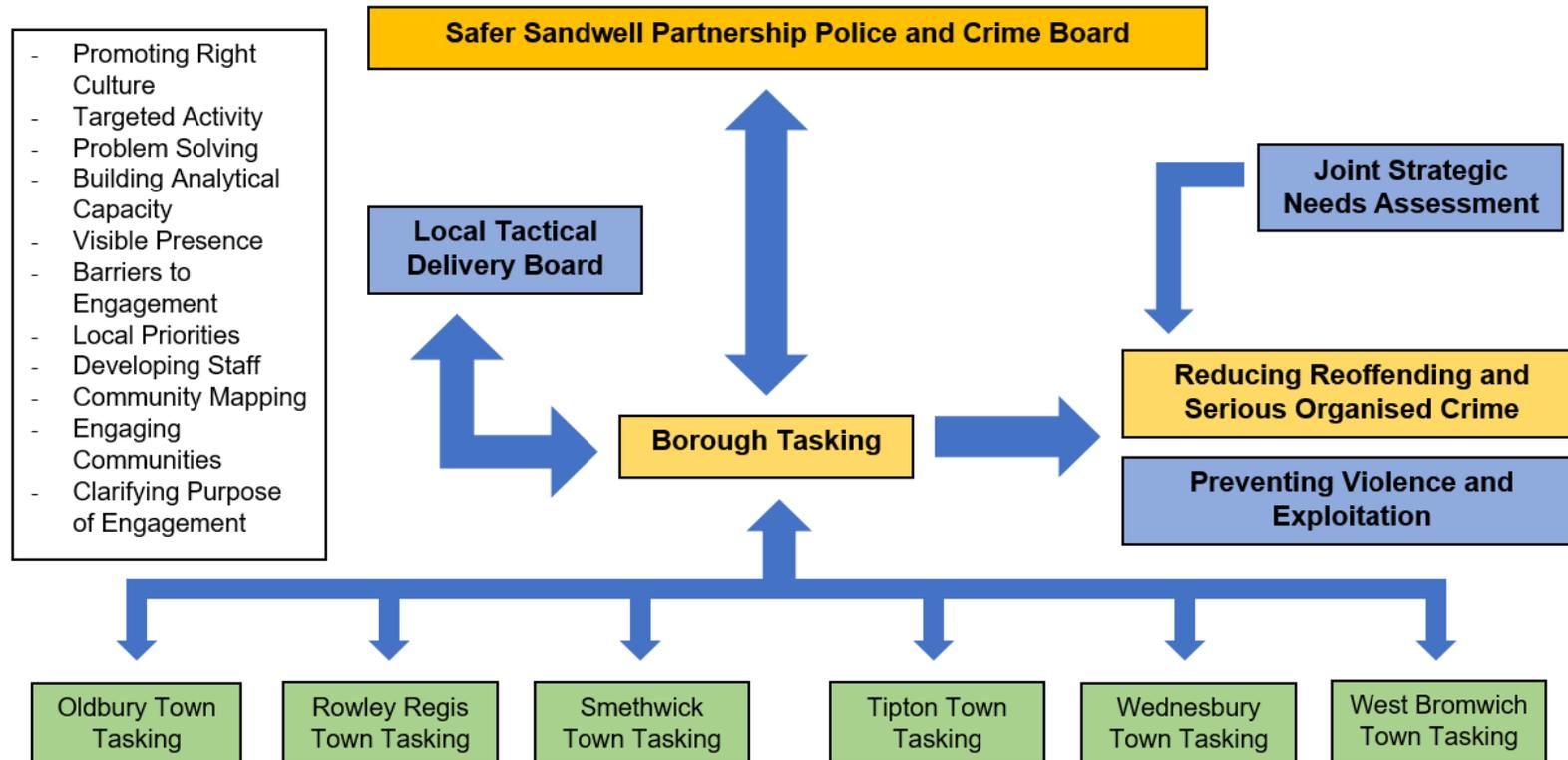
This is achieved by looking through various lenses to identify new and emerging trends including exploitation, crime, ASB and community tensions. The group work together to look at root causes and problem solving, focusing on high impact areas and bringing resources together to prevent, tackle, and manage these issues.

Page 53

Town Tasking

Town Tasking is the key mechanism in Sandwell by which partners work together to tackle incidents, identify trends in relation to crime and anti-social behaviour (ASB) and facilitate inter-agency collaboration at a local level.

It also enables preventative and responsive actions to be taken to protect vulnerable people from threats to their safety and wellbeing. This is particularly important with emerging and increasingly sophisticated types of criminality including exploitation and organised crime. This localised approach to problem solving in Sandwell involves a multi-agency process designed to find the most effective and efficient solution for any identified problem.



- Promoting Right Culture
- Targeted Activity
- Problem Solving
- Building Analytical Capacity
- Visible Presence
- Barriers to Engagement
- Local Priorities
- Developing Staff
- Community Mapping
- Engaging Communities
- Clarifying Purpose of Engagement

The agenda focuses on (but not exclusively):

- ✓ Police Demand Impact Areas
- ✓ ASB demand areas
- ✓ Hate crime, community tensions and extremism (including overseeing the Hate Crime Plan and scorecard)
- ✓ Overview of the monthly Town Tasking meetings identifying trends and understanding the town nuances
- ✓ Spotlight on Tasking on a town basis
- ✓ CCTV deployable cameras
- ✓ Emerging trends across the borough identified by feedback from partner agencies, intelligence and shared analysis
- ✓ Deep dives into new and emerging boroughwide issues
- ✓ Identify ways of preventing, disrupting and deterring crime, ASB and exploitation by using partner powers and maximising resources
- ✓ Share best practice and successful outcomes as part of continuous improvement
- ✓ Discuss community issues escalated where a resolution has not been effective or found at Town Tasking
- ✓ Closed meeting to discuss individual cases that are escalated from Town tasking meetings where a resolution has not been found or a case has been stuck

Local Picture

- 144 Town Tasking Meetings and 36 Borough Tasking Meetings held during the last 3 years
- A robust town tasking process where local and relevant issues can be referred for discussion and action
- 110 individual cases discussed through tasking and agreed partnership approaches instigated with positive outcomes
- Remedi is funded by OPCC to provide support to all victims of hate crime
- Launch of 46 Third Party Reporting Centres across Sandwell representative of all the hate crime strands
- Article to raise awareness of hate crime included in the Sandwell Talking News, a weekly audio newspaper for visually impaired people
- A robust partnership approach to tackling Nitrous Oxide Gas Canisters issues that led to the implementation of a Boroughwide PSPO
- Focus on tackling local issues at a town level drawing on local resources including the voluntary sector

Reducing Crime and Anti-Social behaviour

Reducing Crime and Anti-Social behaviour remains a priority and we recognise that one single agency cannot tackle this alone.

We have strengthened this by making the Chairs of our Town Tasking meetings the local ASB Town Leads and the Borough Tasking meetings are chaired by the police. Our Borough Tasking group oversee and scrutinise our partnership work across the borough

Safer 6

Sandwell's annual autumn Safer 6 campaign celebrated its 12th anniversary in 2021. Safer 6 promotes a wide range of community safety initiatives and awareness raising across the six towns of Sandwell,. This is delivered by partners through a range of medias, training and events. Themed weeks included – Hate Crime; Violence against Women and Girls; Anti-Social Behaviour and Crime; Substance Misuse; Under 25 Violence and County Lines, Exploitation as well as various activities carried out in the six towns.



Support for victims of crime in Sandwell is provided by Victim Support which is a national independent charity. During 20/21 there were 6068 referrals for support and 3105 referrals so far 21/22

In the 2019-21 strategy the following objectives in relation to reducing crime and ASB were agreed:

| What we Said | What we Did |
|---|---|
| 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 | Tasking was reviewed and strengthened to enable effective information sharing and data capture to enable place based effective interventions |
| We will fully embed the new tactical assessment and borough tasking model and create strong connections with town tasking and COGS | Tasking is now firmly embedded across each of Sandwell's 6 towns with a monthly Borough Tasking also established. These have run throughout the pandemic ensuring a strong local problem solving focus. . |
| We will renew and strengthen the contribution of partners to Tasking | Achieved through consistent agendas and enhanced data |

2018 – 2021 Achievements

- Joint partnership approaches tackling emerging ASB issues such as nuisance bikes; youth ASB and knife crime; nitrous oxide canisters and covid-19 breaches
- Streamlined, evidence based, accountable and efficient deployment process for the deployment of mobile CCTV camera's
- Development of the Sandwell Commercial Centres Group tackling street dinking and street homelessness
- Developed work on hate crime
- Operation Hercules and ongoing work around car cruising

