

NOTICE OF MEETING

Safer Communities Executive Board

MONDAY, 23RD JUNE, 2008 at 11:00 HRS –CHIEF EXECUTIVE’S BOARD ROOM, L5 (N)
RIVER PARK HOUSE.

MEMBERS: See membership list set out below.

AGENDA

1. APOLOGIES AND SUBSTITUTIONS

To received any apologies for absence.

2. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held on 28 March 2008.

3. DECLARATIONS OF INTEREST

Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any decision required with respect to these items.

4. URGENT BUSINESS

The Chair will consider the admission of any items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be considered under the agenda Item 21 below).

5. ELECTION OF CHAIR

To elect a Chair for the new Municipal Year 2008/09.

6. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the new Municipal Year 2008/09.

7. APPOINTMENT OF A REPRESENTATIVE TO THE HARINGEY STRATEGIC PARTNERSHIP

To appoint a representative to the Haringey Strategic Partnership for 2008/09.

8. MEMBERSHIP AND TERMS OF REFERENCE: 2008/09 (PAGES 9 - 16)

To confirm the Boards Membership and Terms of Reference for 2008/09.

(The recently elected Community Link Forum representatives will be formally added to the Boards Membership).

9. COMMUNITY LINK FORUM PRESENTATION (PAGES 17 - 52)

10. ANNUAL REVIEW 2007/08 (PAGES 53 - 58)

11. SAFER HARINGEY EVALUATION FRAMEWORK: END OF YEAR REPORT 2007/08 AND FINANCE SUMMARY (PAGES 59 - 62)

12. DAAT UPDATE REPORT (PAGES 63 - 70)

13. LOCAL AREA AGREEMENT UPDATE (PAGES 71 - 90)

14. COUNTER TERRORISM UPDATE (PAGES 91 - 96)

15. ACTION PLANS FOR 2008/09 (PAGES 97 - 156)

16. REDUCING RE-OFFENDING (PAGES 157 - 160)

17. UPDATE ON COMMUNICATION STRATEGY

A verbal update will be provided.

18. HARINGEY ALCOHOL STRATEGY (PAGES 161 - 164)

19. ANTI SOCIAL BEHAVIOUR STRATEGY: 2008/11 (PAGES 165 - 200)

This item is for information.

20. ANY OTHER BUSINESS

To discuss any items of AOB.

21. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 4.

22. DATE OF FUTURE MEETINGS

To note the meeting dates for 2008/09 that have now been formally confirmed by Council:

- 15 October 2008
- 2 December 2008
- 16 March 2009

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Xanthe Barker
Principal Committee Coordinator
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| ORGANISATIONS | NO. OF REPS | NAME OF REPRESENTATIVE |
|--------------------------------------|--------------------|---|
| Haringey Council | 8 | Dr Ita O'Donovan , Chief Executive (Chair) Councillor Nilgun Canver , Executive Member for Enforcement & Community Safety Niall Bolger , Director of Urban Environment Sharon Shoesmith , Director of The Children and Young People's Service Barbara Nicholls , Director Rep for Adult, Culture and Community Services Claire Kowalska , Community Safety Strategic Manager Marion Morris , Drug & Alcohol Partnership Manager Jean Croot , Head of Safer Communities |
| Haringey Teaching Primary Care Trust | 1 | Christina Gradowski , Director |
| Haringey Metropolitan Police | 1 | Richard Wood , Borough Commander (Vice-Chair) |
| Haringey Fire Service | 1 | John Brown , Borough Commander |
| Haringey Probation Service | 1 | Mary Pilgrim , Head of Service Delivery, Haringey |
| Homes for Haringey | 1 | David Hucker , Chief Executive (interim) |
| Mental Health Trust | 1 | Lee Bojtor , Director |
| Community Link Forum | 3 | Sue Brown Mohamed Maigag Rev Nims Obunge |
| HAVCO | 1 | <i>tbc</i> |
| Metropolitan Police Authority | 1 | Kirsten Hearn , MPA Independent Member |
| Haringey Magistrates Court | 1 | Stephen Carroll , Bench Legal Manager |
| TOTAL | 20 | |
| OBSERVERS | | |
| Councillor Matt Cooke | | |
| Councillor Ron Aitken | | |
| OFFICERS | | Claire Kowalska |
| Xanthe Barker | | Committee Secretariat |

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MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
FRIDAY, 28 MARCH 2008

Members: Dr Ita O'Donovan (Chair), John Brown, Councillor Nilgun Canver, Claire Kowalska, Marion Morris, Christina Gradowski, Chris Hannington, Pastor Nims Obunge, Nick Simpson, Mary Pilgrim, Enid Ledgister, Barbara Nicholls.

In Attendance: Xanthe Barker, Mike Browne, Sharon Kemp, Sean Sweeney, Chris Hannington, Carolyn Sullivan.

LC26. WELCOME AND INTRODUCTIONS

Introductions were made and the Chair welcomed those present to the meeting.

LC27. APOLOGIES FOR ABSENCE

Apologies for absence were received from the following:

Lee Bojtor
Niall Bolger
Jean Croot
Ilda Daun
Jan Doust
Gillian Lacey
Eve Pelekanos
Sharon Shoesmith
Jackie Thomas
Richard Wood
Kirsten Hearn

LC28. MINUTES

RESOLVED:

That, subject to the amendment below, the minutes of the meeting held on 14 December 2007 be confirmed as a correct record.

LC29. DECLARATIONS OF INTEREST

No declarations of interest were made.

LC30. URGENT BUSINESS

There were no items of Urgent Business.

LC31. COUNTER TERRORISM UPDATE

The Board was advised that although there was no specific intelligence, which suggested that there was terrorism activity in the Borough, the threat level remained severe and Partners should remain vigilant.

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FRIDAY, 28 MARCH 2008**

RESOLVED:

That the update be noted.

LC32. SAFER FOR ALL -THREE YEAR PARTNERSHIP PLAN 2008/11(DRAFT)

The Board considered the content, priorities and approach of the statutory draft 'Safer for All –Three-Year Partnership Plan'.

It was noted that the plan was a requirement for all Crime and Disorder Reduction Partnerships and that it complied with all of the new directives and guidelines following the reform of the Crime and Disorder Act and recently published guidance for Effective Partnership Working. In addition the plan also reflected the relevant national and regional strategies and supported the Community Strategy.

The plan would assist in the delivery of the Local Area Agreement (LAA) and in meeting the six LAA National Indicator targets within the Boards responsibility.

The Government Office for London (GOL) would receive the final draft by 2 June and it was anticipated that the summary document would be published in July. The Councils Cabinet would consider the plan on 22 April.

The Board discussed the plan and it was suggested that the diagram currently included, which showed the structure of the HSP, should be revised in order to reflect the role of all sub- groups and to illustrate the links between Board and other Thematic Board priorities.

A paper was tabled, which gave an overview of the draft grant allocations under the Area Based Grant and Basic Command Unit Fund. It was noted that allocation procedures for the Basic Unit Command Funding had not been agreed by Central MPS and GOL as yet and the non staff projects may need to be adjusted once these were agreed.

It was noted that the LAA National Indicators included within the Boards responsibility were:

- Serious violent crime rate (NI 15)
- Serious acquisitive crime rate (NI 16)
- Dealing with local concerns about anti-social behaviour and crime by the local Council and the Police (NI 21)
- Building resilience to violent extremism (NI 35)
- Drug users in effective treatment (NI 40)
- First time entrants to the Youth Justice System aged 10 – 17 (NI 111)

The Board was advised that the Children and Young People's Strategic Partnership Board and the Better Places Partnership would have the largest input into the achievement of the targets above.

In response to a query, the Board was advised the targets measured within the Police's own performance monitoring framework, were reflected in the plan and were also aligned to the LAA targets and Community Strategy.

**MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
FRIDAY, 28 MARCH 2008**

A strategy to tackle alcohol abuse was being drafted and that this was required to be submitted to GOL for approval before it could be adopted.

RESOLVED:

That the Safer for All Three Year Partnership Plan be approved and recommended to Cabinet for endorsement.

LC33. DRUGS: PROTECTING FAMILIES AND COMMUNITIES

The Board considered a report giving an overview of the new National Drugs Strategy and the implications locally.

It was noted that the strategy set out an overarching framework of objectives that extended the approach taken in previous years. It also contained a series of three year action plans that ran alongside the Government's comprehensive spending review cycles and associated PSA targets.

The Board was advised that one of the key areas where the strategy differed in approach was its increased focus on early intervention and reintegration. As part of this, Local Strategic Partnerships (LSPs) had a key role to play in terms of reintegration, which would be achieved via the new LAA and the introduction of more personalised commissioning. The role of LSPs and local commissioning, in relation to the performance management and funding of the National Drugs Strategy was being reviewed.

It was noted that alcohol misuse was tackled separately and that resources tended to be more focussed on tackling drug abuse. In order to address alcohol abuse and raise awareness of the issue, a target in relation to tackling drug abuse had been included within the LAA.

RESOLVED:

That the report be noted.

LC34. ADULT DRUG TREATMENT PLAN: STRATEGIC SUMMARY

The Board received a report that provided a strategic overview of the main commissioning intentions for adult drug treatment for the forthcoming year.

It was noted that the Drug and Alcohol Team (DAAT) undertook an annual needs assessment that informed the commissioning strategies for adult drug treatment. A strategic summary was then formed based on this, which set out the overall direction and key priorities for the plan. A more detailed plan was also available and the Board was advised to contact the DAAT team if they wished to receive a copy of this.

Effective Partnership working was vital to the delivery of the plan and it was anticipated that the HSP would provide a useful mechanism for mainstreaming the plan as the partnership already addressed key issues such as Housing and

**MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
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Worklessness. Tackling drug related problems effectively via a multi-agency approach would be vital to the success of the plan.

It was noted that reductions to the Supporting People budget would impact upon the delivery of the plan and the support provided to the housing service. There was agreement that a report should be brought to a future meeting of the Board to look at this issue and the impact it would have upon the delivery of the Adult Drug and Treatment Plan.

RESOLVED:

That the content of the Adult Drug and Treatment Plan be noted.

LC35. PROPOSED RESOURCE ALLOCATION 2008/09

The Board was provided with a verbal update and a paper was tabled that set out the allocations under the new Area Based Grant (ABG) and Basic Command Unit Fund for the forthcoming financial year.

It was noted that the allocations may be subject to change, as procedures governing the allocation of the Basic Command Unit Funding, had not yet been agreed.

The Board was advised that the HSP Performance Management Group (PMG) would review the performance of all the projects funded under the ABG after the first six months of the new financial year. Performance would be measured against a new Performance Management Framework that would be implemented alongside the ABG. As part of the new Performance Management Framework the HSP and Thematic Boards would also receive quarterly monitoring reports.

The Chair noted that in other areas the Probation Service made a financial contribution towards the funding of Community Safety Partnerships and there was agreement that clarification should be sought as to whether arrangements for London differed to other areas of the country.

It was noted that there were some areas where the Government was still to issue guidance and that these would be expanded upon when this information was available.

RESOLVED:

- i. That the report be noted.
- ii. That confirmation to be sought as to whether the Probation Service in London contributes financially to the Community Safety Partnerships and, if not, what reasons exist, as this appears to be standard practice outside London.

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LC36. KEY PERCEPTIONS: CRIME AND CRIMINAL JUSTICE

The Board received a presentation on perceptions around crime and safety and the criminal justice system, in the light of the Annual Residents' Survey.

The issues that residents were consulted upon were:

- Crime
- Anti-social behaviour and the Criminal Justice System
- Community Cohesion

The survey was based on one thousand and eighteen interviews conducted from 12 November – 9 December 2007 and was representative of the whole Borough in terms of age, gender, ethnic origin, tenure and the working status of women.

The Board was given an overview of the results of the survey generally and a detailed overview of the results in relation to perceptions of crime.

It was noted that the general level of concern in relation to crime had fallen by 8% in comparison with the previous year. In contrast to the national trend, there was greater concern around crime amongst people aged eighteen to thirty-four, than older people.

The Board was advised that personal concern about crime was at its lowest level since 2000 and was lower than the London average. Residents were largely in agreement that the Courts should be made aware of the impact of anti-social behaviour. However, there was less agreement that fines acted as a deterrent to people committing crime. Although young people had been identified as the group most concerned about crime, there was a 9% drop in levels of concern in comparison with the previous year.

Following the presentation the Chair invited the Board to ask questions in relation to the presentation.

In response to a query, as to whether this HSP would monitor changes identified in the Survey, the Board was advised that the information contained within the survey as a whole would be reported to the HSP.

It was noted that public perceptions around crime had generally improved and that this was positive. However, it was acknowledged that further work was required in order to sustain and build upon this improvement.

There was agreement that work should be carried out to better publicise the work of the Criminal Justice system. At present public awareness of the work it carried out was low and could be improved upon. Improving perceptions in this area would impact upon overall perceptions of crime.

In response to a query as to whether there was any information available, which compared the perceptions of people living in the east and the west of the Borough, the Chair reminded the Board that the survey was intended to represent a spread of residents across the Borough and that it focussed on a range of issues. Perceptions

**MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
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around crime formed just one aspect of the survey and each of the Thematic Boards would receive a presentation on the aspects of the survey relevant to them.

The Board discussed ways of engaging with residents and there was agreement that consideration should be given to using the Area Assemblies as a forum to discuss issues highlighted via the survey. There was also agreement that it may be useful if the information from the survey in relation to crime were circulated to the Police Safer Neighbourhoods Teams.

It was noted that the information obtained as part of the survey should not be considered in isolation and that a piece of work would be undertaken to examine the issues surrounding this.

The Chair thanked the Head of Communication and Consultation for the presentation and noted that the suggestions and comments made by the Board would be taken forward by officers.

RESOLVED:

That the presentation be noted

LC37. PERFORMANCE UPDATE

The Board received a report setting out Performance against Key Performance Indicators during the last quarter.

It was noted that three of the twelve Youth Offending Service (YOS) Indicators were red at present. These related to:

- The use the secured estate -remand
- Restorative process
- DTO planning

The Board was advised that several other Boroughs had experienced difficulty in meeting the target in relation to the restorative process and that it was anticipated that this would improve with the increased use of referrals.

It was noted that since the report had been drafted the figures in relation to the number of thefts against individuals had reduced by 5.6%. There was agreement that the most up to date statistical information, which was available to the Police, should be circulated to Board members. It was noted that this had not yet been validated by I Quanta and as such should not be circulated outside the Board.

In response to a query about ethnic monitoring of some of the YOS targets, the Board was advised that the Assistant Chief Executive would look at this issue and provide an update at the next meeting.

RESOLVED:

That the report be noted.

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FRIDAY, 28 MARCH 2008**

LC38. NEW ITEMS OF URGENT BUSINESS

There were no new items of Urgent Business.

LC39. ANY OTHER BUSINESS

The Board was advised by Pastor Nims Obunge that the Peace Alliance had organised an event to commemorate the 40th Anniversary of the death of Martin Luther King, which was being held at Westminster Abbey on 4 April. He encouraged members of the Board to attend.

It was also noted that information would be circulated to the Board in relation to the Alcohol Strategy following the meeting.

Dr Ita O'Donovan

Chair

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haringey strategic partnership

Meeting: Safer Communities Executive Board

Date: 23 June 2008

Report Title: Membership and Terms of Reference

Report of: Mary Connolly, HSP Manager, Haringey Council.

Summary

The first meeting of the new Municipal Year provides a timely opportunity for the Board to confirm its membership and update its Terms of Reference for the forthcoming year.

Following the Community Link Forum (CLF) elections in April three new representatives have been appointed to each of the Thematic Boards. To recognise this each Thematic Board now needs to formally amend their Terms of Reference.

The full Terms of Reference are attached at Appendix 1.

Attached at Appendix 2 is the membership including details of the individuals appointed to sit on the Board. Each partner organisation should formally confirm the names of the individuals appointed to the Board.

In addition to the organisations listed at Appendix 2 Board members are free to propose the inclusion of any other relevant body.