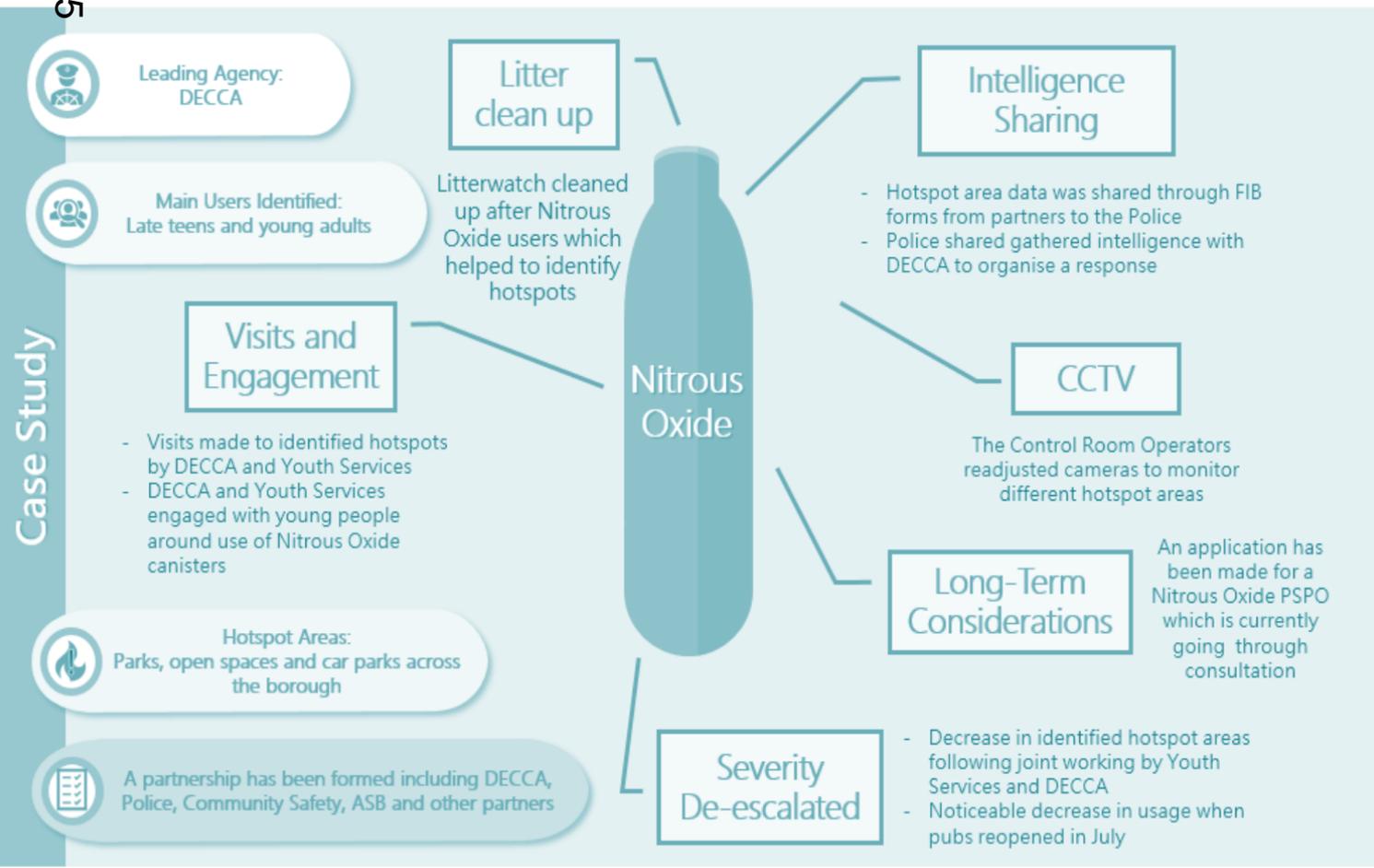
2022 – 2026 priorities

- Develop our partnership data to enable us to focus on the most pressing issues
- Review and further develop our approach to hate crime
- Strengthen our engagement with communities to encourage reporting, provide intelligence and develop solutions
- Target partnership resources at a local level to tackle emerging issues that is impacting on individuals and whole communities

CASE STUDY Borough Wide Partnership Approach to Nitrous Oxide Gas Canisters

Borough Wide Partnership Example of Successful Partnership Working

Page 55



The litter and the associated ASB of nitrous oxide gas canisters was recognised as a borough wide issue.

- Concerns of health impact on young people
- The number of canisters discarded in public places and impact on environment
- The associated ASB – people congregating in groups and causing nuisance.

Approach

Discussed at Borough and Town Tasking meetings and agreed a Boroughwide partnership approach to tackle the issue.

Feedback from public consultation regarding proposed PSPO

Feedback from 95% of respondents demonstrated support for the proposed PSSPO

The littering of discarded canisters was most commonly pointed out as the reason for why individuals were in favour of the proposed PSPO (68%). This was followed by the anti-social behaviour that was believed to be linked to the inhalation of Nitrous Oxide (22%) and worries around children coming across discarded canisters (18%)

The Community Safety Team administers and manages the annual CSF grant allocated by the Office of the Police and Crime Commissioner (OPPC). Last year Sandwell was awarded £165k which was used to fund 10 projects that contribute to the Community Safety Partnerships priorities

Project 12

Project 12 (P12) is delivered in universal and targeted settings to build resilience and minimise harm. It can be used as part of PHSE lessons and all resources are online, so it can be easily accessed by anyone, and updated centrally to ensure its relevance. Grant funding was allocated to develop resources for Key Stages 2 and 3

Black Country Women's Aid – Domestic Abuse Advocates (DAA)

The grant provides one fifth of the specialist support to victims of domestic violence and abuse (DVA), categorised as medium and standard risk. The last 12 months has seen an increase in Domestic Abuse nationally during lockdown, and 402 victims have been supported by this service during this period.

TSA

Delivery of one to one mentoring sessions with young people identified by the Children's Trust Horizons Team who are at high risk of exploitation. TSA have worked successfully with 13 young people over the last 12 months using innovative ways of engaging in one to one interactions during lockdown

CSKN

Delivery of one to one mentoring and skills development to gang-entrenched young people identified by the Youth Justice Team. Two 12-week sessions were delivered to 10 young people.

A&E Independent Domestic Abuse Advocate (IDVA)

Two IDVAs working at Sandwell and City Hospital A&E departments respectively, and an Information Officer capturing data across both sites as well as contributing to MARAC research in; 241 victims have been identified and referred to the IDVA over the last 12 months

Creative Academies

Funding for a multi-media programme which focuses on engaging and re-engaging disadvantaged and vulnerable young people from Sandwell Community Schools depicting their stories and helping to divert them away from negative behaviour.

Krunch

Funded to deliver one to one mentoring sessions to 9-13 year olds who have family or peers involved in violent acts or gang affiliation, successfully delivered mentoring to 13 children this year.

Rewind

Grant funded to provide In-depth training to support practitioners in understanding all forms of extremism, including Al Qaida and Daesh inspired ideology and Far Right ideology. 9 sessions were delivered to a total of 139 delegates.

Modern Slavery

Grant funding to support Slavery Free Communities. A range of materials were sourced from the Modern Slavery Helpline in different languages, which consisted of posters, pens and keyrings. The partnership delivered a conference regarding sexual exploitation to raise awareness of sexual exploitation, over 1000 delegates attended

Albion Foundation

Delivery of positive activities to young people within the Sandwell area while working in partnership with West Midlands Police to deliver a group mentoring programme through sport..



Hate Crime

Over the last three years we have developed and delivered a Sandwell partnership Hate Crime Plan, our achievements include:

Increase awareness of hate crime and the impact that it has amongst the Sandwell workforce and communities

- Developed and launched online hate crime training
- Developed and launched a 7-minute briefing which has been shared with organisations to brief their employees and volunteers
- Developed and delivered awareness training for Sandwell MBC employees
- Delivered Hate Crime Awareness to elected members
- Delivered Hate Crime Awareness to the third sector
- Delivered various activities during hate crime week to raise awareness

Engage and raise hate crime awareness amongst young people.

- Conducted a Hate Crime Youth Survey with young people in schools,. The findings led to hate crime education being incorporated into the new RSHE school curriculum and lesson plans
- Just Youth Webpage Updated to Include Hate
- Hate Crime Awareness Training has been delivered to over 50 youth workers in Sandwell
- Delivered a Hate Crime Awareness session for SHAPE Youth Forum

Building confidence in local communities to report instances of hate crime/ incidents.

- Conducted a review of Third Party Reporting Centres (TPRCs)
- Launched 46 new TPRCs across Sandwell, representative of all strands of hate crime to increase ways to report and support for victims
- Developed a communications plan to promote messages throughout the year via social media
- Article included in the Sandwell Talking News, a weekly audio newspaper for visually impaired people, to raise awareness of hate crime, Third Party Reporting Centres and to encourage reporting

Victims supported

- Standby Me Bystander training delivered to 23 active citizens
- Victims supported through Victim Support and more recently REMEDI

[Further information on hate crime can be found here](#)

National Recognition

The programme won national recognition in 2021, winning the APSE Annual Service Award for Best Community and Neighbourhood Initiative



Supporting Families Against Youth Crime iTrust

Amazing Reach

3,000 young people and their carers benefited from universal sessions delivered via assemblies, transition evenings, events and group sessions.

Early Interventions

The programme provided early help and interventions with the aim of having a longer-term impact on the prevention of youth crime

The Supporting Families Against Youth Crime (SFAYC) programme, rebranded as iTrust was launched in April 2019, following a successful bid for funding from the Ministry of Housing, Communities and Local Government (MHCLG).

Some of the funding paid for a small dedicated team who worked with young people, parents/carers, schools and voluntary sector organisations to deliver a menu of prevention interventions to young people in years 6 & 7 transitioning from primary to secondary school. Working in two of our police impact areas West Bromwich and Smethwick, this early help approach equipped our young people to make positive choices at this key transition period with the focus on reducing future youth crime and violence

Mentoring

Over 600 one to one mentoring sessions were delivered to over 120 young people by 12 voluntary sector organisations.