The Council's Cabinet will appoint Councillors to the HSP and each of the Thematic Boards on 17 June. As this agenda was published before the Cabinet meeting took place there may be alterations to the membership list appended to this report and an update will be provided at the meeting.

Recommendations

- i. That the Board confirm its membership for the new Municipal Year.
- ii. That the Board Terms of Reference be amended to include the new Community Link Forum representatives.

For more information contact:

Name: Xanthe Barker,
Title: Principal Committee Coordinator.

Tel: 020 8489 2957

Email address: xanthe.barker@haringey.gov.uk

SAFER COMMUNITIES EXECUTIVE BOARD

Terms of Reference

1. Introduction

In response to the Crime and Disorder Act 1998, statutory Crime and Disorder Reduction Partnerships (CDRPs) were established in all local authorities. In Haringey, this grouping is known as the Safer Communities Executive Board (SCEB) and comprises representatives from all statutory and key non-statutory partners in the borough.

SCEB reports directly to the Haringey Strategic Partnership and is responsible for delivering outcomes in the Sustainable Community Strategy that relate to the prevention and reduction of crime, fear of crime, anti-social behaviour and the harm caused by drug and alcohol misuse.

2. Guiding principles

The Safer Communities Executive Board will:

- Seek to maximise the resources of the whole partnership to meet its targets and objectives
- Seek to engage the diverse communities that exist within Haringey in the course of its work
- Encourage an evidence-based approach and the sharing of intelligence, data, research and information to improve outcomes
- Ensure that all partners have equal opportunity to express the views of their organisation or community and that those views are given equal consideration

3. Core functions

- 1) Agree and monitor the allocation and use of all relevant budgets, encouraging the use of pooled budgets, staff and services where appropriate
- 2) Oversee the production of annual crime audits and endorse action plans and key strategies (including the Local Area Agreement), ensuring clear links between need and activity
- 3) Agree a performance and project management framework with regular monitoring and evaluation of outcomes against measurable outputs and baselines

- 4) Respond to, and ensure compliance with, Government legislation, new policies and initiatives
- 5) Agree the strategic framework for any Best Value or Comprehensive Performance Assessment process
- 6) Oversee, monitor and develop the work of all sub-groups, undertaking reviews of the structure as required (see appendix 1)
- 7) Agree and update a Risk Register annually

4. Membership

4.1 The Safer Communities Executive Partnership Membership for 2007/08 is as follows: (see page 5)

4.2 Chair

In line with common practice among CDRPs, the Chair will be the Chief Executive of Haringey Council, subject to agreement at the first meeting of the financial year.

4.3 Vice Chair

The Vice Chair will be the Borough Commander of Haringey MPS. This will be confirmed as in 4.2 above

4.4 Deputies

Members may arrange for a suitable Deputy to attend on their behalf. The SCEB Secretariat should be formally notified, so that the Deputy can be included in all mailings, etc.

Members cannot arrange for a Deputy to attend on more than two occasions in one year, and not consecutively.

4.5 Representatives

Partner bodies are responsible for ensuring that they are represented at an appropriate level. These representatives are responsible for disseminating decisions and actions back to their own organisations, ensuring compliance with any actions required and reporting progress to the board.

If a representative is absent for three consecutive meetings, the organisation/sector will be asked to reconfirm its commitment to the partnership and reappoint, if necessary.

4.6 Co-opting

The Partnership may co-opt additional members by agreement

4.7 **Observers**

There are two observers identified from the Metropolitan Police Authority and Government Office for London, who are exempt from agreeing decisions and actions by the board.

4.8 **Performance Management Group (PMG)**

A sub-group of SCEB will oversee performance and guide any corrective action, reporting issues of concern to the main board.

This sub-group will be chaired by the Assistant Chief Executive (Policy, Performance, Partnerships and Communication) and will meet at least 6 times annually. Special meetings may be called at the Chair's discretion to consider urgent business. Membership of the group is currently:

- Assistant Chief Executive, Haringey Council
- Vice Chair, Head of Safer Communities Service
- Director, Primary Care Trust
- Detective Chief Inspector, Borough Intelligence Unit
- Borough Fire Commander
- Community Safety Manager (in attendance)

4.9 **Meetings**

Meetings will be held four times a year at an appropriate venue in the borough.

5. Proceedings

5.1 **Decision-making / voting**

The SCEB will endeavour to arrive at all decisions by consensus. Decisions on expenditure above £25,000 will be referred to the Chair; the Cabinet Member for Enforcement and Safer Communities and the MPS Borough Commander for endorsement.

5.2 **Conflict resolution**

In exceptional circumstances or where the board fails to reach consensus on key issues, this will be referred to the Chair; the Chief Executive of the Primary Care Trust (Chair of the DAAT) and the MPS Borough Commander (Vice Chair of SCEB) for a unanimous decision.

5.2 **Accountability**

SCEB is accountable to the Haringey Strategic Partnership and, through the London Borough of Haringey, to the central Government and the wider community.

5.3 Access of information

The agenda, papers and minutes will be available to the public on request and accessible via Haringey's website on:
<http://www.haringey.gov.uk>

An annual review of the work and progress of the partnership will be made publicly available.

5.4 Agendas

Agendas and reports will be circulated at least five working days before the meeting. Additional, late items will be taken at the discretion of the Chair.

6. Rules of conduct

6.1 Interest

Members must declare personal and/or pecuniary interests with respect to agenda items and must not take part in any decision required with respect to these items.

HARINGEY SAFER COMMUNITIES EXECUTIVE BOARD MEMBERSHIP

| ORGANISATIONS | NO. OF REPS | NAME OF REPRESENTATIVE |
|--------------------------------------|-------------|---|
| Haringey Council | 8 | Dr Ita O'Donovan , Chief Executive (Chair) Councillor Nilgun Canver , Executive Member for Enforcement & Community Safety Niall Bolger , Director of Urban Environment Sharon Shoesmith , Director of The Children and Young People's Service Barbara Nicholls , Director Rep for Adult, Culture and Community Services Claire Kowalska , Community Safety Strategic Manager Marion Morris , Drug & Alcohol Partnership Manager Jean Croot , Head of Safer Communities |
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| Homes for Haringey | 1 | David Hucker , Chief Executive (interim) |
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| Haringey Magistrates Court | 1 | Stephen Carroll , Bench Legal Manager |
| TOTAL | 20 | |
| OBSERVERS | | |
| Councillor Matt Cooke | | |
| Councillor Ron Aitken | | |
| OFFICERS | | Claire Kowalska |
| Xanthe Barker | | Committee Secretariat |

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Community Engagement Systems for Haringey Strategic Partnership

Haringey Community Link Agreement

Background

The current provider of community engagement systems in the Haringey Strategic Partnership (HSP) has been derecognised as of 22nd March 2007, following a performance review. This situation leaves the HSP with a vacuum in ensuring effective community engagement in the partnership and its themed boards. Therefore the London Borough of Haringey have commissioned a community development advisor to work with the Council, HSP and HAVCO to develop new proposals and model for engagement that can be introduced within the financial year 2007/8.

The first draft of the proposal for new community engagement systems in the HSP was published in May 2007. Following its publication and presentation to the HSP it has been subjected to a period of consultation and scrutiny by the voluntary and community sector in the borough.

The wider engagement, consultation and scrutiny process has taken three forms. Firstly, a Reference Group of existing voluntary and community sector representatives was established to feed into the revision of the proposal and take it to the wider sector for engagement.

Secondly, a questionnaire was developed and released with the proposal to Haringey's voluntary and community sector. In total over 800 organisations received the proposal and questionnaire and 36 were completed and returned in response to the invitation to comment, along with 35 evaluation forms with further comments made by those attending the stakeholder meetings on 12th July 2007.

Two stakeholder meetings were held on 12th July to engage those organisations who preferred to discuss and explore the proposal in person. Attendance at these meetings was good and engaged a wide range of organisations both voluntary and community from many different backgrounds.

Overall the results of the consultation and engagement process highlighted widespread support for new systems of engagement in the HSP as long as they lead to real influence and change. There were however some real issues outlined in the original proposal which some parts of the voluntary and community sector found

difficult to agree with. Despite the consultation process some of these issues have not been resolved and therefore this revised proposal has been amended to address areas of concern where this was possible without undermining the integrity of the model outlined in the first proposal. The key areas are: -

- Definition of constituted body allowed to be in membership of Haringey Community Link Forum (Page 9)
- Co-option to HSP and its sub-structures (Page 3)
- Revision of compulsory training and induction programme (Page 6)

The funding that was available through Government Office for London to establish and manage Community Empowerment Networks no longer exists. Therefore the priority for Haringey is to ensure we secure effective systems that offer the partnership effective engagement, accountability and real influence. Sustainability and appropriate resourcing were also critical factors important to the voluntary and community sector that came through very clearly from the consultation process.

This document outlines new engagement systems proposed by HAVCO following engagement led by the Reference Group with the wider voluntary and community sector and supported by the Council and the wider Partnership.

Interim Arrangements

The HSP still has approximately 11 representatives from the community sector and 14 from the voluntary sector remaining on its Main Board and Themed Partnership Boards. In some cases Themed Partnership Board Chairs have taken action to fill voids during this interim period.

Main HSP Board

| | |
|-----------------------|--|
| Equality REJCC (1) | Community Sector - Youth Council (2) Voluntary Sector - HAVCO (3), Peace Alliance (1), Race Joint Consultative Committee - |
|-----------------------|--|

Well Being Board

| | |
|------------------|--|
| Community Sector | - Federation of Residents Association (1) |
| Voluntary Sector | - HAVCO (2) |

Safer Communities Board

| | |
|------------------|--|
| HCPCG (1) | Community Sector - Haringey Community and Police Consultative Group - |
| Voluntary Sector | - Peace Alliance (1), HAVCO (1) |

Children & Young Peoples Board

| | |
|------------------|---------------------|
| Community Sector | - Youth Council (2) |
| Voluntary Sector | - HAVCO (2) |

Better Places Board

| | |
|------------------|---|
| Community Sector | - Federation of Residents Association (2) Friends of Parks (2) Mobility Forum (1) |
|------------------|---|

Enterprise Board

Community Sector - No representation
Voluntary Sector - Selby Trust (1) HAVCO (1)
Collage Arts (1)

Integrated Housing

Community Sector - Haringey Leaseholders'
Association (1) Voluntary Sector - SHADE (1) Hornsey
YMCA (1)
Afrikcare (1)

It is proposed that these places remain as an interim arrangement until new systems are adopted and fully operational. This would ensure consistency, stability and remove the requirement to develop systems of securing further representatives for a 6-9 month period which would be resource intensive. The new proposals will ensure consistency across the whole partnership structure and a higher level of accountability and support for *all* representatives.

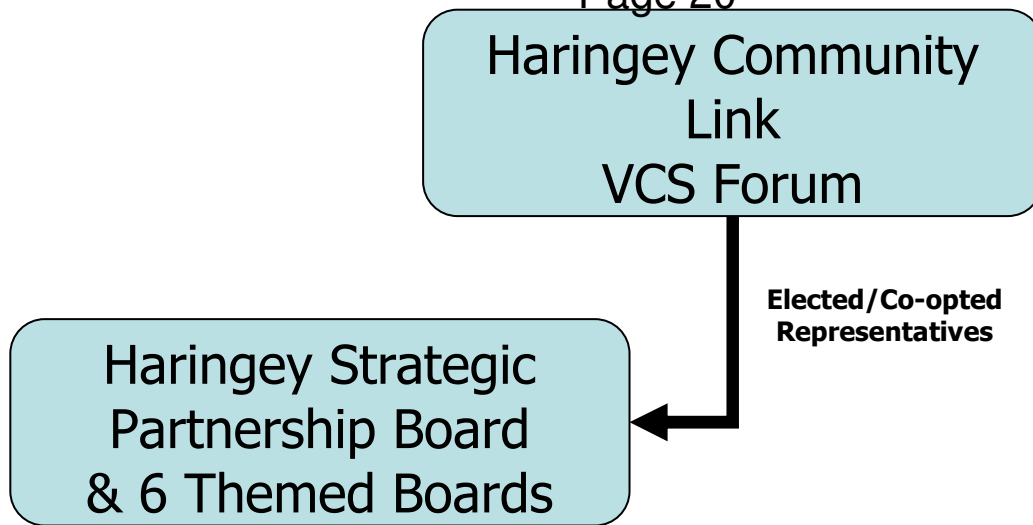
Proposed New Model for Community Engagement

It is proposed that all voluntary and community sector representatives on the Main HSP Board and its Themed Partnership Board structures are elected through a new forum called Haringey Community Link Forum. This would become the 'forum of forums' for the voluntary and community sector.

The introduction of the new system for securing voluntary and community sector representatives would replace *all* existing mechanisms (some of which vary by themed boards), ensuring consistency and accountability. This will mean that existing voluntary and community sector representatives will lose their current places at the end of the interim arrangement period. If they wish to retain their places they will have to stand for election.

The new systems will add value to the partnership and all sectors involved. It is a real opportunity to improve effective representation, as the voluntary and community sector want to build upon the Beacon Status achieved by the London Borough of Haringey for Area Assemblies. It could also offer real value for money if utilised for securing voluntary and community sector representation on other structures outside of the HSP, such as PCT partnership boards, LSC project/partnership boards etc. This is an approach being adopted in several other London boroughs.

Haringey Community Link Forum should have the power to co-opt strategic, voluntary and community organisations with specialist skills or knowledge to the partnership boards, in addition to the elected voluntary and community representatives. The Community Link Forum will monitor the performance of such organisations, who will be expected to work with the Community Link Forum representatives and help build up the Forum.



The development of Haringey Community Link, a voluntary and community sector forum will see benefits for the partnership, the voluntary and community sector and other agencies operating in Haringey. It will ensure a formal gateway is developed to communicate with a wide range of organisations on policy and service issues, through regular structured meetings.

The development of the forum will see community engagement in the partnership moving towards a generic model of representatives being elected or co-opted onto the HSP and Themed Boards. This will mean they are representatives of Haringey Community Link and not specialist areas of interest or geography (such as disability, faith etc). There is a firm belief that this will reinvigorate voluntary and community sector representation, especially on delivery partnerships. With the resources allocated by the HSP to support new engagement systems, this model is achievable.

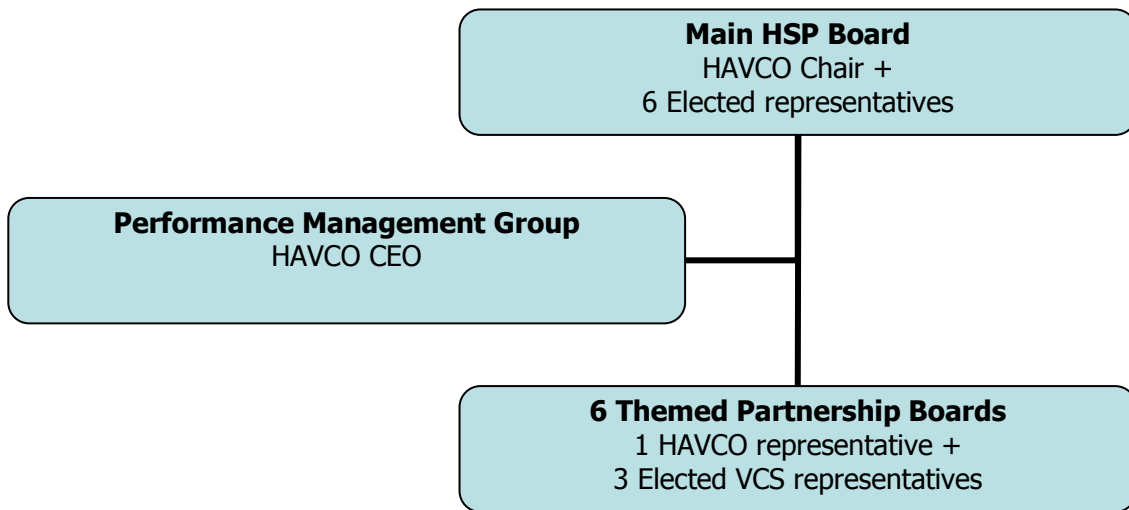
Building on experiences in other boroughs, despite not having specialist forums, people are only nominated to stand in areas of interest/specialism and therefore not having specialist structures does not affect the quality of representatives achieved or the knowledge they bring to the table. Importantly, it does, however, increase their accountability to the whole forum and wider community.