Feedback from the MCHLG included "it was particularly refreshing to see such an innovative 'home grown' approach to serious youth violence"

[Read evaluation here](#)



Links to other reports used

[Strategic Needs Assessment - West Midlands Violence Reduction Unit \(westmidlands-vru.org\)](https://www.westmidlands-vru.org/)

[Home | data.police.uk](https://data.police.uk/)

[2020 UK annual report on modern slavery \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1027878/Draft_Guidance_-_Serious_Violence_Duty.pdf)

[Police & Crime Plan - West Midlands Police & Crime Commissioner \(westmidlands-pcc.gov.uk\)](https://www.westmidlands-pcc.gov.uk/)

<https://www.westmidlands-vru.org/app/uploads/2021/06/WM-REGIONAL-STRATEGIC-EXPLOITATION-FRAMEWORK.pdf>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1027878/Draft Guidance - Serious Violence Duty.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1027878/Draft_Guidance_-_Serious_Violence_Duty.pdf)

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Report to Safer Neighbourhoods and Active Communities Scrutiny Board

27 January 2022

| | |
|-------------------------|--|
| Subject: | Review of the Homelessness and Rough Sleeper Strategy |
| Director: | Gillian Douglas - Director of Housing |
| Contact Officer: | Neville Rowe Housing Strategy & Research Manager, neville_rowe@sandwell.gov.uk |

1 Recommendations

- 1.1 That the Scrutiny Board considers the progress made to date in reviewing the Homelessness and Rough Sleeper Strategy.
- 1.2 That the Scrutiny Board considers and comments on the refreshed draft Homelessness and Rough Sleeper Strategy.

2 Reasons for Recommendations

- 2.1 Under the Homelessness Act 2002, local authorities are required to produce on a maximum five-year cycle a homelessness review and a homelessness strategy that sets out the strategic direction that the local authority will take to tackle homelessness. The Council last adopted a homelessness strategy in April 2018 and in partnership with Sandwell's Homelessness Partnership officers have produced a revised and refreshed strategy to provide this strategic direction from 2022 - 2027 (unless significant developments require a revision at an earlier date).



3 How does this deliver objectives of the Corporate Plan?

| | |
|---|---|
|  | <p>Strong resilient communities Feeling safe at home and in the local community is fundamental to living well and to strong community relationships. The Homelessness and Rough Sleeper Strategy supports this objective.</p> |
|---|---|

4 Context and Key Issues

- 4.1 As stated in 2.1 above, legislation requires that local authorities produce a homelessness review and a homelessness strategy that sets out the strategic direction that the local authority will take to tackle homelessness. Working in partnership with the Sandwell Homelessness Partnership officers have reviewed and drafted a revised strategy that will shortly be the subject of a wider public consultation. Once the public consultation is concluded the strategy will be presented to Cabinet for approval.
- 4.2 In accordance with legislation, the strategy (Appendix One) sets out how we will:
- prevent and relieve homelessness
 - ensuring that a range of suitable, sustainable accommodation options are available for people who are or may become homeless
 - understand our customers and the real problems to solve around homelessness
 - provide robust holistic support for people who are or may become homeless, or who need support to prevent them becoming homeless again
 - ensure that no one in Sandwell has to sleep rough

The strategy will also be accompanied by a Delivery Plan that will be finalised once the strategy is approved. The six priorities that will form and underpin the outputs of the Delivery Plan are set out in Section 4 of the revised strategy.



4.3 During the course of the current strategy a number of notable achievements have been delivered and refreshed strategy will continue to build on these achievements. Of note:

- Reduced the use of temporary accommodation and bed and breakfast by 70% over the last few years
- Significantly increased access to the private rented sector to relieve homelessness by providing support and incentives:
 - introduced Call Before You Serve which provides support to landlords to prevent evictions
 - developed and launched a new Incentive and Support model offering landlords who house a person(s) who is either homeless or at risk of homelessness tenant support to sustain the tenancy backed up by exclusive insurance policies
- Reduced rough sleeping by supporting 80 rough sleepers over the course of 2020/21, many of whom now have their own tenancies. In the annual national rough sleeper count in November 2020 the Council recorded 4 rough sleepers – the same figure of 14 was recorded in November 2018.

4.4 The introduction of the Homelessness Reduction Act (HRA) in April 2018 represented a significant change to the way local authorities tackled homelessness with far greater emphasis on the prevention of homelessness. For many years Sandwell has had a strong focus on prevention and was therefore well placed to make the adjustments brought about by the HRA and during 2020/21 carried out a systemic review of how the council prevents and relieves homelessness. This systemic service redesign is on-going and as a major strategic output is set out in detail in Section 3 of the draft strategy.

4.5 The vision, purpose and priorities for the strategy are set out in Section 4. Looking ahead, the vision for the strategy is:

To prevent homelessness and rough sleeping and, where people find themselves homeless, ensure that we can resolve their housing need through a range of suitable and sustainable housing options



The key priorities for the strategy will be:

1. Preventing homelessness
2. Improving communication, education and engagement
3. Enhancing housing options
4. Improving partnership, collaboration and whole system
5. Eliminating rough sleeping
6. Making best use of resources

4.6. The Sandwell Homelessness Partnership will provide governance and oversight ensuring implementation of the Homelessness and Rough Sleeping Strategy, including monitoring of the delivery plan and delivery against the key objectives. Unless there are major legislative changes or significant service changes this strategy will be reviewed every five years.

4.7 The Partnership comprises representation from Sandwell Council (officers and Councillors), other statutory bodies and voluntary sector organisations that operate within Sandwell. The role and membership of the Partnership will grow over the life of this strategy and we will be looking to embed the involvement of people with lived experience into the Partnership during 2022.

5 Alternative Options

5.1 There are no alternative options. The Council is obliged under law to have a Homelessness and Rough Sleeper Strategy.



6 Implications

| | |
|------------------------------|--|
| Resources: | There are a range of budgets that support delivery of homelessness including the Homelessness Prevention Grant, Rough Sleeper Initiative Funding and Rough Sleeper Accommodation Programme. This funding is ringfenced specifically to preventing homelessness and supporting people at risk of or already sleeping rough |
| Legal and Governance: | <p>Under the Homelessness Act 2002, local authorities are required to produce on a maximum five-year cycle a homelessness review and a homelessness strategy that sets out the strategic direction that the local authority will take to tackle homelessness. The strategy has been revised in compliance with this legislation.</p> <p>The Sandwell Homelessness Partnership will provide governance and oversight ensuring implementation of the Homelessness and Rough Sleeping Strategy, including monitoring of the delivery plan and delivery against the key objectives. Unless there are major legislative changes or significant service changes this strategy will be reviewed every five years.</p> |
| Risk: | Once the consultation period has been concluded the refreshed strategy will be assessed for any elements of risk. To date no significant risks have been identified in the revised draft strategy. |
| Equality: | Once the consultation period has been concluded the refreshed strategy will be assessed and a full Equalities Impact Assessment will be undertaken. To date no equality issues have been identified in regard to the protected characteristics. |
| Health and Wellbeing: | The health and wellbeing benefits of living in a decent sustainable home are well documented in improving a wide range of both physical and mental health determinants. This strategy supports this objective by enabling people affected by homelessness to access an affordable sustainable home. |
| Social Value | As identified above |



7. Appendices

Appendix One: Copy of draft Homelessness and Rough Sleeper Strategy

8. Background Papers

None



Draft
Sandwell's Homelessness
and Rough Sleeper Strategy
2022 to 2025

V0.4

**Neville Rowe – Housing Strategy & Research
Manager**

Email: neville_rowe@sandwell.gov.uk

CONTENTS

Page

- 1. INTRODUCTION & PURPOSE**
- 2. HOMELESSNESS IN SANDWELL**
 - 2.1 Population, health and economy
 - 2.2 Housing market overview
 - 2.3 Presentations to the Housing Service
 - 2.4 Rough sleeping
- 3 PARTNERSHIP, REDESIGN AND OUR PRINCIPLES**
 - 3.1 Our current service
 - 3.2 What we want to do
 - 3.3 Next Steps – Systematic Redesign
- 4 SANDWELL’S HOMELESSNESS AND ROUGH SLEEPER STRATEGY – PRIRITIES AND THEMES**
 - 4.1 Our Themes
 - 4.2 Our Delivery Plan
- 5 GOVERNANCE ARRANGEMENTS**

1. INTRODUCTION & PURPOSE

Welcome to Sandwell's Homeless and Rough Sleeper Strategy. Our Strategy sets out how we aim to prevent homelessness and to ensure that support and accommodation will be available for people who are either at risk of losing their home or have lost their home.

The causes of homelessness are often connected to a wider set of more complex circumstances. Homelessness can affect physical and mental health wellbeing, educational achievement, the ability to gain and sustain employment, together with increased pressure on personal and family relationships. These effects, especially on children, can be life long and can cause repeated homelessness of a generational nature.

Our strategic approach is clear in that we recognise no single organisation can prevent homelessness alone. Together, the Sandwell Homelessness Partnership acknowledges that we must be proactive in working together to enable early intervention particularly in a framework of increasing pressure on household and sector budgets, housing market pressures and the legacy of the COVID-19 Pandemic.

Sandwell has been an active partner within the West Midlands Combined Authority Homelessness Taskforce on the Members Advisory Group, Homelessness Taskforce Steering Group, Rough Sleeping Task Group and Housing First Steering Group. The collective experience of these groups over the last 4 years has helped shape how we work and has allowed the sharing of best practice across the borough and wider West Midlands region.