Where there are key policy areas the HSP is focusing on (such as Local Area Agreement, Children's Trusts etc) ad hoc themed forums may be convened to ensure representatives and the wider forum are briefed and informed. A successful example of this was where HAVCO organised a themed forum linked to the Well-Being Partnership in August 2006. This was to address the Local Area Agreement development. Through this forum the VCS were able to directly influence thinking in developing LAA targets and priorities. This approach should also lead to a greater level of understanding for representatives of Haringey Community Link and increase quality of contribution within the partnership as a whole.

Number of Places for Community and Voluntary Sector Representatives

It is proposed to standardise the number of places available for election across the Main Partnership Board and its Themed Partnership Boards, as at present the quality of representatives varies leading to inequality in possible routes to influence.

HAVCO are also proposing to have non elected positions on the Main HSP Board for the Chair, and new place for the CEO of HAVCO on the Performance Management Group and one position on each of the Themed Partnership Boards. These places would be in recognition of the organisation representing the interests of the voluntary and community sector, in the same way the Chamber of Commerce or Small Business Federation secure places onto the partnership. This would mirror arrangements operating across London and nationally.



This new model would see 24 elected places for voluntary and community sector representatives on the Main HSP Board and Themed Partnership Boards and 8 standing places for the HAVCO representatives looking after the interests of the voluntary and community sector.

Support for Elected Representatives

To ensure a full range of quality representatives are achieved through the new systems; support, training and development are going to be integral in the Community Link Model.

There will be three stages of support and training for representatives in Community Link.

(i) Briefing

Once the nominations for positions on the HSP and its Themed Boards have been opened, briefing sessions will be held around the Borough to ensure that

everyone considering standing is fully aware of what will be involved and expectations upon them.

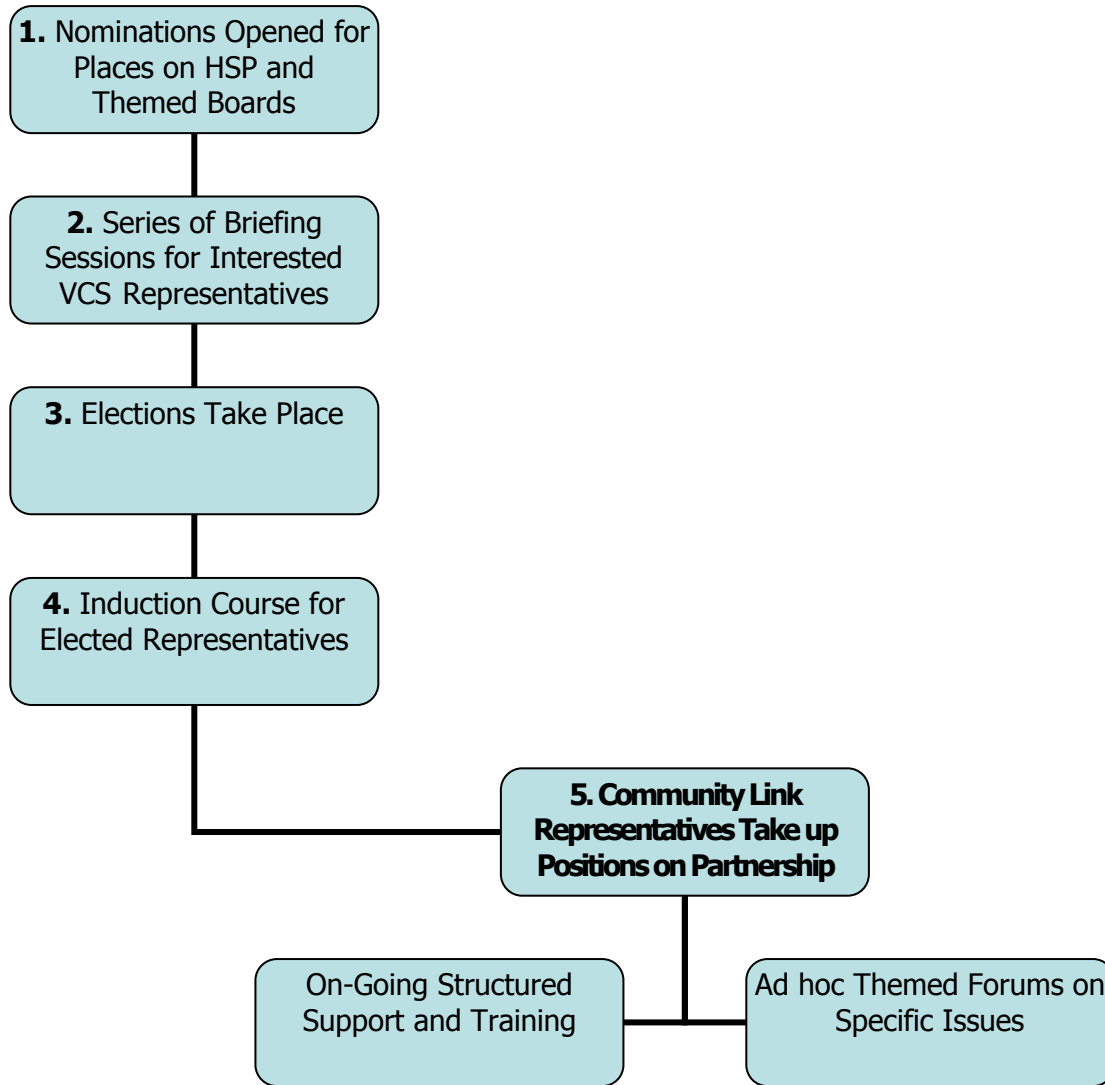
(ii) Induction

Once elected, all representatives will be required to attend a compulsory induction training course before taking up their positions. The aim is to ensure that representatives fully understand the role of the partnership, its legal structures etc and the policy environment in which it is operating. Following the consultation and engagement process it is proposed the induction training programme be 3 days but delivered on a modular basis to allow flexibility and also acknowledge prior learning and experience. The full course outline and modules will be developed as part of the next development phase of the Haringey Community Link Forum.

(iii) On-Going Training and Support

The post holder coordinating Haringey Community Link Forum will provide on-going briefings and policy support to the elected representatives. This will vary in its delivery, depending on the needs of the elected representatives on each partnership structure. It could include pre-meetings, written briefings, email forums, notice boards to exchange views and opinions etc. The role of officer employed to support the representatives will be to ensure they are given customised support to ensure the most effective contribution to the partnership.

Support Process Flow Chart



Web Portal and ICT Support

HAVCO through support of ChangeUp (lead partnership for the delivery of the Haringey Local Infrastructure Development Plan) have developed a web-portal for the voluntary and community sector in Haringey. This also has linkage to sub-regional activities across North London. The web-portal has been branded Community Link.

The aim is to further develop the website to link closely to the work of the community engagement function and bring added value to the forum. The website will offer the elected representatives and the wider VCS the following benefits: -

- Policy briefings
- All minutes and agendas for the HSP and Themed Boards
- A notice board where elected representatives can exchange views and experiences and ask for advice (not open to public)
- Consultation opportunities with the wider sector
- Email bulletins of information arising from the partnership and key priorities for influence

- Notice of meetings and themed forums

As funding has been secured for this through the Home Office, this would offer real added value to the development of new systems within the HSP and support the e-government agenda.

It is recognised that some representatives may, for reasons e.g. of disability, require added support / training to fully access ICT opportunities. The need to effectively resource the web portal to ensure it can meet expectations of functionality is also essential.

Implementation Timetable

There is a commitment to ensure the new proposed systems are explained to existing HSP community and voluntary sector representatives, the wider voluntary and community sector and those of other statutory partners before a final decision on a new model of community engagement is agreed in July 2007.

The timetable for information dissemination through formal structured events and written feedback is as follows: -

| | |
|--------------------------------------|----------------------------|
| Existing community representatives | April/May 2007 |
| Wider voluntary and community sector | May/June/July 2007 |
| Statutory Partners | July 2007 |
| HSP Approval of Proposal | July 19 th 2007 |
| Development Phase Begins | July 20 th 2007 |
| Community Links Membership Launch | January 2008 |
| Elections | February - March 2008 |
| Representatives Take Positions | April 2008 |

Proposed Community Link Forum Terms of Reference

Community Link Mission

To increase the level, accessibility and quality of services meeting local need and community cohesion through greater engagement and influence.

Community Link Objectives:

- (i) To support community representatives on strategic partnerships
- (ii) To work with stakeholders to identify how the voluntary and community sector can contribute towards delivery of targets within the LAA and Community Strategy
- (iii) To collate views of the voluntary and community sector on strategic issues, ensuring they are fed into the debate through the HSP and other fora
- (iv) To engage frontline organisations so they have enough information and the systems to influence policy
- (v) To support community needs assessment by members of Community Link in order to influence policy
- (vi) To propose solutions where things could be better
- (vii) To support better partnership and collaborative working
- (viii) To support statutory agencies and the partnership in clarifying the role and expectations of the voluntary and community sector in Haringey
- (ix) To support the voluntary and community sector to understand the balance between campaigning role and service delivery
- (x) To build trust, understanding and clarity between elected Councillors and representatives to see how they can co-exist to build a better society

Role of HAVCO in Relation to Haringey Community Link Forum

- a) HAVCO's role is to represent the interests of the voluntary and community sector and to empower and support Community Link to speak for communities
- b) HAVCO would be the lead and accountable body for the service, and therein have ultimate power to revoke the membership of Community Link Members who breach the terms of reference and / or the agreed code of conduct

Community Link Membership

- Membership of Community Link is separate to HAVCO's membership
- Membership is free
- Only constituted voluntary and community organisations in Haringey or organisations based outside of the borough that have a substantial percentage of Haringey residents using their services can be members. In relation to this forum constituted encompasses the following organisations: -
 - Voluntary and community organisations governed by a committee of volunteers with terms of reference and/or
 - Those with governing documents falling into one of the following headings; Constitution, Memorandum and Articles of Association, Trust Deed, Set of Rules (Industrial and Provident Societies), terms of reference (for community forums etc).

- Members are expected to adhere to the Community Link Forum's code of conduct.

Summary

The environment for all agencies is changing dramatically and there are increasing pressures to meet the needs of local communities through closer partnership and collaborative working. The Community Link proposal aims to ensure that Haringey has the best systems for effective representation of the voluntary and community sector. Therefore, it will be responsive and listen to its members and be subject to regular review.



CLF Policy Documents

WHAT IS THE

In April 2002 the local public metropolitan trust etc and and businesses Strategic aim of the HSP is services and address the key issues in the Borough through partnership working.

Haringey's voluntary and community sector are close to local people and we understand the needs of local people well. Therefore important that the views of voluntary and organisations are shared with partners duty in the area of public services.

UNITY SECTOR

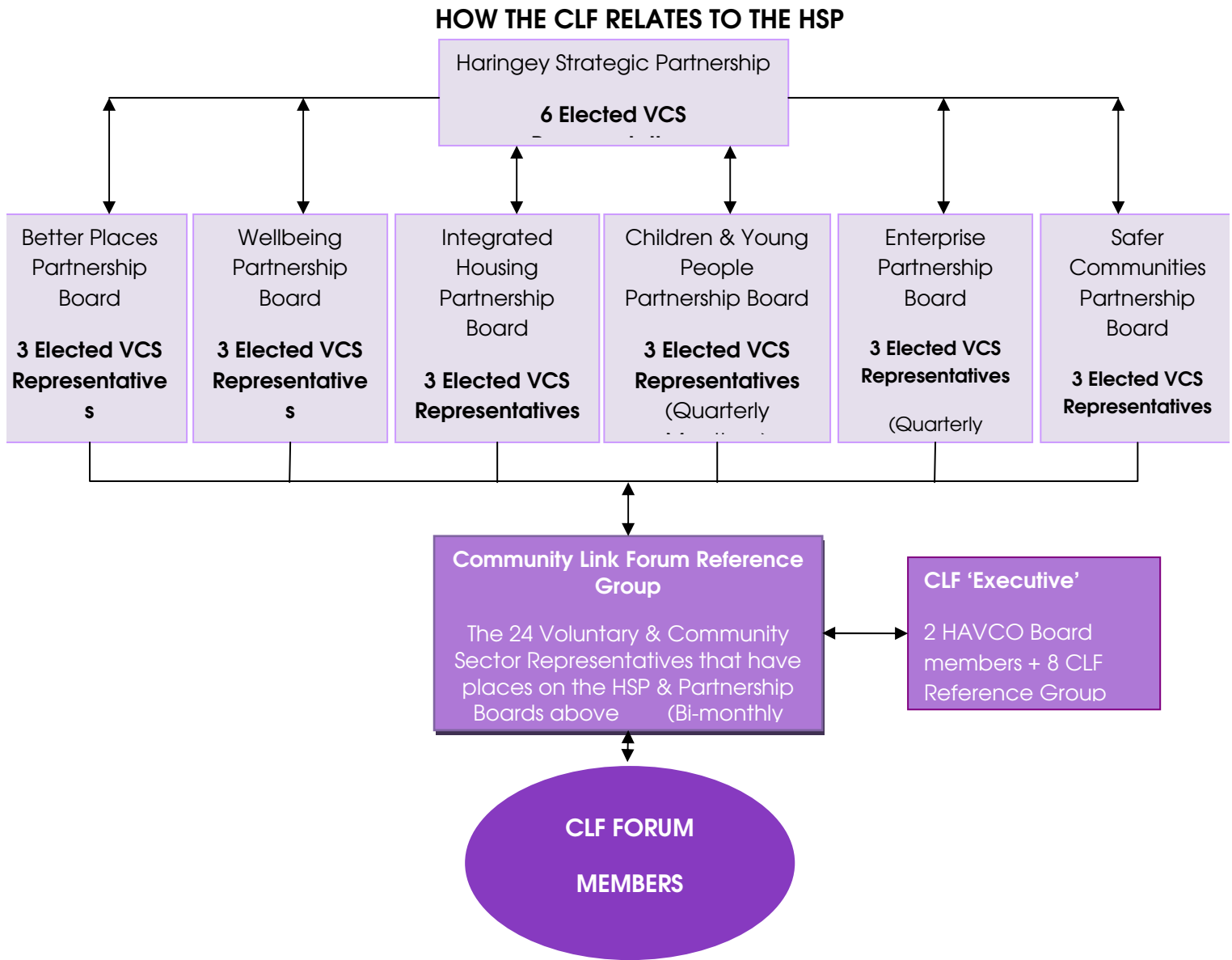
Council joined with agencies such as the police, primary care community groups to create the Haringey Partnership (HSP). The to improve public

it commun ic who have  Haringey Council



The Community Link Forum will hold briefings with representatives from the voluntary and community sector that have places on the HSP and/or its Thematic Partnerships Boards. It will fully support the representatives through training/specialist guidance etc. The CLF will bring representatives together with the wider voluntary and community sector so that they are able to share their views collectively.

The priorities of the new sustainable Community are: **“People at the Heart of Change”**



Terms of Reference

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- Members are expected to adhere to the Community Link Forum's code of conduct.

**CLF representatives Roles and Responsibilities
For CLF representative and the CLF Reference Group**

What is an elected Community Link Forum (CLF) representative?

An elected CLF representative is an individual who is: a) nominated by a CLF member organisation and agrees to stand as a CLF representative; and b) is successfully elected via an open election process in their bid to become a CLF representative. For information on who is eligible to stand from election.

What is a co-opted Community Link Forum (CLF) representative?

A co-opted Community Link Forum representative has been recommended by the CLF (i.e. by the CLF Executive) and approved by the HSP to sit on the HSP Board or by one of the Thematic Partnerships to sit on that Partnership Board because:

- a) a voluntary and community sector place on the HSP or the Thematic Partnership Board is vacant because it was not filled via the CLF election; or
- b) a voluntary and community sector place on the HSP or the Thematic Partnership Board becomes vacant for some reason; or
- c) the CLF, in accordance with its agreed principles on co-option, has identified a particular useful skill or knowledge or an important gap in the membership of the HSP Board, or one of the Thematic Partnerships and believes that the HSP or relevant Thematic Partnership Board would benefit from additional specialist input.

What is the CLF Reference Group and who are its members? The CLF Reference Group is the collective name for all elected, co-opted and HAVCO CLF representatives - all such CLF members are automatically members of the Reference Group. The CLF Reference Group will be brought together collectively a number of times each year. In addition, members of the Reference Group may be asked to meet on the thematic basis.

Overarching Roles & Responsibilities

1. **Promoting the CLF's objectives:** CLF representatives are expected to work together to promote the CLF's objectives.
2. **Acting in accordance with the CLF's agreed policies:** CLF representatives are expected to act in accordance with CLF policies, where these have been agreed by the CLF, and /or the views or the body that they are representing as opposed to representing their personal position.

If CLF policies conflict with the views of the body that they are representing, then the representative and the CLF should seek a resolution and to come to a common agreed position. If a common position cannot be achieved, then the representative should reflect the position of their organisation but also identify that this is not the CLF position.

3. **Working collectively to promote the needs of Haringey's communities:** CLF HSP representatives are expected to work collectively and co-operatively with the CLF, other CLF representatives and the HSP to ensure that the needs and interests of Haringey's voluntary and community sectors, service users and communities are considered by the HSP. This will involve:
 - a) drawing on the collated views of the voluntary and community sector on strategic issues;

b) ensuring that these views are fed into HSP Board, thematic forums and associated debates.

4. **Promoting the CLF's policies:** CLF representatives should familiarise themselves with the policies of the CLF if binding decisions have been taken.

Information will be provided on the CLF website and CLF meetings to assist representatives.

5. **Complying with the CLF code of conduct:** CLF representatives should abide by the code of conduct set out in this annex.
6. **Complying with requirements placed on the HSP members:** CLF representatives will be expected to comply with the requirements placed on HSP representatives that are listed below and any other roles and responsibilities agreed between the HSP and the CLF.
7. **Acting in the interest of the voluntary and community sector:** HSP members must make the interests of the community their main focus and should act in the public interest. Voluntary and community sector representatives are expected ensure that the interests of the voluntary and community sectors are raised.
8. **Issues and concern:** In bringing issues and concerns from their particular sector, HSP members should aim to contribute developing joint solutions with partners.
9. **Decision making when at meetings:** HSP representatives should be authorised to take decisions on behalf of their organisation, including decisions which may change the way in which agencies work together where this is consistent with accountability principles.

Where CLF HSP representatives are unable to make immediate decisions, their recommendations should be made via their organisations appropriate structures. Decisions made following recommendations must be supported by the organisation. (Representatives will be informed of any time frame for decisions to be made following recommendation.)

10. **Serving the community:** HSP representatives have a responsibility to work on behalf the whole community and are not to do anything which they could not justify to the public. HSP representatives must bear in mind the duty to serve the whole community and not just part of it.
11. **Promoting equality:** HSP representatives should promote equality by not discriminating against any person and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation, disability or economic or social status. In addition, HSP representatives should respect and promote human rights and where lawful give due consideration to public sector duties to promote equality of opportunity.

Role requirements

Why have role requirements been identified? The requirements listed below identify key commitments, skill, knowledge and experience required to be an effective CLF representative.

Why is there a strong emphasis on commitment as opposed to experience? A strong emphasis is being placed on commitment, in order not to exclude people unnecessarily. Obviously, people with experience of playing a representative role are welcomed and needed; but it is also important to encourage as wide, and diverse, a range of potential CLF representatives as possible.

Why is some training compulsory? The commitment to attend compulsory CLF training is key to ensuring that all the CLF representatives fully understand their role and are able to fulfil their roles and responsibilities as a CLF representative.

How will these role requirements inform the election process? In producing their election statement, potential CLF representatives are encouraged to make direct reference to their ability to how they meet these role requirements and their commitment to being an effective CLF representative.

1. Knowledge and understanding of Haringey's community and voluntary sectors.
2. A commitment to attend compulsory CLF training and to take up other relevant development and training opportunities associated with being an effective CLF representative.
3. Experience of contributing to community and/or community development strategies.
4. A commitment to developing an understanding of the strategic and policy framework and issues for HSP and the CLF.
5. A commitment to playing an active role within the CLF and the HSP.
6. The ability to represent the CLF in negotiations and /or a willingness to develop relevant negotiation skills.
7. A commitment and willingness to act in accordance with principles in relation to participation in public life and representation (see Annex G).
8. A commitment to attending agreed meetings as relevant (e.g. HSP Board meetings, Thematic Partnership meetings, CLF Executive meetings, CLF Reference Group meetings etc.).

9. A commitment to attending, participating in, and contributing to relevant meetings with voluntary and community groups in the borough.
10. An understanding of equality of opportunity and commitment to complying with, and contributing to the implementation of, the CLF's Equality, Diversity and Human Rights Policy.

Code of conduct for CLF member organisations & CLF representatives

1. Abiding by this Code of Conduct

CLF HSP representatives and members are expected to abide by the requirements set out below in this code of conduct when engaged in activities relating to the CLF. Any complaints will be dealt with in accordance with the complaints procedure identified in the CLF's operational guidelines. If a breach of this code is alleged a CLF member or representative may be suspended pending an investigation. If a serious allegation is upheld action may be taken against the member organisation or representative up to, and including, termination of membership or role as a representative.

2. Understanding & seeking to fulfil the CLF representative's role

As a CLF representative you should to seek to make sure you:

- a) understand your role as a CLF member and/or CLF representative;
- b) seek to fulfil your responsibilities as CLF member and/or CLF representative.

Please note: Prospective and elected CLF HSP representatives will receive development opportunities, support and training from the CLF team to assist you to fulfil your role and will be expected to make reasonable attempts take up these opportunities.

3. The Nolan principles and principles of representation

CLF HSP representatives are expected to act in accordance with the **Nolan principles** which set out standards for those holding public office and overlapping principles in relation to effective representation. CLF representatives, and where appropriate, CLF members are expected to act in accordance with the following:

-
- **Selflessness:** The CLF representatives should act solely in terms of the public interest; not to gain financial or other benefit of themselves, their family or their friends.
-
- **Integrity:** The CLF representatives should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
-
- **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individual's rewards and benefits, CLF representatives
-

| | |
|------------------------------|---|
| | should make choices on merit. |
| ▪ Accountability: | The CLF will clearly define its arrangements & responsibilities in respect of its actions and decision-making. |
| ▪ Openness: | CLF representatives should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands. They should also be as open as possible in their dealings and relationships. However, due consideration should also be given to any confidentiality requirements. |
| ▪ Honesty: | CLF representatives have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest |
| ▪ Leadership: | CLF representatives will aim to think and act strategically. |
| ▪ Equality: | Equality, diversity and inclusiveness should be placed at the core of what CLF representatives do. |
| ▪ Clarity of purpose: | There should be clarity about the CLF's objectives which are based on a strong evidence base. |
| ▪ Sustainability: | CLF representatives should seek to work collectively, and where possible, with a collective voice. |
| ▪ Clarity of values: | The CLF, and its representatives, will seek to identify and build on the values of the local voluntary and community sector. |

CLF HSP representatives should note that the Haringey COMPACT also takes on board these most of these principles within the agreement.

Please note: To assist representatives, mandatory training will be provided and there will be opportunities to explore and discuss the practical implementation of these principles:

4. Resolving problems

If CLF members and/or CLF representatives experience difficulty in fulfilling their roles or responsibilities or have concerns, these difficulties should be explored with the CLF Team and/or the CLF Reference Group to seek resolution.

5. Attending meetings

CLF HSP representatives should plan to attend at least two thirds of the meetings each year at which they act as a representative and/or make suitable alternative arrangements if this is not possible.

6. Conflict of interest

Representatives should not intentionally place themselves in a position of conflict of interest. If a conflict of interest arises, they should make this known to the CLF (e.g. Reference Group) and the CLF Team and seek a resolution. In acting as an HSP representative, a CLF representative must also abide by the HSP's requirements on conflict of interest.

7. Equality and respect

Representatives and member organisations should expect to be treated with respect and in accordance with equality principles. Representatives and CLF members should treat others (e.g. CLF colleagues, council officers, HSP colleagues) with respect and accordance with equality principles at CLF and HSP meetings, in correspondence and communications. CLF members and representatives are expected to comply with the CLF's, "Equality, Diversity and Human Rights Policy".

8. Dealing with conflict

If disagreements or conflicts arise that are not resolved through normal day-to-day interactions; a CLF HSP representative should raise the matter with the CLF Team, the HSP (or relevant Thematic Board) and/or the CLF Reference Group as appropriate.

A CLF member should raise the matter with the CLF Team or the CLF Reference Group as appropriate.

If necessary, mediation should be sought to resolve profound disputes or conflicts. CLF HSP representatives and member organisations should refrain from public attacks on the CLF and each other.

9. Reporting back

CLF HSP representatives will be expected to report back verbally on their representative activities and to answer questions from other CLF members. Where applicable, the CLF Team may require the CLF HSP representative to complete a HSP/Thematic Board feedback form or similar pro-forma.

10. Financial matters

No CLF representative or CLF member organisation may commit HAVCO or the CLF to expenditure. Any expenditure related decisions must be considered in accordance with HAVCO's financial policies and procedures including procedures governing the CLF and CLF representatives.

11. Decision-making

CLF HSP representatives and CLF member organisations may promote or disagree with existing CLF policy decisions. No CLF representative, or CLF member organisation, may unilaterally commit the CLF or HAVCO to a new policy position or decision.

12. Bringing the CLF or HAVCO into disrepute

CLF HSP representatives and CLF member organisations, when engaged in any activity related to the CLF, should refrain from any action that brings, or is likely to bring, the CLF or HAVCO into disrepute. If alleged, behaviour, and/or allegations, that could bring a CLF representative, a CLF member organisation, the CLF or HAVCO into disrepute, could in the first instance lead to a suspension from CLF activities. Such conduct would have to have been relevant or related to the CLF, and it would then need to be investigated and established, based on the principles and processes of natural justice and subject to appeal. Such actions could include, but are not limited to:

- a) breaches of this Code of Conduct;
- b) violent or abusive behaviour;
- c) allegations of serious criminal offences or breaches;
- d) formal investigations into alleged serious civil or administrative breaches;
- e) allegations of serious or gross misconduct.

Equality, Diversity and Human Rights policy

Introduction

Haringey Community Link Forum (CLF) is a network of voluntary and community organisations that conduct the majority of their activities or provide the majority of their services to people who live and work in the London Borough of Haringey. The CLF facilitates and promotes voluntary and community sector involvement in the Haringey Strategic Partnership Board and its subcommittees (its thematic partnerships). The CLF recognises the importance of community cohesion, diversity, equality, human rights and social inclusion.

Statement of intent

The CLF values diversity and believes that all people have an equal right to participate in, and benefit fully, from all opportunities; this includes employment rights, rights to access services and resources, and rights to participate in social and public life. We will actively work towards reducing unfair discrimination in society, the elimination of discriminatory practices within organisations and achievement of diversity, equality and human rights' objectives and agendas.

We will not discriminate and we will work with member organisations, CLF representatives, the HSP and others, to eliminate discrimination, on the grounds of age, caste, colour, disability, ethnic origin, gender, gender identity, health or HIV status, immigration status, language (including the language of deaf people), marital status, nationality or national origins, non-relevant or unrelated criminal conviction, race, religion or belief, responsibility for dependants, sexual orientation or social or economic status, trade union activity, transgender status or other conditions or requirements and cannot be shown to be justifiable.

Working together to promote equality and human rights

Discriminatory practices, inequality and a lack of the practical application of human rights principles may seriously undermine the life opportunities of Haringey residents and service users; and may also be entrenched in community, voluntary, private, public or statutory organisations. The CLF recognises that public sector duties to promote equality - currently covering disability, gender and racial equality - and duties to promote human rights are designed to tackle institutional discrimination and human rights failures.

The CLF welcomes the fact that the public sector equality and human rights duties apply directly to public sector partners, and in particular to, all statutory members of the Haringey Strategic Partnership. We also welcome the fact that the key public sector equality duties also apply to directly or indirectly to voluntary organisations that exercise public functions. We will work actively to encourage CLF and other community and voluntary organisations to understand, and address, diversity, equality and human rights principles and associated legal requirements. We will work actively with the HSP to develop positive, practical, proactive and supportive approaches to deal with challenges, and realise benefits, associated with diversity, equality and human rights.

CLF working in partnership

CLF will work in partnership with others organisations, including the HSP to:

- **Promote a shared vision:** about how to combat all forms of discrimination, harassment and victimisation and promote good community relations, equality and human rights.
- **Promote understanding:** of relevant equality and human rights enactments and practical strategies for benefiting Haringey's communities.
- **Encourage diversity in the membership of the CLF.**

- **Ensure involvement and listen:** We aim to ensure that all parts of the community feel that they have a voice and can be involved in CLF decision-making.
- **Support community engagement and empowerment:** We aim to encourage Haringey's diverse and rapidly changing local communities, including traditionally excluded groups, to participate in the CLF and HSP.
- **Encourage and facilitate involvement in the CLF:** We aim to enable all members groups, sectors and communities to participate in consultation and decision-making within the CLF.
- **Identify and remove unfair barriers to participation in the CLF.**
- **Conduct meetings on the basis of respect and commitment to listening:** We will respect the contribution of all parties and make space to encourage genuine involvement, participation and empowerment.
- **Promote understanding and co-operation between different communities and groups within communities:** We will seek to develop opportunities to learn about each other's cultures and experiences.
- **Promote policy and strategic developments:** We will aim to ensure that CLF members have equal opportunities policies in place, and assist and encourage members to develop strategies to tackle discrimination and promote community cohesion and human rights.

Key equality, civil and human rights related legal provisions

- **Civil rights** - including the rights of carers, civil partners, gender recognition rights and rights in relation to data protection.
- **Equality related employment rights** - including adoption, maternity, paternity and parental leave; pregnancy rights; rights for part time and fixed term workers; and rights in relation to holidays, minimum wage and the number of hours of work.
- **Equality strands** - including age, disability (including HIV and health status), gender (including marital status & transgender people), racial grounds, religion or belief and sexual orientation.
- **Areas** - education, employment, housing, public office, the provision of facilities, goods and services, training and a wide range of other areas.
- **Public sector equality duties** - including duties to eliminate unlawful discrimination in exercising public functions in relation to most equality strands and duties to promote disability, gender and racial equality.
- **Human rights** – including the right to life; prohibition of torture; prohibition of slavery & forced labour; right to liberty & security; right to a fair trial; right to no punishment without law; right to respect for private & family life; freedom of thought, conscience and religion; freedom of expression; freedom of assembly and association; the right to marry; prohibition of discrimination; prohibition of abuse of rights; right to protection of property; right to education; and the right to free elections.

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Community Link Forum

LAA Workshop Feedback Report

January - February 2008



Report Prepared By: CLF Team (HAVCO)

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1.0 Introduction

During Round Three of Local Area Agreement development in the borough, local voluntary and community organisations that have an interest in health, social care and wellbeing issues were able to engage with statutory partners regarding the development and selection of priority indicators and targets in this area via a half-day workshop which was jointly facilitated by Haringey's Association of Voluntary and Community Organisations (HAVCO) and the Council.

Through the half-day workshop Haringey's voluntary and community organisations were able to influence the LAA process by ensuring that mental health, which had 'fallen off' the LAA priority list, was put back onto Haringey's LAA agenda. It was also recognised that the LAA process needed to be widened for the voluntary and community sector to engage effectively regarding the other policy areas.