COVID-19 created a lot of pressures for services and our communities, however, there was one clear positive that came from our joint response to the pandemic. The need to respond quickly and to protect the most vulnerable in our communities, including those at risk of homelessness; already homeless and those rough sleeping meant that key partners worked much more closely and tried and tested new and innovative ways of working. Within the homelessness sector the pandemic saw us work much more collaboratively and broke down barriers and blockages that had slowed down our response and impact over previous years. A great number of changes were made during 2020 and 2021 that helped improve the support for people and we want to build on this in this new and revised Homelessness and Rough Sleeping Strategy.

Under the Homelessness Act 2002, local authorities are required to produce on a maximum five-year cycle a homelessness review and a homelessness strategy that sets out the strategic direction that the local authority will take to tackle homelessness. In accordance with legislation, our strategy sets out how we will:

- prevent and relieve homelessness

- ensuring that a range of suitable, sustainable accommodation options are available for people who are or may become homeless
- understand our customers and the real problems to solve around homelessness
- provide robust holistic support for people who are or may become homeless, or who need support to prevent them becoming homeless again
- ensure that no one in Sandwell has to sleep rough

Our strategic objectives are detailed in Section Four.

2. HOMELESSNESS IN SANDWELL

2.1 Population, health and economy

Population: At mid-2020 with an estimated 330,000 residents¹, Sandwell has the third largest population in the West Midlands Combined Authority area. Its population is predicted to grow faster than the West Midlands and the national average. Sandwell has a young and diverse population with more than 40% of residents under the age of 30, compared to around 30% across the UK². Almost 40% of residents are from an ethnic minority, making the population more diverse than the regional and UK average of 18.8% and 14% respectively³.

Health: The health of people in Sandwell does not on the whole compare with England averages. Sandwell is one of the 20% most deprived districts/unitary authorities in England and about 26% (18,500) children live in low income families. Life expectancy for both men and women is lower than the England average, 76.9 (male) and 81.1 (female) compared to 79.6 and 83.2 nationally. Life expectancy inequality also exists within Sandwell and is 8.6 years lower for men and 8.0 years lower for women in the most deprived areas of the borough than in the least deprived areas⁴.

Economy: In 2021 78.3% of the working age population were described as economically active and this is very comparable to the national average and slightly higher than the regional⁵. However, gross weekly incomes are below the national average, with the Sandwell median average being £536 per week compared to a national average of £613 (15% lower). Of note, the median average gross weekly income rises to £557 per week by 'place of work' indicating that the higher paid jobs are disproportionately filled by persons who travel in to the borough. 7.6% of the working population are

¹ Office National Statistics

² Sandwell Plan, 2020 – 2025, www.sandwell.gov.uk

³ *ibid*

⁴ Public Health England, Local Authority Health Profile, 03.03.20

⁵ Nomis Labour Market Statistics, www.nomisweb.co.uk/reports/

classed as 'out of work' with 18% of households classed as 'workless' where households that have at least one person aged 16 to 64⁶.

The main reasons for people presenting at risk of homelessness in Sandwell can be found below (using 2019/20 data as this was the last year not impacted by COVID and reflective of previous years):

| Reason for homelessness risk | Percentage |
|---|------------|
| Family or friends no longer willing or able to accommodate | 40% |
| End of private rented tenancy - assured shorthold | 24% |
| Domestic abuse | 6% |
| Non-violent relationship breakdown with partner | 9% |
| End of social rented tenancy | 3% |
| Eviction from supported housing | 2% |
| End of private rented tenancy - not assured shorthold | 1% |
| Other violence or harassment | 1% |
| Left institution with no accommodation available | 1% |
| Required to leave accommodation provided by Home Office as asylum support | 5% |
| Other reasons / not known ⁶ | 9% |

The main reason for people presenting as at risk of homelessness was where family and friends are no longer willing to continue to accommodate. This predominantly affects under 30s and is usually as a result of relationship breakdown or overcrowding.

A quarter of all cases are people who have received a notice to leave a private rented property, with the majority due to a section 21 (no fault eviction) notice being served.

The main reasons for people presenting who are already homeless in Sandwell can be found below (using 2019/20 data as this was the last year not impacted by COVID and reflective of previous years):

| Reason for homelessness risk | Percentage |
|---|------------|
| Family or friends no longer willing or able to accommodate | 17% |
| End of private rented tenancy - assured shorthold | 22% |
| Domestic abuse | 25% |
| Non-violent relationship breakdown with partner | 5% |
| End of social rented tenancy | 3% |
| Eviction from supported housing | 1% |
| End of private rented tenancy - not assured shorthold | 1% |
| Other violence or harassment | 2% |
| Left institution with no accommodation available | 0% |
| Required to leave accommodation provided by Home Office as asylum support | 11% |
| Other reasons / not known ⁶ | 13% |

⁶ Nomis Labour Market Statistics, www.nomisweb.co.uk/reports

When we look at the main reason a person presents as already homeless the highest proportion is by people who are fleeing domestic abuse at 25%. This is followed closely by people who have lost a private rented sector property at 22%.

2.2 Housing Market overview

Sandwell's housing market has changed significantly over the last decade and continues to evolve. In recent years the private rental market has expanded greatly whilst the local authority sector, once the numerically highest sector, continues to decline in number. Property values remain low compared to the wider West Midlands region but remain outside the reach of many living locally.

As at March 2020 there were 133,085 residential units in Sandwell of which 21% are council-owned, 5% are registered provider owned and 74% privately owned. Out of the latter, roughly 22% are privately rented. Its most notable characteristics are:

- The private rented sector share of the of the housing stock continues to grow from 4.6% (5,345 units) in 2001 to 12% (14,580 units) in 2011 to 22% (21,000 units) in 2020. The BRE Study in 2018 recorded 4,300 HMO's located in Sandwell, with particular concentrations in the south part of the borough⁷.
- A significant and above national average benefit-supported private rented sector operates in Sandwell. Data available from the Department of Work & Pensions indicates that in May 2020, 47% of households in the private rented sector were either in receipt of Housing Benefit or were receiving the Housing Element of Universal Credit. This compares to a regional and national figure of 39 and 40 percent respectively and approximately 62% in the Council tenure.
- Affordability remains an issue in Sandwell. The 2021 Black Country Strategic Housing Market Assessment estimates that household incomes of £17.8k, £22k, £25.6k and £32k are required to access an entry level private rented sector one, two, three or four bedroom property (respectively). In 2020 the lower quartile income in Sandwell was £15,115 with the median rising to £26,711.
- Housing Associations provide an additional 7,750 units of affordable housing, 5,733 of which are classed as 'general needs' housing.

2.3 Preventing and Relieving Homelessness

The introduction of the Homeless Reduction Act (HRA) in April 2018 represented a significant change to the way local authorities tackled

⁷ house in multiple occupation (HMO) is a property rented out by 3 or more people in 2 or more households (e.g. a family) but share facilities such as the bathroom and kitchen.

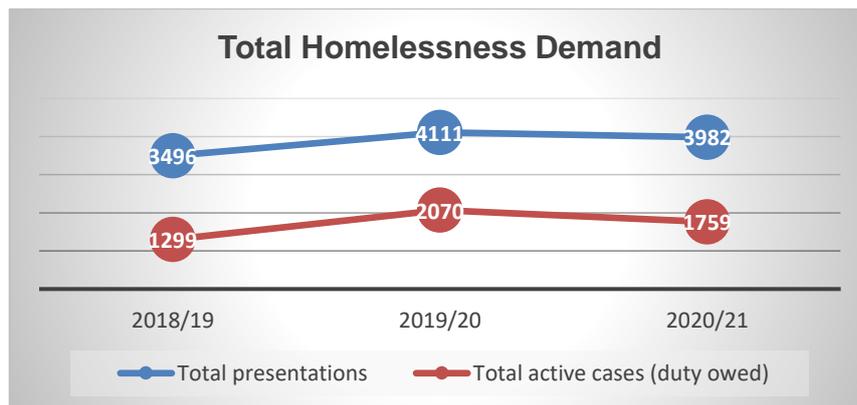
homelessness with far greater emphasis on the prevention of homelessness, early intervention and for the first time a clear responsibility on the part of those affected to take appropriate actions to help resolve their own homelessness.

For many years Sandwell has had a strong focus on prevention and was therefore well placed to make the adjustments brought about by the HRA and during 2020/21 carried out a systemic review of how the council prevents and relieves homelessness. The learning from this review and the subsequent testing of a new operating model has built upon the act and will ensure that our design is driven by early intervention and prevention.

2.4 Homelessness and rough sleeping in numbers

Between 2016 and 2020 the homelessness services within Sandwell Council had seen an increasing number of households presenting as homeless and in crisis, with a clear lean to a higher proportion presenting at crisis stage.

The chart below shows the number of presentations and the number of cases progressing to a duty (prevention, relief or main duty) for each year from 2018/19 to 2020/21:



The chart shows that between 2018/19 and 2019/20 there was an 18% increase in presentations and a 59.3% increase in people being accepted for a statutory duty beyond that of advice and information only. This trend was predicted to continue in to 2020/21 but the emergence of the pandemic saw the number of presentations from people losing private rented sector tenancies reduce significantly.