It was anticipated that this gap would be addressed during the current LAA refresh, however, there has been little involvement from the *wider* voluntary and community organisations. This concern has been raised by voluntary and community sector representatives at Haringey's Strategic Partnership in November 2007.

In July 2007 the HSP endorsed the development of a new community engagement mechanism for the borough called the Community Link Forum (CLF). The accountable body for the Forum is HAVCO, the Council for Voluntary Service in Haringey. The Launch for the CLF took place in January 2008, and in recognition of widening the LAA process for voluntary and community sector input and engagement, workshops were held as part of Launch. The workshops enabled voluntary and community organisations to discuss the current LAA indicators. Due to demand by participants the workshops were facilitated a second time during February with the London Voluntary Service Council (LVSC). The feedback following the workshops is contained in this report.

It was agreed with the HSP's executive - the Performance Management Group (PMG) - that this report would be available at the Thematic Partnership Workshops facilitated during March 2008. To enable members of the Thematic Partnership Boards to have an understanding of the issues that voluntary and community organisations considered key, to address critical concerns for the area and local people.

2.0 Methodology

Haringey's voluntary and community sector is a 'broad church,' with a range of expertise and competencies; some groups having detailed knowledge about LAA with others having little or no detailed knowledge of the agreement. Therefore the LAA was introduced in relation to the six priorities outlined in Haringey's Sustainable Community Strategy 2007-2016, which sets down the vision and aspirations for the borough. Discussions were encouraged around what participants felt were important to them and residents under each of the priority headings.

Workshop 1

1. Healthier People with a better quality of life
2. Be safer for all

Workshop 2

3. People at the Heart of Change
4. An environmentally Sustainable Future

Workshop 3

5. Economic Vitality & Prosperity Shared by all
6. People and customer focused

The workshop facilitators introduced the key issues under each priority, outlining the priorities objectives and aims. Participants were invited to consider the following:

1. main/overarching priority for each heading
2. detail a list of key priorities for each heading
3. consider the type of services that could be introduced or that already exist to address the priorities
4. general conclusions

Some of workshops had more than one main priority and some of them did not reach final conclusions. However in general there were key themes and concerns related to the Local Area Agreement that came out of the workshops. These are outlined below.

3.0 Outcomes and Recommendations of VCS LAA Workshops:

a. LAA development and planning

- Participants raised concerns that they rarely have access to results of consultations; therefore they are unable to evaluate the effectiveness of VCS' engagement in consultation processes/consider what difference and influence their views had on statutory-led initiatives
- Voluntary and Community organisations want to be an effective voice and *know* that their voices have been listened to and heard
- Empowering VCS is critical in relation to policy/service initiatives that are cross-cutting and overarching e.g. very few participants knew the purpose of the LAA
- Early engagement of the VCS is necessary regarding service development. The first step is a clear action plan to engage the VCS in commissioning processes.
- Concerns rose regarding lack of information regarding transitional arrangements for existing services delivered via LAA by voluntary and community organisations under Neighbourhood Renewal Funding. Participants were keen to learn whether this had been considered during current LAA refresh.
- Participants proposed that Council officers undertake risk assessment, as proposed Council cuts contradict the outcomes of some of the LAA targets.
- Failure of working in a joined up way, e.g. LAA development should be implemented utilising Compact working to:

- Scrutinise and challenge processes – where necessary
- Compact assess processes
- Avoid marginalisation of third sector (i.e. around consultations, contract relationships)
- Recognise Compact as the overarching document for doing business (between and across sectors)

b. VCS LAA Priorities:

- NI 7 - Environment for a thriving third sector
- NI 6 - Participation in Regular Volunteering
- NI 140- Fair Treatment by local services
- NI 4- % of People who feel that they can influence decisions in their locality.

c. General Concerns:

- Many comments were made regarding widening the process at an early stage to gauge the views of others including VCS (these are outlined in 'a.' above)
- Concerns raised that mental health, as a key issue within the borough may not be adequately addressed with the current priorities selected.
- Lack of clear service to address support needed for young people with learning difficulties. NI 54 – *Services for disabled children*, is a survey for users in respect of evaluating service quality etc. Service Providers in this field are concerned that a survey will not address some of the key concerns for these users and their families.
- Lack of understanding of the sector – research required to provide quantitative information of true value that the sector brings to the borough – e.g. faith sector work in respect of community cohesion, employment, providing skills via volunteering, specialist knowledge in environmental issues, etc

4.0 Workshop Outcomes

“Healthier People with a Better Quality of Life”

Main Priority:

This is a cross-cutting priority therefore importance of exerting influence over LAA indicators is critical, however, wider VCS participation is about playing ‘catch up’ in respect of the LAA process

Key Issues:

- Reducing social isolation – more opportunities should be available to achieve this
- Performance indicators should be defined by people at a local level
- Making sure local people are consulted about impact of changes
- Haringey’s residents should be free from disease
- Good support available for people to manage long-term illness
- Better housing
- Reducing stress
- Accessible support services – local
- Valuing individuals/community
- Community cohesion
- Tackling discrimination – equal + fair services
- Health impact assessing for policies and activities
- Non means-tested provision
- Proactive instead of reactive services
- Removing barriers to access of health and well-being provision
- Responsive services – need based [User involvement]
- Prevention + self care support
- Mapping community need + anti-poverty strategy and implementation - plan funding independent advice services.

Self Help/ Self Worth:

- Recognition of positive contribution (e.g. careers)
- Empowerment/advocacy/ knowledge + skills
- Invest in education/awareness raising

Mental Health

- Happiness – good mental health
- Increase social networks/promote opportunity
- Awareness + preventative support;
 - Collaborative services
 - Links between support provision
 - Continuity of good services
- Maintaining local/effective service provision

"Be Safer for all"

Main Priority:

• Reduce the incidence and fear of crime • Address anti-social behaviour • Create safe and secure homes, tackling domestic violence • Safer roads • A positive future for our children and young people

Key Priorities:

- Apart from agreement that our streets need traffic calming, the discussion focused almost exclusively on concerns about serious anti-social behaviour, and particularly discouraging young people's involvement in it
- Fear of crime is a serious concern and could be reduced (i.e. be proportional) if people had accurate statistics... the media scaremongers too much
- Raise awareness of positive initiatives, alternatives and opportunities for people, especially youth, to pursue rather than crime - e.g. employment, youth facilities, creative things, education
- Need positive images of youth, rather than demonising them. Value and recognition of their achievements, e.g. via youth volunteering programme and training: positive contributions / positive opportunities for youth
- Need to engage with young people, and to listen to their views and their 'voice' - need effective practical action targeting those involved in gun and knife crime... and to prevent negative re-enforcement of such activity (e.g. glorification)
- Parents and carers of those involved in serious crimes (whether perpetrators or victims) need systematic support
- The best way to 'crowd out crime' is to ensure strong local communities with a good, positive atmosphere and people talking to each other and supporting each other
- visible crime prevention;
 - more police
 - more street wardens
- community structures;
 - neighbourhood support/responsibility - pride in our communities
- cross boundaries/multi/agency involvement
- inter-generational support/education, e.g. Inter-agency training on safeguarding adults across all VCs organisations and highlighting reporting mechanisms and available information/advice/advocacy agencies
- reducing knife/gun crime
- zero tolerance for discrimination and hate crime
- alcohol/drug dependency support

"People at the Heart of Change"

Main Priority

- *Opportunity to influence* • *Empowering VCS* • *Meaningful engagement* • *Adhering to consultation policies* • *Making sure local people are consulted about impact of changes* • *Adequate resource to fulfil community needs*

Key Priorities

- Involve users and members (access wider community)
- Use VCS as a greater means of collecting data/knowledge
- Cost to enable this to happen – pay for engaging in consultation
- Social capital:
 - ✓ involve wider sector
 - ✓ incentives VCS to link
- Impact on homelessness:
 - ✓ strategy
 - ✓ process
- Impact assessment:
 - ✓ to be conducted wider than meeting targets/money
 - ✓ what does it mean for communities/dynamics/meeting needs/negative effects?
- Strong processes/involvement
- Increasing accessibility, accountability
- Feedback – honest in processes
- Joining up agendas
- Treatment of VCS is inconsistent
- Honouring commitment to borough
- Contradictory targets (e.g. council proposed cuts will affect LAA priorities)
- Valuing borough – consistent plus continuous improvement
- Valuing VCS – independence/campaigning
- How do we prove how good we are? – more than a paper exercise overly bureaucratic
- Consider needs of BME communities
- Genuine community cohesion
- Community perception (understanding between partners)
- Relationship with health practitioners
- Services access
- What are the priorities within the communities?
- Too many changing agendas
- Health and safety
- Quality of provision

"An Environmentally Sustainable Future"

Main Priorities

- *Tackle climate change*
- *Manage our environmental resources more effectively*
- *Create sustainable and energy efficient homes and buildings*
- *Increase recycling and reduce waste*
- *Promote sustainable transport*
- *Encourage our future citizens to be our first 'green generation'*
- *Protect the natural environment Haringey*

Key Priorities:

- Need for a comprehensive and well-financed insulation programme for all homes, not just new ones
- Housing v. maintaining green space - will be a issue for Haringey
- Need to develop alternative energy sources, e.g. solar panels on all buildings
- A 'green' lifestyle is part of a positive approach e.g. to diet (healthy eating) and fitness (cycling and walking rather than car use)
- Recycling should be made easy to understand and do, be as comprehensive as possible, and be the same throughout all neighbourhoods in Haringey
- Waste reduction and recycling should apply equally to businesses as they have a huge impact
- Necessary lifestyle changes need to be viewed positively and backed by effective incentives. Such incentives should be accessible, rather than means tested or hard to apply for.
- All reports by Council and HSP boards should include a brief 'environmental impact assessment' in the same way that they include an 'equalities assessment'.
- Community access – all aspects i.e. young people
- Influence over facilities and maintaining community space
- Economics over environment
- There's a need to continually raise public awareness on these issues

“Economic Vitality & Prosperity Shared by All”

Main Priority

Involvement of VCS and people at all levels strategically plus right through the process at all stages of the [development/ decision-making] systems.

Key Issues:

- Tackling ‘worklessness’ effectively means working from the bottom - up
- Local Business to get involved in this debate and workless to be involved
- Promotion of volunteering
- Training payments for unemployed
- Safety net (cost effect) transition from unemployment to jobs
- training – information workshop for unemployed
- Need to be qualified from the early stages.
- More young leaders and involvement of all ages groups (as opposed to middle-aged/ near middle-aged leaders)
- Ward level involvement from communities
- Homelessness impacts upon communities being prosperous – e.g. inadequate consultation with VCS regarding LBH Housing Strategy
- Community cohesion
- Need organised debate with all stakeholders leading to consensus on economic sustainability
- Audit of local people’s views on this issue to be conducted across the borough
- Education and opportunity ;
 - Day release for training workshop
 - Hands on training
 - Open up apprenticeship and target what people really need
 - Improve employment opportunities

"People and Customer Focused"

Main Priority

- *High quality, needs based and customer focused services that offer value for money*
- *Increased resident satisfaction with services and the area they live in*
- *Greater opportunity for civic engagement and participation*
- *Transparent and accountable local leadership*
- *Drawing on the strength of the voluntary and community sector*
- *Make our children and young people active citizens*

Key Priorities:

- Need more funding for a wide range of local services
local services and amenities need to be accessible for everyone to use without barriers, e.g. affordable, no 'means testing' or bureaucracy, well advertised, and a system of community transport for those needing mobility support
- Need constant and sustainable youth provision e.g... facilities in local communities, mentoring programs etc
- Improve services for the elderly and those with disabilities
- Support for parents and carers (e.g. those caring for housebound relatives etc)
Recognise and support the huge numbers of volunteers and volunteering, formal and informal, that goes on throughout Haringey
- Communication – active + two way of communication e.g. Delivery plan – local people on scrutiny panels
- Accountabilities of service provides/transparency two-way feedback evidence and monitoring
- Client specific complaint officer to process complaints (Compact mediation for VCS service providers)
- Language support necessary for services

Some overall conclusions from the workshop:

- The CLF mission to 'increase the level, accessibility and quality of services, with greater community engagement and influence' was felt to be a good summary of the issues at hand
- Key overarching themes from the contributions were: we must have adequate resources to fulfil community needs, work towards strong communities, support engagement of young people
- There's a great deal of connection and overlap between all the issues discussed

5.0 Acknowledgements

HAVCO and the Community Link Forum team would like to thank the following:

Workshop Facilitators:

- Robert Edmonds - VCS Wellbeing Theme Group Chair
- Dave Morris - Haringey Federation of Residents Association
- Faiza Rivzi - BME Carers
- Stephen Wish - Polar Bear Community Ltd

Co-Facilitators:

- Vincent Okieimen - HAVCO
- Naeem Sheikh - HAVCO

Scribes:

- Rachel Nussey - HAVCO
- Pisey Pech - HAVCO
- Stephanie Rowland - Haringey Council, Corporate Voluntary Sector Team

We would also like to thank Gethyn Williams, Policy and Networks Manager, London Voluntary Service Council (LVSC) who delivered the key note speech at the second LAA workshop event, Dhara Vyas, Policy Officer at the National Council of Voluntary Organisations and Paul Head, Principal of the College of North East London/HSP Vice Chair who delivered presentations at the CLF Launch. Leander Neckles, of Necko Consultancy, who has provided invaluable support regarding policy and project development to the CLF Reference Group (the main steering group of existing voluntary and community sector representatives that have places at the strategic table) and the CLF team.

Last, but not least, we would like to thank all of Haringey's voluntary and community organisations that participated in these events, your efforts, energy, dedication and input are appreciated and respected.



Meeting: Safer Communities Executive Board

Date: 23 June 2008

Report Title: Annual Review 2007/08

Report of: Claire Kowalska, Community Safety Development Coordinator

1. Purpose

1.1 To inform members of the board of the proposed content of the public Annual Review of Safer Communities activity and delivery for 2007-08

2. Background

2.1 It is not only good practice but also a requirement to feed back to the public the outcome of partnership work over the past year. For the last couple of years, Government Office for London has been encouraging a short and simple format such as the one attached for Haringey. It will be formatted as a simple fold out leaflet, following this popular format in previous years.

3. Draft Annual Review 2007-08 – see attached text

Annual Review 2007 08 - Keeping Haringey Safe Across All our Communities

In our annual review for 2007-08, we are pleased to share with you some recent achievements of the Safer Communities Partnership.

The Partnership is made up of Haringey Council, the Police, Haringey Teaching Primary Care Trust, the Probation Service, the Fire Service, local charities and community and voluntary organisations. We are delighted to be welcoming two new members this year from Community Link.

Last year was another very successful year. There were significantly fewer victims of crime compared to the previous year (**check number**). We achieved record reductions in many crime types; and the number of drug-using offenders entering and remaining in treatment has significantly increased. Safer Neighbourhood Teams are well established in every ward in the borough and maintain high levels of popularity.

For the coming few years, we have reconfirmed our commitment to early intervention and problem-solving and we will continue to balance deterrence and enforcement with prevention, support and treatment. We will also continue to invest in activities and programmes that meet the needs of the community.

As always, maintaining high performance and lasting improvements will be a real challenge and we ask for your continued support and co-operation. In return, we will work *smarter* together to create an environment that *is* safer and *feels* safer.

Councillor Nilgun Canver
Cabinet Member
Enforcement & Community Safety

Richard Wood
Acting Borough Commander
Haringey MPS

Helen Brown
Acting Deputy Chief Executive
Teaching Primary Care Trust

John Brown
Borough Fire Commander

Crime reduction

- There was some excellent performance in 2007/08 with falls in personal robbery (by 24.8%), theft of motor vehicle (by 10.3%), wounding/assault (by 8.8%) and theft from the person (by 8.7%)
- Sanctioned detections for domestic violence offences were better than ever, standing at a rate of 60%, and well ahead of the target
- In the latest Annual Resident's Survey, concern about crime fell from 54% to 46%; lower than the London average (54%) and at the lowest level since 2000 (41%). Older people tended to be less concerned about crime than younger people: 56% of 11 to 17 year olds stated that they were concerned about crime, compared with 39% of people aged 60 and over
- One quarter of all offenders were brought to justice in Haringey, the highest in Greater London
- The Q-Car model that has been successful in dealing with robbery and has been applied to burglary. This has enabled proactive stop and searches on the street leading to quick identification and arrests of known and suspected burglars

Awareness raising and prevention

- Privacy spaces – yellow boxes painted on the pavement – have been marked around cash machines in Muswell Hill Broadway and Fortis Green Road. This aims to give the user a 'personal defensible space', making them aware of other people nearby and helping to reduce theft of card details
- All Safer Neighbourhood Teams have been provided with portable correx posters with an anti-burglary and motor vehicle crime message for use in hotspots
- Over the Christmas period, a 'posters on wheels' van drove around burglary hotspots in the borough
- Stickers reminding vehicle owners to take all of their belongings with them were posted on every pay and display machine in the borough

Domestic violence support

- Use of Hearthstone Domestic Violence service increased significantly in 2007/08, with more than 1200 referrals, and continues to reflect the borough's diverse communities
- In November 2007 on White Ribbon Day the Borough won an award of distinction from the Mayor of London in recognition of the outstanding and innovative work done to combat Domestic Violence
- During the last year, Hearthstone has had an increase in staffing and in the next year will be undergoing a physical expansion. This will ensure a more appropriate space for survivors, and allow additional services to be available on site

Safer Neighbourhoods Policing

- Safer Neighbourhood Teams have been working on the London-wide Army Cadet Force Outreach programme. This aims to help disengaged young people who may be vulnerable to becoming involved in crime, by using challenging activities to raise self-esteem and build confidence. The Teams have been working together to identify young people in the borough to benefit from the programme.
- Safer Transport operations led to 100 arrests for offences including drug offences, offensive weapons, fare evasion, public disorder and fraud

Tactical enforcement operations

- The Out-of-Hours Enforcement Response team is now accompanied by police officers and is additionally able to carry out licensing and planning enforcement. The service runs 24 hours a day
- There have been successful convictions and jail sentences for street trading without a licence; fines have been given for blocking the footway and contravention of the smoking ban.
- A joint operation between the Tactical Enforcement Team, Safer Neighbourhood Team and Officers from Federation Against Copyright Theft lead to the seizure of around 3,000 illegal DVDs and CDs with an estimated street value of £15,000.

Reducing drug and alcohol misuse

- There was an increase in the numbers of people into drug treatment: **1347 (provisional – are final figures available yet?)** in 2007/08, and an 86% retention rate above the national target of 80%
- Bringing Unity Back into the Community (BUBIC), a pioneering peer-led support group were the regional winners of the Home Office sponsored 'Tackling Drugs Changing Lives Awards'. Their work was recognised for its commitment, passion and drive, and the contribution they make to tackling substance misuse problems in black and minority ethnic communities.
- Haringey Reachout, a short-term outreach project which aims to increase the numbers of drug users, particularly hard-to-reach drug users, going into drug treatment, has been running four evenings a week. Workers across the drug and alcohol agencies are involved and the long-term plan is to develop an outreach strategy.
- Eban is a new stimulant/poly drug service in the borough. The service provides hard to reach users with low level engagement services such as space to shower, eat, laundry as well as providing evidence-based treatment interventions.

Anti-social behaviour improvements

- There has been a highly successful policy of prevention in relation to ASB with the emphasis on Acceptable Behaviour Contracts. Haringey has managed the highest number of crack house closures in London.
- There has been selective use of ASBO's for persistent and serious cases, with a 98% success rate in court applications.
- Five commendations have been received for ASBAT officers relating to their work to combat ASB in the Borough. Two of these were commendations received by the Acting Chief Superintendent, Haringey Police Service, the first of their kind for Haringey Council employees.
- For the second year running, ASBAT held workshops with young people in schools during their crime awareness day. The sessions focused on the impact and repercussions of ASB and gave the chance for the pupils to raise their concerns. Other schools are programmed throughout the year.
- Haringey ASBAT and Youth Offending Service co-facilitated the *Strengthening Families, Strengthening Communities* parenting programme, with high levels of attendance and progress by participants. The aim of the programme is to equip those responsible for their children's behaviour with improved parenting skills and techniques. An awards ceremony was held at the end of April.

Supporting young people

- St Thomas More School pupils participated in a highly successful and well publicised Say Yes Challenge. The challenge is a social enterprise project engaging young people to develop solutions to local crime and anti-social behaviour issues, working with mentors from the business sector. Another challenge is planned for this year.
- The number of first time entrants into the youth justice system has decreased by 5.4% since 2005/06, and in 2007/08, 75% of all young people supervised received full-time educational/employment provision, an increase since last year
- The YOS received the national *Communicating Youth Justice Award 2007* for Best Promotional Work for the Trail Blaze Cannabis Awareness Board game, which was developed by YOS drugs workers. The award was presented at the National Youth Justice Board conference in October
- Primary school staff have been trained in restorative approaches for use in schools to encourage young people to understand the impact of their actions at an early stage
- The Fire Service launched the new Local Intervention Fire Education (LIFE) programme for young people and has been running a pilot in Haringey. The intensive programme helps the participants to understand the roles of a fire fighter and the consequences of deliberate fire setting and vandalism. In Haringey, the young people have been undertaking training exercises, casualty rescue and problem solving tasks.

Planning for emergencies

- The Emergency Planning and Business Continuity Team responded to a large fire at Grand Parade, Green Lanes. The team coordinated the response of the Council, providing support for the emergency services and help and support to residents who were evacuated from their homes at 5am on a Saturday morning.
- Other incidents have included a tower block fire and major power cut
- In addition to responding to incidents the team has organised a number of training events to practice for serious emergencies affecting the borough, for example a major hospital fire and an extreme storm event
- Many lessons were learnt from the floods in summer 2007 and partners have been working together to implement them, developing a flood plan for the borough

Other achievements

- Community Justice Courts are being piloted at Tottenham Court, covering crimes committed in Northumberland Park, Seven Sisters, Tottenham Green and Tottenham Hale, as well as borough-wide knife crime and prostitution. The purpose of these courts is to ensure that the sentences given reflect concerns of the local community; address the risk factors leading to offending behaviour; and provide reparation opportunities suggested by members of the community. Overall, the courts aim to reduce re-offending.

For more information about the planned work of the Haringey Safer Communities Partnership, go to the *Safer for All Strategy 2008-2011* on our website www.haringey.gov.uk. Or please phone us on 020 8489 6957 for a hard copy of the strategy and other documents.

Other useful contact numbers:

Anti-social Behaviour Action hotline – 0845 671 1177

Victim Support line – 0845 30 30 900

Hearthstone – 020 8888 5362

Crimestoppers – 0800 555 111



Meeting: Safer Communities Executive Board

Date: 23 June 2008

Report Title: Safer Haringey Evaluation Framework: Year End Report 2007/8 and Finance Summary

Report of: Eliza Grainger, Community Safety Policy Officer.

1. Purpose

- 1.1. To provide an update about the implementation of the evaluation framework 2007/8; capturing key successes, lessons learned and the approach for 2008/9.

2. The framework

- 2.1. The framework covered the projects funded via the Borough Command Unit Fund (BCUF), the Safer and Stronger Communities Fund (SSCF) and the Neighbourhood Renewal Fund (NRF).
- 2.2. The allocation of funding was based upon local needs and the capacity of partner organisations to deliver relevant outcomes.
- 2.3. To secure funding each project lead submitted a plan identifying inputs, outputs and expected outcomes.
- 2.4. To ensure close monitoring and support, members of the Community Safety Team were assigned to eight of the funded projects.
- 2.5. Project leads (with support from the relevant Community Safety Team member) provided three quarterly monitoring reports and one final report. The reports required the demonstration of achievements, lessons for the future, sustainability and exit strategies.
- 2.6. Projects were managed by exception – at the end of the second quarter only one project (the Leadership Centre) failed to meet the milestones to which they had committed in the project plans. An exception report was submitted to the Safer Communities Executive Board (SCEB) and a decision to redirect some of the funding allocated to this project was made.

3. Key achievements

- 3.1. The redirection of funding from the Leadership Centre allowed for three other projects to be funded which provided similar outcomes. For example, the LIFE (Local Intervention Fire Education) project involved training 'at risk' young people to run a fire station from which they developed an understanding of the rewards of effort, team work and communication. In recognition of the positive impact of this project resources have been provisionally allocated for 2008/9.
- 3.2. The London Boxing Academy (LBA) was also funded through the redirection of the Leadership Centre allocation. The LBA provides alternative education for young people who would otherwise be excluded from school. Some of the key outcomes to date include reduced police intervention with students who were previously known to the police and an overall attendance rate of 85%.
- 3.3. The recommendations of the CCTV scrutiny review have been implemented and a statement of joint policy use (Community Safety and Parking Enforcement) has been agreed. The management of CCTV will be jointly funded during 2008/9.
- 3.4. The Say Yes Challenge successfully engaged over 50 young people in the development of practical solutions to local crime and anti-social behaviour issues. There was national media coverage and a second challenge is planned for 2008/9.
- 3.5. Met Care and Repair has broadened its scope in 2007/8 and made their service available to Police referrals aged 55+ years. During 2008/9 a further expansion to vulnerable victims of any age is planned.

4. Lessons learned

- 4.1. The monitoring process enabled project leads to identify and reflect on problems, learn lessons and make necessary changes.
- 4.2. Assigning members of the Community Safety Team to projects proved invaluable; providing project leads with a point of contact for queries, co-ordination of and support throughout the monitoring process.
- 4.3. Only eight of the projects funded under Safer Communities were assigned a CST contact. Without an accountable link in the CST, some projects failed to provide regular monitoring information and were allowed to slide.
- 4.4. Planning and reporting pro-formas should be aligned with those used by the LAA programme management. This will reduce 'form fatigue' and will simplify planning and monitoring.

- 4.5. The implementation of the evaluation framework places the Partnership in a good position to contribute to corporate performance management requirements during 2008/9.

5. Monitoring and evaluation 2008/9

- 5.1. The area based grant and LAA project information template will be used as a plan pro-forma for all Safer Communities funded projects. This will ensure consistency across all projects and will help to simplify the monitoring process.
- 5.2. All Safer Communities funded projects will be assigned a Partnership contact.
- 5.3. A monitoring and evaluation briefing will be convened for all project leads following funding decisions. This will help to ensure that everyone is clear about the monitoring process and their individual responsibilities.

6. Finance Summary

- 6.1 Attached at Appendix A is the Community Safety Business Unit received various external grants during 2007/08 (Table 1) set out below.
- 6.2 All of the grants received were fully spent and are audited by Corporate Finance and the allocated funding stream.

APPENDIX A

Table 1:

| Name of Grant | Grant Income £ |
|--|---------------------------|
| ASBAT | |
| H.O. Respect Task Force | 65,000 |
| Safer Stronger Communities Grant | 269,815 |
| | 334,815 |
| Community Safety Team | |
| NRF Community Safety Provision | 472,000 |
| NRF Partnership Board | 250,000 |
| Safer Stronger Communities Fund (Revenue) | 92,027 |
| Safer Stronger Communities Fund (Capital) | 120,000 |
| GOL Preventing Violent Extremism | 80,000 |
| NRF Vehicle Crime Reduction | 35,000 |
| | 1,049,027 |
| DAAT | |
| Drug Intervention Programme | 1,243,541 |
| Young People & Substance Misuse Grant | 510,970 |
| | 1,754,511 |
| Youth Offending Service | |
| YJB General Core Funding | 282,893 |
| YJB Resettlement & Aftercare | 228,561 |
| YJB North London ISSP (Intensive Supervision & Surveillance Programme) | 439,765 |
| YJB Prevention Grant | 202,557 |
| NRF Youth Offending Service | 292,000 |
| NRF Reparation | 42,750 |
| NRF Parenting | 42,750 |
| NRF Asylum Worker | 40,000 |
| | 1,571,276 |
| Total | £4,709,629 |



Meeting: Safer Communities Executive Board

Date: 23 June 2008

Report Title: Update from the Drug and Alcohol Partnership Board

Report of: Marion Morris, Drug and Alcohol Partnership Manger

1. Purpose

- 1.1. To provide the Board with an overview of some of the new initiatives and developments being commissioned in the year ahead.

2. Background

- 2.1 The 2007/08 DAAT Annual Needs Assessment identified some key gaps in terms of service provision and/or areas that were in need of improvement. This report will focus on the key four of these new developments:

- Free-Phone Helpline
- Cannabis Awareness Campaign
- Street Outreach Plan
- Carers Counselling Service

3. Free Phone Helpline

- 3.1. Whilst all of the substance misuse treatment services provide advice and information on drugs and their affects and most offer low threshold drop-in services – there is no central advice and information/referral service for people wanting to access drug/alcohol treatment. From a service user point of view it can be difficult to know where to get the most appropriate form of help/or seek advice about the effects of drugs.
- 3.2. To address this, the DAAT have commissioned a pilot free phone helpline, which will run from 23 June 2008 – 31 March 2009. It will act as a central point of access for information and advice on drugs and their effects and refer residents to the most appropriate form of drug/alcohol treatment in the borough – depending on the issue that is presented.
- 3.3. The launch of the helpline will be supported by a targeted advertising campaign, details of which are:

- **23 June – 17 August: free phone helpline advert will be inside 100 buses (leaving Tottenham and Wood Green depots) – with focus on ones that stay longest in the borough**
 - **8 September – 2 November: free phone advert on 10 spaces on escalators - Wood Green Tube**
 - **10 November - 7 December: Free phone advert on rear of 30 buses (focus on route 29).**
- 3.4. In addition the free phone helpline will be promoted on 20 lamp post banners for three weeks leading up to the Tottenham Carnival. Posters will also be on display in Police custody suites.
- 3.5. The free phone helpline will be closely monitored and evaluated throughout its operation. An evaluation report will be presented to the January 2009 meeting of the Joint Commissioning Group where a decision will be taken as to whether to continue to commission this service next year.

Success will be gauged on the:

- Number of people entering treatment via the helpline
- Number of people who have sought telephone support
- Number of people who have used the helpline to get information on drugs and their effects
- Number of people who have accessed helpline to get information on drug treatment.

The artwork for the free phone helpline can be seen in appendix 1 of this report.

- 3.6. Other more qualitative data will also be collated, such as nature of the call - drugs discussed, gender, etc.

4. Cannabis Awareness Campaign

- 4.1. Haringey has above the London average of people presenting to drug treatment with cannabis problems (17% compared to London average of 10%), the main age range is 18-24. In response to this emerging demand the Drug Advisory Service Haringey were commissioned to provide cannabis support groups last year. These are well attended and much in demand.
- 4.2. We also know from both the Youth Offending Service and our specialist young persons treatment service (Involve – Haringey) that cannabis users make up a high percentage of their case loads – and that usage begins much younger than 18. Given the potential for mental health and other problematic health/social problems that can develop as a result of heavy cannabis use, it is critical that accurate information and support services are in place.