Since 2018 the second highest reason for homelessness presentations each year was due to people losing their private rented sector accommodation, predominantly due to being served a section 21 notice. As a result of the changes to the sector, driven by the pandemic response, there were periods of 2020/21 when evictions could not go ahead or saw significantly longer notice periods being required. It is expected that demand will increase again in 2021/22 as evictions from the PRS recommence and this has started to show within the service.

For those households presenting as at risk of or already homeless and rough sleeping the service has demonstrably improved since the commencement of the last strategy in 2018 with some significant achievements:



Responding 35% quicker to people presenting as homeless



Introduced Call Before You Serve which provides support to landlords to prevent evictions – prevented 109 evictions since launch



Reduced the use of temporary accommodation and bed and breakfast by 70% over the last few years



Developed and launched new incentive & support model to increase housing options within the private rented sector – created over 60 tenancies to date



Launched new self-service portal for customers to allow us to focus on understanding the real issues and not admin



Secured £144k of additional grant/ bid funding for the service in 2020/21 and £170k in 2021/22



Introduced an arrears prevention fund with £180,000 allocated to support PRS arrears and £85,000 for council arrears



Increased staff capacity by 20 across the councils Housing Solutions service



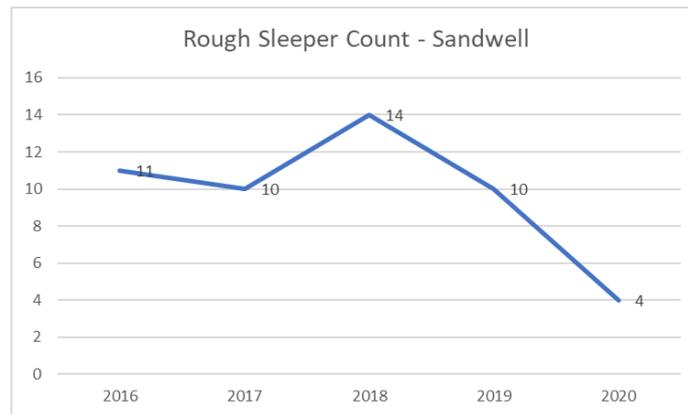
81 Council homes built and a further 146 purchased and added to the Council tenure in 2020/21. In addition, 167 Private Registered Provider homes were built also offering affordable rent. ⁸

⁸ www.gov.uk/affordablehousingsupply/Live Table 1011

2.5 Rough Sleeping

Conversely with the increasing demand in homelessness presentations, we have seen continued reductions in the number of people reported to be sleeping rough in Sandwell on a single night (based on annual count figures).

The chart below shows the number of rough sleepers recorded as part of the snapshot count in autumn of each year:



Sandwell Council has been working hard over the last two years to develop a new operating model to help people who are at risk of or already rough sleeping and has supported 80 rough sleepers over the course of 2020/21, many of whom now have their own tenancies.

Sandwell successfully met its Housing First target of 49 people housed by the end of June 2021 (with 57 people now successfully housed) and has taken forward some of the key principles from Housing First as part of the design for our Complex Hub. Sandwell also joined the WMCA Change into Action model in early 2021 (an approach to alternative giving to support rough sleepers) which brings together key partners and is chaired by Sandwell Community Voluntary Organisation. The model has been set up to receive donations from the public to be made available to people and organisations who can bid for funding to support people sleeping rough in Sandwell.

We were able to:



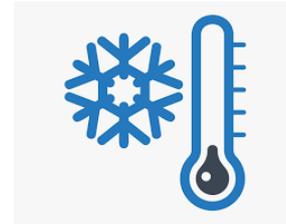
Supported 80 rough sleepers with accommodation and support throughout 2020 and 2021



Housed 57 rough sleepers in secure longer-term accommodation since August 2019



Reduced the prevalence of rough sleepers by 60% between 2019 and 2020



Supported 35 rough sleepers over the 2020 winter period with self-contained emergency accommodation

3. Developments in Service – Partnership, Redesign and Practice

3.1 Our current service

The Council’s Homelessness Service delivers statutory support to households who are at risk of homelessness or already homeless. This service is responsible for preventing and relieving homelessness and making homeless application decisions.

We recently undertook a Build-a-Picture exercise of our service and we established that the service needs to invest in early intervention/prevention work and to shift away from crisis management which is where the majority of current support for the customer is centred. The current operating model by design is largely transactional with high caseloads leading to a service that is restricted in large parts to reacting to crisis demand and solely following the legal duties in a process driven way. In summary, the service was not geared up to effectively conduct homeless prevention work and is currently operating as a crisis management service. The current operating model is too strained to invest in early intervention prevention work and tools that can successfully prevent and relieve homelessness.

From the Build-a-Picture exercise we were also able to establish that looking ahead the main challenges for the service are to:

1. Conduct earlier and more thorough interventions and homeless prevention work
2. Improve access channels and place the expert as close to the customer as possible
3. Meet its statutory duties effectively with increasing service demand pressures
4. Improve the customer journey
5. Improve service culture
6. Reduce the number and time households spend in temporary accommodation (TA)
7. Create sufficient capacity to address housing registration demand
8. Cease the use of Bed and Breakfast and private properties for TA provision
9. Increase access to Private Rented Sector (PRS) properties

[ILO: UNCLASSIFIED]

10. Reduce the need for social housing
11. Decrease the number of s21 notices issued and in turn the volume of demand caused by PRS evictions and turnover
12. Create sustainable housing solutions for people who need support
13. Develop better partnership working with support services, providers and agencies
14. Build further on the internal partnership arrangements already developed with Adult Social Care and Children's Social Care
15. Reduce the prevalence of rough sleeping in Sandwell and develop effective support models to prevent relapse/ return

3.2 What we want to do

Moving forward we want to adopt a new operating model which has been designed using Systems Thinking Principles/ Method for the Housing Solutions Service that addresses the issues raised in the Build-a-Picture exercise and capitalise on solutions to meet the following five key areas:

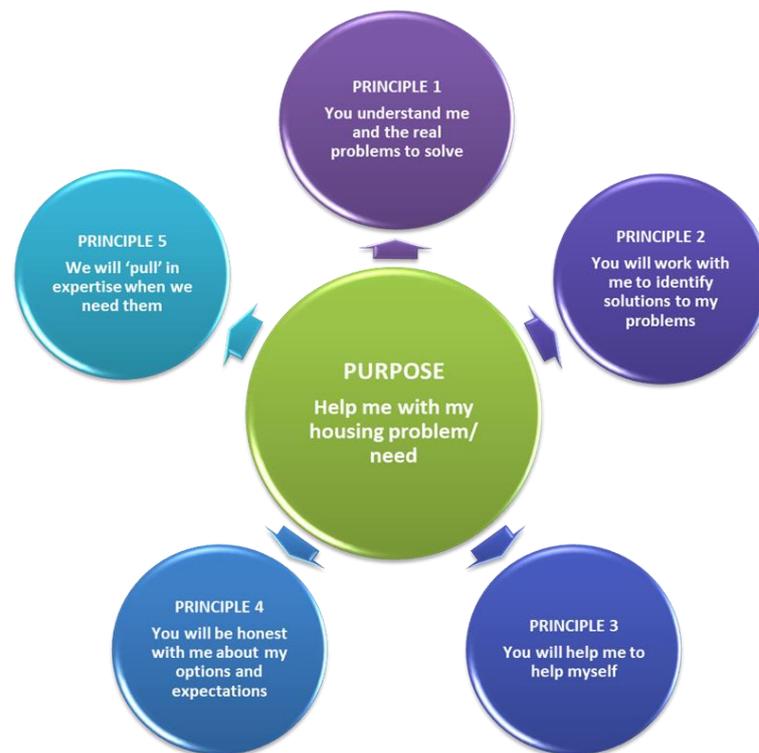
1. Development of an effective prevention model and investment in prevention tools that enables "at risk of homelessness" households to remain in their existing home or secure alternative accommodation before they are homeless.
2. Effective case management to prevent escalation of cases and robust support/ move on plans that are holistic and designed around the customer and the real problems to solve.
3. Provision of suitable Temporary Accommodation (TA) where delivery of robust move on plans ensure households receive the required level of support to sustain a new tenancy and make their stay in TA is as short as possible.
4. Effectively educate and encourage our customers around early prevention, seeking support to maintain sustainable tenancies and to consider all reasonable options when seeking new housing options. We must manage expectations when people are registering for council housing to ensure demand does not overwhelm the system.
5. Improve accessibility and availability of alternative housing solutions including embedding the new PRS Secure and Sustain model and develop relationships with Housing Associations, to successfully sustain tenancies, prevent and relieve homelessness.

Delivering on these areas will help to reduce the number of households who present as homeless, ensure households who are at risk present as early as possible and that the support provided is both timely and addresses the real problems to solve. This approach will not only reduce the need for Temporary Accommodation and repeat homelessness but as the model matures we will

be maximising on key early intervention points for a range of issues beyond immediate housing need.

Our “Understand the Customer” conversation will ensure we understand as much about the household as possible and who else may be needed to provide support. This conversation encompasses the wide range of issues, requests or problems that customers present when accessing services across Housing Solutions.

This new operating model will trigger earlier intervention from a range of other council and partner agencies and in turn generate significant outcomes and efficiencies cross economy. It has been designed around customer demand with a clear purpose in mind, set out on the customers terms and this transformation in service will be delivered by five key operating principles and the underpinning practice will provide the structure of how we will work with our customers without stifling creativity through complex static process flows (whilst ensuring we meet statutory and legal requirements).