- 4.3 In addition there is confusion amongst users and professional alike as to the legal status of cannabis (which will be further compounded by the Government's recent decision to reclassify cannabis from a Class C to Class B status) coupled with misinformation on the short and long term effects of cannabis use/ and a need for accurate information on different types of cannabis and their strengths.
- 4.4. To address the above issues the DAAT will be running a targeted adverting campaign, which will use the same free phone helpline number and again act as a reliable source of information on cannabis and its effects and refer people to most appropriate forms of help. For example, under 21's will be referred to Involve, and over 21's to DASH's cannabis support groups.
- 4.5. The cannabis awareness campaign will run from 23 June – 17 August and adverts will be placed on the inside of 100 buses leaving Wood Green and Tottenham depots. This will be monitored over the summer months – with an evaluation report ready by the autumn. **The artwork for the cannabis campaign can be seen at Appendix 2.**

5. Street Outreach Plan

- 5.1 As part of a further push to increase numbers accessing drug treatment and to provide a coordinated and comprehensive street outreach programme – the DAAT will be reviewing existing outreach provision, to ensure that it is co-ordinated and targeted towards the specific needs of main client groups e.g. sex workers, young people etc. If possible, it is envisaged that we will move towards having street outreach services 5 nights per week.
- 5.2. A purpose designed outreach van will also be purchased this year – which will mean that more services can be offered, and that workers safety and client confidently is increased. It will also provide important harm minimisation services to 'harder to reach clients.' The monies to purchase the van were received from Haringey TPCT, in response to a proposal put to them to increase numbers entering treatment (NI40 and part of the Vital Signs).

6. Carer's Pilot

- 6.1. Finally a detailed piece of work undertaken with 'carers' of people with substance misuse problems in 2007/08 identified that they were a hidden group - who through the perceived stigma/ illegal nature of substance misuse were not accessing mainstream carers services. They were often struggling with huge financial and emotional issues whilst trying to keep some form of order in their families.
- 6.2. A pilot support group which run in 2006/07 – identified that carers would appreciate having the space to talk to someone to help them attend to their own needs and not just focus on the 'sick' person in the family.

- 6.3. A pilot carers' counselling service has been commissioned for this year (2008/09). It is staffed by qualified counsellors and is already being well used. The free phone helpline will also act as a means of publicising this service.

7. Other Potential Projects - Drug System Change Pilots

- 7.1. Haringey, Plymouth and Lincolnshire DAAT have been working with the Royal Society of Arts on a proposal to be one of the potential pilot sites for personalised budgets for drug users. This is part of the Government's commitment to examine a much wider roll-out of individual budgets for treatment and wider support – including access to housing, training, employment. The RSA have secured funding from the Tudor Trust to undertake the first part of this project, which will be to survey service users' needs.
- 7.2. We are now in the process of trying to get buy-in from the National Treatment Agency that they will either give consideration to these three projects being part of the proposed six national pilots or at the very least take its findings into consideration when formulating policy on personalisation in drug services. The Tudor Trust has made this one of the conditions of their funding.
- 7.3. The Director of Adults, Community, Culture and Leisure has been briefed on this as has the Head of Policy within the Council. The Board will be kept informed of progress.

5. Recommendations:

- 5.1. Note timetable of marketing campaign.

APPENDIX 1

**Concerned about the effects drugs/alcohol ?
have on you or someone you care for**

for **free** and **confidential** advice and information ring:

0800 988 9907

Monday-Friday 9.30-5.30 A service for drug/alcohol users, their families, partners and friends

APPENDIX 2

WHERE DO YOU GET OFF?

Arrest Final Warning Criminal Record Prison



For confidential advice call freephone
0800 988 9907
Monday to Friday 9.30 to 5.30pm



CANNABIS IS STILL ILLEGAL
...and can seriously damage your health

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haringey strategic partnership

Meeting: Safer Communities Executive Board (report for Haringey Strategic Partnership)

Date: 23rd June 2008

Report Title: Local Area Agreement 2008/09-2010/11 update

Report of: Sharon Kemp Assistant Chief Executive

Summary

To update HSP on the 2008/09 Local Area Agreement.

Recommendations

For HSP to note the contents of this report.

Financial/Legal Comments

For more information contact:

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 Title Local Area Agreement Manager / HSP Manager
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mary.connolly@haringey.gov.uk

1 Background

1.1 The HSP approved in principle the LAA for 2008/09-2010/11 at its meeting on 8th April 2008, with delegated authority for sign off given to the Performance Management Group of the HSP. This report informs on the current position.

2. Current position for 2008 /09

2.1 Over the past month, the partnership's target leads have successfully negotiated with central government three year targets for the 35 national indicators within Haringey's Local Area Agreement. These are

listed within the outcomes framework at the back of Haringey's Local Area Agreement, which was formally submitted to Government Office for London on 30th May 2008. Please refer to Appendix A.

- 2.2 To support the target setting process, the programme management team produced a briefing note for thematic leads and target lead officers advising them of the process for gaining sign off through thematic boards, directors and lead members and of the process to be undertaken to ensure quality assurance of targets for audit purposes.
- 2.3 Government Office have advised that the following list of indicators are being deferred until 2009/10, these include: NI 6; NI 32; NI 54; NI 119; NI 125; NI 127; NI 135; NI 149; NI 187.
- 2.4 In addition to the deferred indicators, a few last minute changes were made within Haringey's selection of 35 national indicators and local targets, which were agreed by PMG on 28th May 2008, prior to submission to GOL.

PMG agreed for the NI 54 Disabled Services for Children (deferred until 2009/10) to be substituted with a previously local target NI 60 Core Assessments.

PMG also agreed for the following local indicators were removed due to difficulties with measurable data and Haringey's ability to deliver against the targets at this stage:

- NI 32 repeat incidents of domestic violence (based on Multi Agency Risk Assessment Conferences (MARAC));
- Number of eligible individuals supported into employment through the Haringey Guarantee taking up working tax credit; and
- Number of eligible Haringey Guarantee participants taking up child tax credit. Lead members and thematic board members have been advised of the current situation and are in agreement with their removal.

In addition to the above PMG agreed for the following local target to be included as a replacement for the two local enterprise targets removed:

- Number of registered Haringey Guarantee participants with a completed better off calculation. Formal sign off is now required from PMG to the inclusion of this local target.

- 2.5 Haringey's LAA is expected to achieve government approval by 27th June 2008.
- 2.6 Government announced a new round of stretch reward on 4th February, with the total value to be at least £340 million. Split across the partnerships £340 million nationally is equivalent to an average of £2.2

million for each Local Area and this links reward payments to improvement across all of the 35 targets agreed in the LAA. Government also announced that the most deprived areas, which face the greatest challenges, will benefit from an additional £50 million WNF reward. Haringey's WNF reward is linked to two indicators within the supplied basket of WNF indicators; NI 153 and NI 117

3. Safer Communities

- 3.1 See pages 80 and 81 of the attached chart for the national indicator set that relates to Safer Communities and the chart below for the agreed LAA improvement and local targets.

Chart A

| National Outcome: Safer Communities | | | | | |
|--|--|--|---|-------------------------------------|---------------------------------------|
| NI: | National Indicator | Sustainable Community Strategy Priority | Baseline | 2008/09 Target | 2009/10 Target |
| 15* | Serious crime rate * | Safer for all | Baseline and targets to be set as part of year 1 refr | | |
| 16* | Serious acquisitive crime * | Safer for all | 39.8% (8971) 2007/08 baseline | 37.8% (-5%) | 37% (-3%) |
| 21* | Dealing with local concerns about ASB and crime by the local council and police - proxy % who feel well informed about what the council is doing to tackle ASB * | Safer for all | 24% (very or fairly well informed 06/07 BVPI survey) | 24% | 26% |
| 35* | Building resilience to violent extremism * | Safer for all | 1 | 2 | 3 |
| 39* | Alcohol-harm related hospital admission rates * | Safer for all Healthier people with a better quality of life. | 1342 (06/07) | 1% point reduction 1579 | 1% point reduction 1713 |
| 40* | Drug users in effective treatment * | Safer for all | 2006/07 781 2007/08 estimated at 883 | 8% (954) increase on 07/08 baseline | 14% (1011) increase on 07/08 baseline |
| Local | Number of incidents of domestic violence that result in sanction detections (2007-2010 stretch target) | Safer for all Healthier people with a better quality of life. | 652 (06/07) | 770 or 36% | 813 or 38% |
| Local | Repeat victimisation of domestic violence (2007-2010 stretch target) | Healthier people with a better quality of life. | 201 (05/06) | 176 | 156 |
| Local | Reduction in personal robbery (2007-2010 stretch target) | Safer for all | 1919 | N/A | 4915 |



*The New Performance Framework
for Local Authorities & Local
Authority Partnerships:
Single Set of National Indicators*



*The New Performance
Framework for Local Authorities
& Local Authority Partnerships:
Single Set of National Indicators*

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October 2007

Product Code: 07 LGSR 04876

Foreword

Effective local government is the backbone of strong communities, of prosperous towns and villages. It is responsible for aspects of everyday life that people care about deeply – from green parks, to well-stocked libraries, to clean streets.

In 1997, local government was under-resourced, run-down and demoralised. Since then, funding has increased 39% in real terms. Performance has risen year on year, and today three quarters of councils are rated very good or excellent.



But if we are to continue to improve public services in the way communities expect and deserve, and if we are to enable local government to live up to its full potential, Whitehall today needs to step back and give it the space to lead.

That is why the Prime Minister has called for “a reinvention of the way we govern”, an historic transfer of power from Whitehall to the town hall, and direct to communities.

This local devolution is the key to reinvigorating the grass roots of democracy, to making public services reflect what communities want, and to facing up to some of the most complex challenges we face today, such as climate change and community cohesion. To tackle such agendas the need for local authorities and their public services providers to work together in partnership is even greater.

The 2006 Local Government White Paper, *Strong and Prosperous Communities*, promised a new era of freedom for local government: greater flexibility to set priorities, greater discretion over how to meet them. This meant that, among other things, up to an estimated 1,200 indicators for assessing performance would be reduced to around 200.

This document shows that Government is delivering. It sets out a single set of just 198 measures representing what Government believes should be the national priorities for local government, working alone or in partnership, over the next three years. It rightly paves the way for local authorities and their partners to look less to Whitehall for legitimacy and direction, and more to the communities they serve.

Alongside measures such as moving £5bn into general non-ring fenced grants allowing councils to spend money on the issues that matter locally, the single set of national indicators marks a big step in turning the rhetoric of devolution into reality. As we put it into practice it will give local government the space to thrive, to continue improving services, and to give communities what they need. The onus is now on local authorities and their partners to rise to the challenge, and I am confident they can deliver.

A handwritten signature in black ink that reads "Hazel Blears". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Rt Hon Hazel Blears MP
Secretary of State for Communities and Local Government

Introduction

This document sets out the headline definitions of the 198 indicators which will underpin the new performance framework. This national indicator set has been developed as part of the Comprehensive Spending Review 2007 so that it reflects the Government's national priorities. Performance against each of the 198 indicators will be reported for every single tier and county council Local Strategic Partnership.

Local Government is also responsible for many other services and activities valued by local people: these are not directly reflected in the national indicator set. It does not mean those activities should stop. It means that it is right for local authorities, and not Whitehall, to set their own priorities, and monitor performance themselves.

The national indicator set will be the *only* measures on which central government will performance manage outcomes delivered by local government working alone or in partnerships. From April 2008, all other sets of indicators, including Best Value Performance Indicators and Performance Assessment Framework indicators, will be abolished.

As the new performance framework is focused on outcomes and their delivery through stronger partnership working, the same indicators will be used for different local partners as relevant. Therefore, many of the indicators in this set will also apply to the police, primary care trusts and other local bodies.

In each area, targets against the set of national indicators will be negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years. There will be no other way of setting targets, no other way of Whitehall managing local authority performance.

Setting the targets will be the subject of genuine negotiation between central Government and the local area. Whitehall will not mandate them. Even where targets are set out for Public Service Agreements at national level, local areas will have the flexibility to respond to these national ambitions in the most appropriate way in negotiation with Government Offices.

The headline definitions for the 198 national indicators are outlined below. We will shortly consult on the technical definitions of the indicators, giving stakeholders an opportunity to give views on the methodology, frequency of reporting, and data source of each individual indicator. If in the interim period there are detailed questions relating to the indicators, these can be directed to nationalindicators@communities.gsi.gov.uk.

The National Outcome and Indicator Set

| Outcome | National indicators |
|-----------------------------|--|
| Stronger communities | <p>NI 1 % of people who believe people from different backgrounds get on well together in their local area PSA 21</p> <p>NI 2 % of people who feel that they belong to their neighbourhood PSA 21</p> <p>NI 3 Civic participation in the local area PSA 15</p> <p>NI 4 % of people who feel they can influence decisions in their locality PSA 21</p> <p>NI 5 Overall/general satisfaction with local area CLG DSO</p> <p>NI 6 Participation in regular volunteering CO DSO</p> <p>NI 7 Environment for a thriving third sector CO DSO</p> <p>NI 8 Adult participation in sport DCMS DSO</p> <p>NI 9 Use of public libraries DCMS DSO</p> <p>NI 10 Visits to museums or galleries DCMS DSO</p> <p>NI 11 Engagement in the arts DCMS DSO</p> <p>NI 12 Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity HO DSO</p> <p>NI 13 Migrants English language skills and knowledge HO DSO</p> <p>NI 14 Avoidable contact: The average number, of customer contacts per received customer request</p> |
| Safer communities | <p>NI 15 Serious violent crime rate PSA 23</p> <p>NI 16 Serious acquisitive crime rate PSA 23</p> <p>NI 17 Perceptions of anti-social behaviour PSA 23</p> <p>NI 18 Adult re-offending rates for those under probation supervision PSA 23</p> <p>NI 19 Rate of proven re-offending by young offenders PSA 23</p> <p>NI 20 Assault with injury crime rate PSA 25</p> <p>NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 23</p> <p>NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area HO DSO</p> <p>NI 23 Perceptions that people in the area treat one another with respect and dignity HO DSO</p> <p>NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour HO DSO</p> <p>NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour HO DSO</p> <p>NI 26 Specialist support to victims of a serious sexual offence PSA 23</p> <p>NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police HO DSO</p> <p>NI 28 Serious knife crime rate HO DSO</p> <p>NI 29 Gun crime rate PSA 23</p> |

| Outcome | National indicators |
|--|---|
| Safer communities <i>(continued)</i> | NI 30 Re-offending rate of prolific and priority offenders HO DSO NI 31 Re-offending rate of registered sex offenders PSA 23 NI 32 Repeat incidents of domestic violence PSA 23 NI 33 Arson incidents HO DSO NI 34 Domestic violence – murder PSA 23 NI 35 Building resilience to violent extremism PSA 26 NI 36 Protection against terrorist attack PSA 26 NI 37 Awareness of civil protection arrangements in the local area CO DSO NI 38 Drug-related (Class A) offending rate PSA 25 NI 39 Alcohol-harm related hospital admission rates PSA 25 NI 40 Drug users in effective treatment PSA 25 NI 41 Perceptions of drunk or rowdy behaviour as a problem PSA 25 NI 42 Perceptions of drug use or drug dealing as a problem PSA 25 NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody MoJ DSO NI 44 Ethnic composition of offenders on Youth Justice System disposals MoJ DSO NI 45 Young offenders engagement in suitable education, employment or training MoJ DSO NI 46 Young offenders access to suitable accommodation MoJ DSO NI 47 People killed or seriously injured in road traffic accidents DfT DSO NI 48 Children killed or seriously injured in road traffic accidents DfT DSO NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks CLG DSO |
| Children & Young People | <i>Be Healthy</i> NI 50 Emotional health of children PSA 12 NI 51 Effectiveness of child and adolescent mental health (CAMHs) services DCSF DSO NI 52 Take up of school lunches PSA 12 NI 53 Prevalence of breastfeeding at 6 – 8 weeks from birth PSA 12 NI 54 Services for disabled children PSA 12 NI 55 Obesity among primary school age children in Reception Year DCSF DSO NI 56 Obesity among primary school age children in Year 6 DCSF DSO NI 57 Children and young people’s participation in high-quality PE and sport DCSF DSO NI 58 Emotional and behavioural health of children in care DCSF DSO |