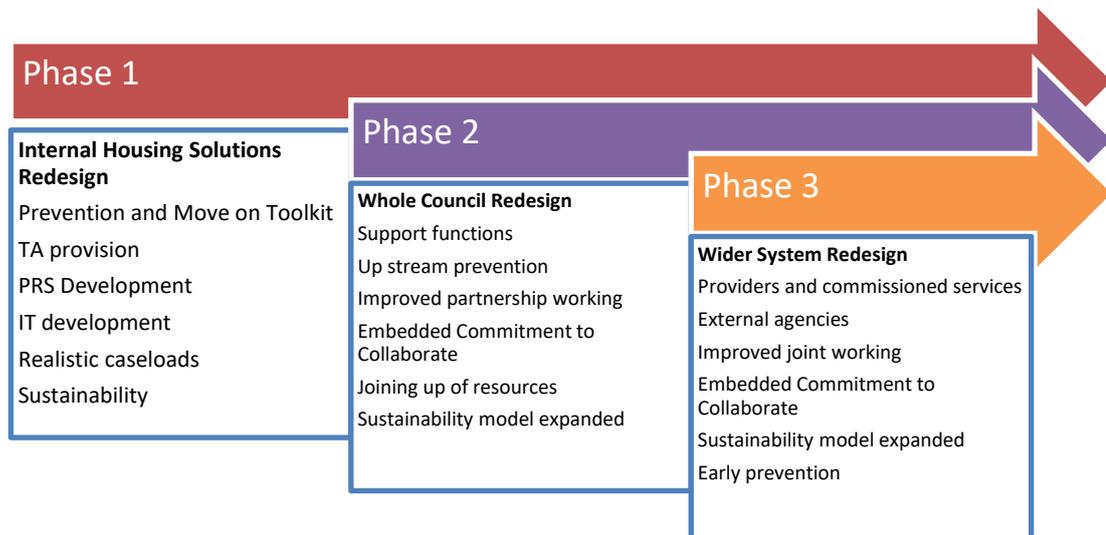


3.3 Next Steps – Systematic Redesign

In the second quarter of 2021 we piloted the new way of working with around 15 staff across the various functions taking the value steps as the starting point and building from there. We used the systemic principles around redesign to design as we learnt, and piloted the emerging model. The Phase 1 operating model will be implemented by January 2022.

Looking ahead, our future strategy is to apply this same method to the wider system and carry out stages two and three outlined in the diagram below:

Our three-phased approach to implementing systemic redesign:



The support of our partners and delivery of this strategy and associated action plan will be critical in effective delivery of the three phases. The action plan for 2021/22 will continue to be built upon and enhanced based on the learning from phase 2 and 3.

4 Sandwell’s Homelessness and Rough Sleeper Strategy – Vision, Purpose and Priorities

Vision

To prevent homelessness and rough sleeping and where people find themselves homeless, ensure that we can resolve their housing need through a range of suitable and sustainable housing options.

[ILO: UNCLASSIFIED]

Purpose

The purpose of the Homelessness and Rough Sleeping Strategy is to fully understand the system in which we all operate and to take a whole system view and approach to design. We need to work together to make the best use of our collective resources and to drive earlier intervention and prevention principles, irrelevant of where a person may first present at risk. It is vital that we operate within one system with coordinated holistic advice, help and support based on an understanding of the real problems to solve.

To break the cycle of homelessness and to create sustainable solutions we must move away from quick fixes and solely addressing presenting demand, irrelevant of where it presents within our wider economy/partnership.

Historically, focus has been solely on preventing loss of current accommodation or to source alternative accommodation. Whilst it is important to solve the immediate housing need, we must work to understand the real problems within a household and work to address these causative factors. By understanding and addressing the root cause, we will create more sustainable solutions for our citizens.

We will help customers by ensuring that we:

- Prioritise early intervention/ prevention by supporting those at risk of homelessness to remain in their homes whenever possible or to find a new home without spending a night homeless.
- Improve access to a range of sustainable housing options
- Minimise the use of temporary and emergency accommodation
- Improve access to, and the effectiveness of, support services with a clear coordinator for support plans
- Prevent rough sleeping
- Break the cycle of repeat homelessness and rough sleeping

As a partnership, we will:

- Strengthen how we work as a partnership to better support people in identifying the future risk of homelessness and in addressing the real problems to solve
- Expand and publicise the early intervention and prevention agenda/ model
- Work with all housing sectors to encourage landlords and tenants to contact the Council at an early stage when they may be at risk of homelessness
- Prevent people in need of support from being handed off between different agencies and systems
- Ensure that we operate within psychologically and trauma informed environments when supporting people at risk of or already homeless

Priorities

[ILO: UNCLASSIFIED]

This strategy sets out the six priorities/ objectives for the Homelessness and Rough Sleeper Strategy 2021- 2024. The priorities have been developed in conjunction with partners and will drive the action and delivery plan for the forthcoming years.

Each priority/ objective is supported by a delivery/action plan, with each thematic area supported by a key partner – with the associated governance arrangements in place.

4.1 Preventing Homelessness – how to embed prevention approach and early intervention model across the whole system

| What we will do | How we will do it |
|---|---|
| Continue to build on our platform of early intervention | Ensure the prevention agenda is effectively resourced |
| | Maintain an understanding of the issues associated with early intervention and respond accordingly with effective triage and priority – not just first in first out |
| | Work with the PRS to develop communication channels to tell us early of forthcoming tenancies at risk |
| | Respond to the real problems to solve across the partnership |
| | Embed the homelessness support model with the Domestic Abuse Needs Assessment & Strategy |
| Develop Cross- Sector Responsibility for identifying risk | Develop a Duty to Collaborate to avoid blind referrals |
| | Educate and ensure our partners have a clear understanding of the homelessness prevention support available and the key intervention points |
| | Embed the keyworker operating model |
| Reduce the repeat cycle of homelessness | Develop a robust partnership led toolkit for homelessness prevention and intervention |

| | |
|--|--|
| | Embed new operating principles – reducing handovers with support plans wrapped around people |
| | Develop robust training and development plan (EDIP) for the new delivery model |
| Switch from a crisis management model to a prevention led models | Invest in capacity at prevention stage of the model |
| | Develop robust training and development plans to embed the new operating model |
| | Reduce the need for Temporary Accommodation and ensure rapid move on where it is needed |
| Develop PRS as a viable option for customers | Continue to build relationships with the Private Rented Sector |
| | Grow and embed the Private Rented Sector Secure & Sustain model |
| | Explore the feasibility of a Social Lettings Agency model |
| | Develop capacity to deal with housing standards issues and work within the sector to improve quality of stock and tenancy management |
| | Petition national government around affordable LHA rates |
| Work with Housing Associations & RP's to improve best use of stock | Develop incentive model for providers to enable access to more of their stock |
| | Develop HARP Panel/Forum to help prevent homelessness and explore totality of stock options |
| Develop a supported housing offer as part of housing/support cycle | Understand current provision and resources |
| | Identify gaps based on needs analysis |
| | Streamline the process for assessment and access |
| | Develop effective move on pathways from supported housing |
| Influence stock acquisition and build programme | Feed in housing needs analysis data and intelligence to inform the programme |

4.2 **Improve Communication, Education and Engagement** – how we ensure people know what help is available and approach for support sooner

| What we will do | How we will do it |
|--|--|
| Develop a robust communications plan | Develop a Sandwell brand for homelessness and rough sleeping support |
| | Develop effective communication channels geared around demand i.e. targeted at the top reasons for homelessness specific to Sandwell |
| | Map our stakeholders and identify the role of partners |
| | Identify the key messages based on 'real problems to solve' |
| | Identify the best channels for communicating with our customers |
| | Capitalise on national and regional events and forums |
| | Introduce webchat into our front-line delivery service |
| | Review the Sandwell Council website |
| Embed the customer voice/lived experience in service design and delivery | Develop a panel of customers with lived experience of homelessness/rough sleeping |
| | Roll-in the 10/10 satisfaction surveys across Housing Solutions services |
| | Involve panel representatives in service design phases as set out in objectives 2, 3, 4 and 5 |
| | Ensure panel representation on the Sandwell Homelessness Partnership |

4.3 Enhancing Housing Options – how to access the whole housing market and incentivise providers to work with us

| What we will do | How we will do it |
|--|--|
| Understand the housing market and associated needs | Develop a clear understanding of market demand and capacity with associated Gap Analysis |
| | Develop a future housing needs strategy |
| Develop Private Rented Sector as a viable option for customers | Continue to build relationships with the Private Rented Sector |
| | Grow and embed the Secure and Sustain model |
| | Explore and deliver Social Lettings Agency model |

| | |
|--|---|
| | Develop capacity to deal with housing standards issues and work with sector to improve quality of stock and tenancy management |
| | Petition national government around affordable LHA rates |
| Work with Housing Associations & RP's to make best use of stock | Develop an incentive model for providers to enable access to more of their stock |
| | Develop a Housing Association and Registered Providers Panel/Forum to help prevent homelessness and develop alternative stock options |
| Develop a supported housing offer as part of the housing/support cycle | Understand current supported housing provision and resources |
| | Identify gaps based on needs analysis |
| | Streamline the access process for assessment and access |
| | Develop effective move on from supported housing |
| Influence stock acquisition and build programme | Feed in housing data and intelligence to inform the programme |

4.4 **Improving partnership collaboration and whole system** – how to work better together, reduce hand offs and design the system around the customer flow

| What we will do | How we will do it |
|---|--|
| Understand the homelessness/housing cycle as an end-to-end system and understand the real problems to solve | Build a picture of the whole system |
| | Identify options to change the system to address issues and maximise opportunities |
| | Develop options to improve the system as a partnership body |
| | Pilot and test new ways of working as a partnership body |
| | Review pilot outcomes and roll-in any new ways of working |
| Act on cross-partnership key risk points and intervention points | Implement quick-wins from the Build a Picture phase above |
| | Identify opportunities to remove/mitigate key risk points |
| | Test and implement new approaches based on findings |
| Improve connectivity of support planning cross partnerships | Map out and understand the agencies involved in support for customers |

| | |
|--|---|
| | Engage cross partnership and improve data sharing |
| | Develop joint customer support plans |

4.5 Eliminating rough sleeping

| What we will do | How we will do it |
|---|---|
| Enhance the ways in which we are notified and can respond quickly to notifications of rough sleepers | Promote the notification channels and ensure ease of access |
| | Enhance staff capacity to respond and support at point of contact |
| | Enhance outreach provision tailored to need |
| | Develop partnerships to enhance 'outreach capacity' |
| Establish a clear support pathway for people with NRPF in line with financial regulations | Understand the cross-sector resources that can be utilised |
| | Map third sector capacity |
| | Draw up Gap Analysis |
| | Make best use of capacity and ensure the Care Act duties are utilised where they can be |
| | Develop partnership pathway for households with NRPF |
| Embed the new Complex Hub model | Recruit and resource the Complex Case Officer/ support worker capacity |
| | Train and develop the staffing capacity to meet the needs of the cohort |
| | Secure an effective support toolkit/ suite of tools to address issues |
| | Mainstream the prison/probation pilot and provision |
| | Mainstream the hospital discharge pathway |
| Ensure the right professionals are in place to support complex cases in addressing the real problems to solve | Identify the problems to solve |
| | Secure resources - (commissioned, partnerships and collaboration) |
| | Embed the "pull on expertise" method to access expert support |
| | Develop and implement joint sign-off of support plans and case outcomes |
| Ensure adequate emergency and step-down accommodation for complex cases | Develop the complex accommodation provision |
| | Connect in accommodation provision to needs |

| | |
|--|--|
| | Develop, in a controlled way, the SEA market in Sandwell |
|--|--|

4.6 Making best use of resources – how to make best use of our total whole system resources and reduce any duplication

| What we will do | How we will do it |
|--|--|
| Understand the profile of the Borough making sure we make best use of housing options | See Enhance Housing Options (market needs) theme above |
| Develop the whole system model to reduce duplications across the economy | See Improve partnerships and whole system theme above |
| Reduce silo working to make best use of staff capacity | See Improve partnerships and whole system theme above |
| Capitalise on opportunities for securing additional funding to support the homelessness and Rough Sleeping Strategy and Plan | Develop and embed the new strategy, policy and performance capacity, embedding this as part of the partnership governance arrangements |
| | Ensure horizon scanning for opportunities and identify opportunities for bids |

5 Governance and Regional Approach

The Sandwell Homelessness Partnership

The Sandwell Homelessness Partnership will provide governance and oversight ensuring implementation of the Homelessness and Rough Sleeping Strategy, including monitoring of the delivery plan and delivery against the key objectives. Unless there are major legislative changes or significant service changes this strategy will be reviewed every five years.

The Partnership comprises of representation from Sandwell Council (officers and Councillors), other statutory bodies, third sector and voluntary sector organisations that operate within Sandwell. The role and membership of the Partnership will grow over the life of this strategy and we will be looking to embed the involvement of people with lived experience into the Partnership during 2022.

Involving people with lived experience in both the Partnership and wider service provision will greatly enhance our interventions and we hope to achieve this in part by engaging with people with lived experience by using both our formal and informal networks. We will aim to make it easy and desirable to participate, be clear about our expectations, and demonstrate how we will support people to participate and achieve their ambitions.

Whilst the Partnership is chaired by the Director of Housing, the Partnership seeks to improve collaborative working and develop a coordinated, whole-system approach to preventing and tackling homelessness in Sandwell through the following aims:

- Bringing together service providers, stakeholders, the voluntary sector and other interested parties who want to help identify the factors and causes of homelessness in Sandwell and listen to the views of partners and stakeholders;
- Eradicating rough sleeping in Sandwell;
- Developing approaches with Partnership members to identified issues;
- Sharing good practice amongst Partnership members and seek out external examples;
- Providing a sounding board and working with stakeholders and statutory partners to help develop homelessness strategies and action plans;
- Providing a mechanism for continuous feedback and improvement of homelessness services in Sandwell;
- Promoting joint working amongst members of the Partnership; and
- Celebrating and publicising the Partnership's achievements and successes

WMCA Homelessness Taskforce

The West Midlands Combined Authority (WMCA) Homelessness Taskforce includes Officer and Cabinet Member representation from Sandwell Metropolitan Borough Council and the other six constituent local authorities; as well as representation from non-constituent local authorities, key public-sector agencies, voluntary, private and charitable organisations.

Established in 2017, the Taskforce's central objective is to design out homelessness across the region and taskforce members have undertaken a commitment to collaborate across local authority areas, sectors and disciplines to ensure that we are drawing on our collective resources to prevent and relieve homelessness, in all its forms.

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Sandwell Metropolitan Borough Council
February 2022
Forward Plan list of decisions to be taken by the Executive and
Notice of Decisions to be taken in private session

Representations to a decision being taken in Private Session, where indicated must be e-mailed to Democratic_services@sandwell.gov.uk or in writing to Democratic Services, Sandwell Council House, Oldbury, B69 3DP.

The Council defines a Key Decision as:

- (a) an executive decision which is likely to result in the Council incurring expenditure which exceeds that included in any approved revenue or capital budget or the limits set out within an approved borrowing or investment strategy and was not the subject of specific grant; or
- (b) an executive decision which is likely to result in the Council incurring expenditure, the making of savings or the generation of income amounting to:
 - £250,000 or more where the service area budget exceeds £10m;
 - £100,000 or more where the service area budget is less than £10m; or
- (c) an executive decision which is likely to be significant in terms of its effect on communities living or working in an area comprising two or more wards of the Borough

All items listed in the Executive Notice will be listed as a key decision using the above criteria. Business items which are not defined as a Key Decision may be referred to the Cabinet for information and/or decision but will not be listed in the Executive Notice.

Items listed in the notice of Executive Decisions to be taken in Private Session will list the relevant exemption information as related to the Local Government Act 1972 12A as amended by the Local Government (Access to Information) (Variation) Order 2006 set out as follows:-

1. Information relating to any individual.
2. Information that is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:-
 - to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

The Cabinet/Members of the Executive are as follows:- Councillors Ahmed, Bostan, Carmichael, Crompton, Hartwell, Millard, I Padda, Piper and Simms.

The following items set out key decisions to be taken by the Executive in public session:-

| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|---|--|---------------------------------|----------------------|---|---|
| 1 | <p>Information Governance Records Retention</p> <p>Contact Officer: Maria Price</p> <p>Director of Law and Governance - Surjit Tour</p> | <p>Leader (Cllr Carmichael)</p> | <p>February 2022</p> | | <p>The Corporate Retention Policy</p> <p>E-mail Retention Policy</p> <p>Information Rights Policy</p> |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|---|--|--|---------------|---|------------------------------------|
| 2 | Sandwell and Community Caring Trust Contract Contact Officer: Hannah Soetendal Director: Rashpal Bishop – Director of Adult Social Care | Adults, Social Care and Health (Cllr Hartwell) | February 2022 | | |
| 3 | Re-commissioning Sandwell Drug & Alcohol Adult Treatment Services Contact Officer: Mary Bailey Director: Lisa McNally – Director of Public Health | Adults, Social Care and Health (Cllr Hartwell) | February 2022 | | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|---|--|-------------------------------------|---------------|---|--|
| 4 | <p>High Needs Block Funding Allocation</p> <p>Contact Officer: Moira Tallents</p> <p>Director: Michael Jarrett - Director of Children and Education</p> | Children and Education (Cllr Simms) | February 2022 | N/A | Report by Director Children and Education |
| 5 | <p>Appointment of a Director to Sandwell Children's Trust Ltd</p> <p>Contact Officer: Mandip S. Chahal</p> <p>Director: Michael Jarratt, Director of Children and Education</p> | Children and Education (Cllr Simms) | February 2022 | N/A | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|---|--|---|----------------------|---|---|
| 6 | <p>Horticultural Products and Tools 2021 – 2025</p> <p>Contact Officer: Tim Pitt</p> <p>Director: Alice Davey – Director of Borough Economy</p> | <p>Culture and Tourism (Councillor Millard)</p> | <p>February 2022</p> | <p>N/A</p> | |
| 7 | <p>Approval to proceed with Sandwell Urban Bike Park project</p> <p>Contact Officer: Matthew Huggins</p> <p>Director: Alice Davey – Director of Borough Economy</p> | <p>Culture and Tourism (Councillor Millard)</p> | <p>February 2022</p> | <p>No</p> | <p>Cabinet Report Project Programme</p> |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----------|--|--|----------------------|--|--|
| 8 | <p>SLT Business Plan 2021 - 24</p> <p>Contact Officer: Gemma Ryan</p> <p>Director: Alice Davey – Director of Borough Economy</p> | Culture and Tourism (Councillor Millard) | February 2022 | | <p>Cabinet Report</p> <p>SLT Business Plan 2021 - 24</p> |
| 9 | <p>Approve use of Highway Surfacing and Associated Works Contract</p> <p>Contact Officer: Robin Weare/Mathew Burling</p> <p>Director: Alice Davey – Director of Borough Economy</p> | Environment (Cllr Bostan) | February 2022 | N/A | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|--|--|---------------|---|---|
| 10 | <p>Revocation of Highway Improvement Lines – A41 Birmingham Road, West Bromwich</p> <p>Contact Officer: Andy Miller</p> <p>Director: Tony McGovern - Director of Regeneration & Growth</p> | Environment (Cllr Bostan) | February 2022 | | |
| 11 | <p>Non Residential Contributions Policy – Phase 1 Technical Updates</p> <p>Contact Officer: Kay Murphy</p> <p>Director of Finance – Simone Hines Director of Adult Social Care - Rashpal Bishop</p> | <p>Finance and Resources (Cllr Crompton)</p> <p>Adults, Social Care and Health (Cllr Hartwell)</p> | February 2022 | | <p>Joint report by</p> <p>Director of Finance and Director of Adult Social Care</p> <p>Appendices</p> |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|--|---------------------------------------|---------------|---|------------------------------------|
| 12 | Housing Revenue Account Business Plan Contact Officer: Rebecca Maher Director: Simone Hines – Director of Finance | Finance and Resources (Cllr Crompton) | February 2022 | | |
| 13 | Communications and Corporate Affairs Team Contact Officer: Clair Norton Director: Neil Cox | Finance and Resources (Cllr Crompton) | February 2022 | | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|--|------------------------|---------------|---|------------------------------------|
| 14 | Provision of 18 new council homes at Beaver Road, Tipton Contact: Alan Martin Director: Tony McGovern – Director of Regeneration and Growth/Gillian Douglas – Director of Housing and Communities | Housing (Cllr Ahmed) | February 2022 | | Report |
| 15 | Use of commuted sums to deliver affordable housing for young people Contact: Nigel Collumbell Director – Gillian Douglas – Director of Housing and Communities | Housing (Cllr Ahmed) | February 2022 | | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|---|------------------------|---------------|---|------------------------------------|
| 16 | <p>Provision of 15 new council homes at Hawes Lane Rowley Regis</p> <p>Contact: Alan Martin</p> <p>Director: Tony McGovern – Director of Regeneration and Growth/Gillian Douglas – Director of Housing and Communities</p> | Housing (Cllr Ahmed) | February 2022 | | |
| 17 | <p>Social Housing Decarbonisation Fund – Wave 1</p> <p>Contact Officer: J Rawlins</p> <p>Director: Gillian Douglas - Director – Housing and Communities</p> | Housing (Cllr Ahmed) | February 2022 | | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|---|--|---------------|---|---|
| 18 | <p>West Bromwich Interim Planning Statement/Masterplan</p> <p>Contact Officer: Jenna Langford/Richard Reeve/Peter Simpson</p> <p>Director: Tony McGovern - Director of Regeneration & Growth</p> | Regeneration and Growth (Cllr Padda) | February 2022 | | West Bromwich Interim Planning Statement/Masterplan |
| 19 | <p>Smethwick to Birmingham Area Framework and Grove Lane Masterplan</p> <p>Contact Officer: Hayley Insley</p> <p>Director: Tony McGovern – Director of Regeneration and Growth</p> | Regeneration and Growth (Cllr I Padda) | February 2022 | | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|---|--|---------------|---|--|
| 20 | Acquisition of Kings Square Shopping Centre Contact Officer: Chris Hilton Director: Tony McGovern – Director of Regeneration and Growth | Regeneration and Growth (Cllr I Padda) | February 2022 | | |
| 21 | School Organisation Plan 2021/2022 Contact Officer: Martyn Roberts Director Children and Education Director of Finance – Simone Hines | Children and Education (Cllr Simms) | February 2022 | tbc | Report by Director Children and Education Appendices School Organisation Plan 2021/22 |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|--|-------------------------------------|---------------|---|------------------------------------|
| 22 | <p>Ormiston Sandwell Community Academy – Relocation of Modular Block</p> <p>Contact Officer: Martyn Roberts</p> <p>Director: Michael Jarrett - Director of Children and Education</p> | Children and Education (Cllr Simms) | February 2022 | | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|---|-------------------------------------|---------------|---|------------------------------------|
| 23 | <p>Schools Capital Programme – Expansion Works at Q3 Great Barr</p> <p>Contact Officer: Martyn Roberts</p> <p>Michael Jarrett - Director of Children and Education</p> <p>Simone Hines - Director of Finance</p> | Children and Education (Cllr Simms) | February 2022 | N/A | |
| 24 | <p>Domestic Abuse Strategy</p> <p>Contact Officer: Maryrose Lappin</p> <p>Director: Alice Davey – Director of Borough Economy</p> | Community Safety (Cllr Piper) | February 2022 | | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|---|---------------------------|---------------|---|------------------------------------|
| 25 | <p>City Region Sustainable Transport Settlement and Local Transport Capital Programme 2022/23</p> <p>Contact Officer: Andy Miller</p> <p>Director: Tony McGovern - Director of Regeneration & Growth</p> | Environment (Cllr Bostan) | February 2022 | | |
| 26 | <p>Statement of Community Involvement Update</p> <p>Contact Officer: Zoe Wilson</p> <p>Director: Tony McGovern - Director of Regeneration & Growth</p> | Environment (Cllr Bostan) | February 2022 | | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|---|---------------------------------------|---------------|---|------------------------------------|
| 27 | Direct Award of Contract for eCapture and Webcapture Services Contact Officer: Ian Dunn Director: Simone Hines – Director of Finance | Finance and Resources (Cllr Crompton) | February 2022 | | |
| 28 | Contract for the provision of a Revenues and Benefits application, a corporate document management solution and scanning and indexing services Contact Officer: Sue Knowles Director: Simone Hines – Director of Finance | Finance and Resources (Cllr Crompton) | February 2022 | | |



| | Title/Subject | Cabinet Portfolio Area | Decision Date | Pre-decision Scrutiny to be carried out? (Board and date) | List of documents to be considered |
|----|--|--------------------------------------|---------------|---|--|
| 29 | <p>Adoption of revised Council Tenancy Conditions</p> <p>Contact Officer: Neville Rowe</p> <p>Director: Gillian Douglas - Director of Housing</p> | Housing (Cllr Ahmed) | February 2022 | Safer Neighbourhoods and Active Communities Scrutiny Board 09.12.21 | Report setting out proposed changes to the Council's Tenancy Conditions. |
| 30 | <p>Memorandum of Understanding between SMBC and Chance Heritage Trust re Heritage related regeneration in the Borough</p> <p>Contact Officer – Tony McGovern</p> <p>Director - Tony McGovern, Director of Regeneration and Growth</p> | Regeneration and Growth (Cllr Padda) | February 2022 | | |



The following items set out key decisions to be taken by the Executive in private session:-

| Title/Subject | Cabinet Portfolio Area | Decision Date | Private Item – Reason for Exemption | List of documents to be considered |
|---|---|------------------------|-------------------------------------|--|
| <p>Sandwell and Community Caring Trust Contract</p> <p>Contact Officer: Hannah Soetendal</p> <p>Director: Rashpal Bishop – Director of Adult Social Care</p> | <p>Adults, Social Care and Health (Cllr Hartwell)</p> | <p>9 February 2022</p> | <p>Commercial Sensitivity</p> | |
| <p>SLT Business Plan 2021 - 24</p> <p>Contact Officer: Gemma Ryan</p> <p>Director: Alice Davey – Director of Borough Economy</p> | <p>Culture and Tourism (Councillor Millard)</p> | <p>9 February 2022</p> | <p>Commercial Sensitivity</p> | <p>Cabinet Report</p> <p>SLT Business Plan 2021 - 24</p> |



Work Programme Safer Neighbourhoods and Active Communities Scrutiny Board

| Meeting Date | Item | Links with Strategic Aims | Notes |
|------------------|--|--|---|
| 2 September 2021 | Housing Age Designations Review |   | Director of Housing (Gillian Douglas) |
| 25 November 2021 | CCTV Block Expansion |   | Director of Housing (Gillian Douglas) |
| | Tenant Engagement and Involvement Model |   | Director of Housing (Gillian Douglas) |
| | Domestic Abuse Strategy |  | Director of Borough Economy (Nicholas Austin) |
| 9 December 2021 | Tenancy Conditions – Consultation Feedback |   | Director of Housing (Gillian Douglas) |
| 27 January 2022 | Sandwell Community Safety Strategy 2022-26 |   | Director of Borough Economy (Alice Davey) |
| | Homelessness and Rough Sleeper Strategy |   | Director of Housing (Gillian Douglas) |



| | | | |
|---------------|--|--|--|
| 31 March 2022 | To be confirmed from outstanding items | | |
|---------------|--|--|--|

Item to be determined in 2022

Digitisation and Customer Journey (Nicky Denston)

Discussion with representatives of the Safer Sandwell Partnership (Chief Supt Ian Green)

Housing Strategy – date TBA

Safer Sandwell Partnership – date TBA

Leisure/Active item(s) – nature and date TBA