| Outcome | National indicators |
|--|---|
| Children & Young People <i>(continued)</i> | <p>Stay Safe</p> <p>NI 59 Initial assessments for children’s social care carried out within 7 working days of referral DCSF DSO</p> <p>NI 60 Core assessments for children’s social care that were carried out within 35 working days of their commencement DCSF DSO</p> <p>NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption DCSF DSO</p> <p>NI 62 Stability of placements of looked after children: number of moves DCSF DSO</p> <p>NI 63 Stability of placements of looked after children: length of placement DCSF DSO</p> <p>NI 64 Child protection plans lasting 2 years or more DCSF DSO</p> <p>NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO</p> <p>NI 66 Looked after children cases which were reviewed within required timescales DCSF DSO</p> <p>NI 67 Child protection cases which were reviewed within required timescales DCSF DSO</p> <p>NI 68 Referrals to children’s social care going on to initial assessment DCSF DSO</p> <p>NI 69 Children who have experienced bullying DCSF DSO</p> <p>NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people DCSF DSO</p> <p>NI 71 Children who have run away from home/care overnight DCSF DSO</p> |
| | <p>Enjoy and Achieve</p> <p>NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10</p> <p>NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10</p> <p>NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10</p> <p>NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10</p> <p>NI 76 Achievement at level 4 or above in both English and Maths at KS2 (Floor) DCSF DSO</p> <p>NI 77 Achievement at level 5 or above in both English and Maths at KS3 (Floor) DCSF DSO</p> <p>NI 78 Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor) PSA 10</p> <p>NI 79 Achievement of a Level 2 qualification by the age of 19 PSA 10</p> <p>NI 80 Achievement of a Level 3 qualification by the age of 19 PSA 10</p> <p>NI 81 Inequality gap in the achievement of a Level 3 qualification by the age of 19 DCSF DSO</p> <p>NI 82 Inequality gap in the achievement of a Level 2 qualification by the age of 19 DCSF DSO</p> |

| Outcome | National indicators |
|--|--|
| Children & Young People <i>(continued)</i> | <p>NI 83 Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO</p> <p>NI 84 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent DCSF DSO</p> <p>NI 85 Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) DCSF DSO</p> <p>NI 86 Secondary schools judged as having good or outstanding standards of behaviour DCSF DSO</p> <p>NI 87 Secondary school persistent absence rate DCSF DSO</p> <p>NI 88 Number of Extended Schools DCSF DSO</p> <p>NI 89 Number of schools in special measures DCSF DSO</p> <p>NI 90 Take up of 14-19 learning diplomas DCSF DSO</p> <p>NI 91 Participation of 17 year-olds in education or training DCSF DSO</p> <p>NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11</p> <p>NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11</p> <p>NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11</p> <p>NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11</p> <p>NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11</p> <p>NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11</p> <p>NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11</p> <p>NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11</p> <p>NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11</p> <p>NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11</p> <p>NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 PSA 11</p> <p>NI 103 Special Educational Needs – statements issued within 26 weeks DCSF DSO</p> <p>NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO</p> <p>NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths DCSF DSO</p> <p>NI 106 Young people from low income backgrounds progressing to higher education PSA 11</p> <p>NI 107 Key Stage 2 attainment for Black and minority ethnic groups DCSF DSO</p> <p>NI 108 Key Stage 4 attainment for Black and minority ethnic groups DCSF DSO</p> <p>NI 109 Number of Sure Start Children Centres DCSF DSO</p> |

| Outcome | National indicators |
|--|---|
| Children & Young People <i>(continued)</i> | <p><i>Make a positive contribution</i></p> <p>NI 110 Young people's participation in positive activities PSA 14</p> <p>NI 111 First time entrants to the Youth Justice System aged 10 – 17 PSA 14</p> <p>NI 112 Under 18 conception rate PSA 14</p> <p>NI 113 Prevalence of Chlamydia in under 20 year olds DCSF DSO</p> <p>NI 114 Rate of permanent exclusions from school DCSF DSO</p> <p>NI 115 Substance misuse by young people PSA 14</p> |
| | <p><i>Economic Wellbeing</i></p> <p>NI 116 Proportion of children in poverty PSA 9</p> <p>NI 117 16 to 18 year olds who are not in education, training or employment (NEET) PSA 14</p> <p>NI 118 Take up of formal childcare by low-income working families DWP DSO</p> |
| Adult health and wellbeing | <p>NI 119 Self-reported measure of people's overall health and wellbeing DH DSO</p> <p>NI 120 All-age all cause mortality rate PSA 18</p> <p>NI 121 Mortality rate from all circulatory diseases at ages under 75 DH DSO</p> <p>NI 122 Mortality from all cancers at ages under 75 DH DSO</p> <p>NI 123 16+ current smoking rate prevalence PSA 18</p> <p>NI 124 People with a long-term condition supported to be independent and in control of their condition DH DSO</p> <p>NI 125 Achieving independence for older people through rehabilitation/ intermediate care PSA 18</p> <p>NI 126 Early access for women to maternity services PSA 19</p> <p>NI 127 Self reported experience of social care users PSA 19</p> <p>NI 128 User reported measure of respect and dignity in their treatment DH DSO</p> <p>NI 129 End of life access to palliative care enabling people to choose to die at home DH DSO</p> <p>NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO</p> <p>NI 131 Delayed transfers of care from hospitals DH DSO</p> <p>NI 132 Timeliness of social care assessment DH DSO</p> <p>NI 133 Timeliness of social care packages DH DSO</p> <p>NI 134 The number of emergency bed days per head of weighted population DH DSO</p> <p>NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information DH DSO</p> <p>NI 136 People supported to live independently through social services (all ages) PSA 18</p> <p>NI 137 Healthy life expectancy at age 65 PSA 17</p> <p>NI 138 Satisfaction of people over 65 with both home and neighbourhood PSA 17</p> <p>NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently PSA 17</p> |

| Outcome | National indicators |
|---|---|
| <p>Tackling exclusion and promoting equality</p> | <p>NI 140 Fair treatment by local services PSA 15</p> <p>NI 141 Number of vulnerable people achieving independent living CLG DSO</p> <p>NI 142 Number of vulnerable people who are supported to maintain independent living PSA 17</p> <p>NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence PSA 16</p> <p>NI 144 Offenders under probation supervision in employment at the end of their order or licence PSA 16</p> <p>NI 145 Adults with learning disabilities in settled accommodation PSA 16</p> <p>NI 146 Adults with learning disabilities in employment PSA 16</p> <p>NI 147 Care leavers in suitable accommodation PSA 16</p> <p>NI 148 Care leavers in employment, education or training PSA 16</p> <p>NI 149 Adults in contact with secondary mental health services in settled accommodation PSA 16</p> <p>NI 150 Adults in contact with secondary mental health services in employment PSA 16</p> |
| <p>Local economy</p> | <p>NI 151 Overall employment rate PSA 8</p> <p>NI 152 Working age people on out of work benefits PSA 8</p> <p>NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods DWP DSO</p> <p>NI 154 Net additional homes provided PSA 20</p> <p>NI 155 Number of affordable homes delivered (gross) PSA 20</p> <p>NI 156 Number of households living in Temporary Accommodation PSA 20</p> <p>NI 157 Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types CLG DSO</p> <p>NI 158 % decent council homes CLG DSO</p> <p>NI 159 Supply of ready to develop housing sites CLG DSO</p> <p>NI 160 Local Authority tenants' satisfaction with landlord services CLG DSO</p> <p>NI 161 Learners achieving a Level 1 qualification in literacy PSA 2</p> <p>NI 162 Learners achieving an Entry Level 3 qualification in numeracy PSA 2</p> <p>NI 163 Working age population qualified to at least Level 2 or higher PSA 2</p> <p>NI 164 Working age population qualified to at least Level 3 or higher PSA 2</p> <p>NI 165 Working age population qualified to at least Level 4 or higher PSA 2</p> <p>NI 166 Average earnings of employees in the area BERR DSO</p> <p>NI 167 Congestion – average journey time per mile during the morning peak PSA 5</p> <p>NI 168 Principal roads where maintenance should be considered DfT DSO</p> <p>NI 169 Non-principal roads where maintenance should be considered DfT DSO</p> <p>NI 170 Previously developed land that has been vacant or derelict for more than 5 years CLG DSO</p> <p>NI 171 VAT registration rate BERR DSO</p> <p>NI 172 VAT registered businesses in the area showing growth BERR DSO</p> |

| Outcome | National indicators |
|--|---|
| Local economy <i>(continued)</i> | <p>NI 173 People falling out of work and on to incapacity benefits DWP DSO</p> <p>NI 174 Skills gaps in the current workforce reported by employers DIUS DSO</p> <p>NI 175 Access to services and facilities by public transport, walking and cycling DfT DSO</p> <p>NI 176 Working age people with access to employment by public transport (and other specified modes) DfT DSO</p> <p>NI 177 Local bus passenger journeys originating in the authority area DfT DSO</p> <p>NI 178 Bus services running on time DfT DSO</p> <p>NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year CLG DSO</p> <p>NI 180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year DWP DSO</p> <p>NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events DWP DSO</p> <p>NI 182 Satisfaction of businesses with local authority regulation services BERR DSO</p> <p>NI 183 Impact of local authority regulatory services on the fair trading environment BERR DSO</p> <p>NI 184 Food establishments in the area which are broadly compliant with food hygiene law</p> |
| Environmental sustainability | <p>NI 185 CO₂ reduction from Local Authority operations PSA 27</p> <p>NI 186 Per capita CO₂ emissions in the LA area PSA 27</p> <p>NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating Defra DSO</p> <p>NI 188 Adapting to climate change PSA 27</p> <p>NI 189 Flood and coastal erosion risk management Defra DSO</p> <p>NI 190 Achievement in meeting standards for the control system for animal health Defra DSO</p> <p>NI 191 Residual household waste per head Defra DSO</p> <p>NI 192 Household waste recycled and composted Defra DSO</p> <p>NI 193 Municipal waste land filled Defra DSO</p> <p>NI 194 Level of air quality – reduction in NO_x and primary PM₁₀ emissions through local authority's estate and operations. PSA 28</p> <p>NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO</p> <p>NI 196 Improved street and environmental cleanliness – fly tipping Defra DSO</p> <p>NI 197 Improved local biodiversity – active management of local sites PSA 28</p> <p>NI 198 Children travelling to school – mode of travel usually used DfT DSO</p> |

Public Service Agreements and Departmental Strategic Objectives to which the indicators relate

| PSA or DSO | National Indicator number |
|---|--|
| PSA 2 Improve the skills of the population on the way to ensuring a world-class skills base by 2020 | NI 161, NI 162, NI 163, NI 164, NI 165 |
| PSA 8 Maximise employment opportunity for all | NI 151, NI 152 |
| PSA 9 Halve the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020 | NI 116 |
| PSA 10 Raise the educational achievement of all children and young people | NI 72, NI 73, NI 74, NI 75, NI 78, NI 79, NI 80 |
| PSA 11 Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers | NI 92, NI 93, NI 94, NI 95, NI 96, NI 97, NI 98, NI 99, NI 100, NI 101, NI 102, NI 106 |
| PSA 12 Improve the health and well-being of children and young people | NI 50, NI 52, NI 53, NI 54 |
| PSA 14 Increase the number of children and young people on the path to success | NI 110, NI 111, NI 112, NI 115, NI 117 |
| PSA 15 Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief. | NI 3, NI 140 |
| PSA 16 Increase the proportion of socially excluded adults in settled accommodation and employment, education or training | NI 143, NI 144, NI 145, NI 146, NI 147, NI 148, NI 149, NI 150 |
| PSA 17 Tackle poverty and promote greater independence and well-being in later life | NI 137, NI 138, NI 139, NI 142 |
| PSA 18 Promote better health and well-being for all | NI 120, NI 123, NI 125, NI 136 |
| PSA 19 Ensure better care for all | NI 126, NI 127 |
| PSA 20 Increase long term housing supply and affordability | NI 154, NI 155, NI 156 |
| PSA 21 Build more cohesive, empowered and active communities | NI 1, NI 2, NI 4 |
| PSA 23 Make communities safer | NI 15, NI 16, NI 17, NI 18, NI 19, NI 21, NI 26, NI 29, NI 31, NI 32, NI 34 |
| PSA 25 Reduce the harm caused by alcohol and drugs | NI 20, NI 38, NI 39, NI 40, NI 41, NI 42 |
| PSA 26 Reduce the risk to the UK and its interests overseas from international terrorism | NI 35, 36 |
| PSA 27 Lead the global effort to avoid dangerous climate change | NI 185, NI 186, NI 188 |
| PSA 28 Secure a healthy natural environment for today and the future | NI 194, NI 197 |

| PSA or DSO | National Indicator number |
|--|---|
| BERR DSO Promote the creation and growth of business and a strong enterprise economy across all regions | NI 166, NI 171, NI 172 |
| BERR DSO Ensure all departments and agencies deliver better regulation for the private, public and third sectors | NI 182, NI 183 |
| CLG DSO Support local government that empowers individuals and communities and delivers high quality services efficiently | NI 179 |
| CLG DSO Improve the supply, environmental performance and quality of housing that is more responsive to the needs of individuals, communities and the economy | NI 141, NI 158, NI 160 |
| CLG DSO Build prosperous communities by improving the economic performance of cities, sub-regions and local areas, promoting regeneration and tackling deprivation | NI 5, NI 170 |
| CLG DSO Provide a more efficient, effective and transparent planning system that supports and facilitates sustainable development, including the Government's objectives in relation to housing growth, infrastructure delivery, economic development and climate change | NI 157, NI 159, |
| CLG DSO Ensure safer communities by providing the framework for the Fire and Rescue Service and other agencies to prevent and respond to emergencies | NI 49 |
| CO DSO Build an effective UK intelligence community in support of UK national interests, and the capabilities to deal with disruptive challenges to the UK | NI 37 |
| CO DSO Drive delivery of the Prime Minister's cross-cutting priorities to improve outcomes for the most excluded people in society and enable a thriving third sector | NI 6, NI 7 |
| DCMS DSO Encourage more widespread enjoyment of culture and sport | NI 8, NI 9, NI 10, NI 11 |
| DCSF DSO Secure the well-being and health of children and young people | NI 51, NI 55, NI 56, NI 57, NI 58 |
| DCSF DSO Close the gap in educational achievement for children from disadvantaged backgrounds | NI 76, NI 77, NI 83, NI 84, NI 86, NI 87, NI 88, NI 89 |
| DCSF DSO Safeguard the young and vulnerable | NI 59, NI 60, NI 61, NI 62, NI 63, NI 64, NI 65, NI 66, NI 67, NI 68, NI 69, NI 70, NI 71 |
| DCSF DSO Achieve world class standards in education | NI 81, NI 82, NI 103, NI 104, NI 105, NI 107, NI 108, NI 109 |
| DCSF DSO Ensure young people are participating and achieving their potential to 18 and beyond | NI 85, NI 90, NI 91 |
| DCSF DSO Keep children and young people on the path to success | NI 113, NI 114 |
| Defra DSO: Climate change tackled internationally; and through domestic action to reduce greenhouse gas emissions | NI 187 |
| Defra DSO: Economy and society resilient to environmental risk and adapted to the impacts of climate change | NI 189, NI 190 |
| Defra DSO: Sustainable patterns of consumption and production | NI 191, NI 192, NI 193 |
| Defra DSO A healthy, resilient, productive and diverse natural environment | NI 195, NI 196 |

| PSA or DSO | National Indicator number |
|---|--|
| DfT DSO To sustain economic growth and improved productivity through reliable and efficient transport networks | NI 167, NI 168, NI 169, NI 177, NI 178 |
| DfT DSO To enhance access to jobs, services and social networks including for the most disadvantaged | NI 175, NI 176, |
| DfT DSO To strengthen the safety and security of transport | NI 47, NI 48 |
| DH DSO Ensure better health and well-being for all | NI 119, NI 121, NI 122 |
| DH DSO Ensure better care for all | NI 124, NI 128, NI 129, NI 131, NI 132, NI 133, NI 135 |
| DH DSO Better value for all | NI 134 |
| DIUS DSO Improve the skills of the population throughout their working lives to create a workforce capable of sustaining economic competitiveness, and enable individuals to thrive in the global economy | NI 174 |
| HO DSO Help people feel secure in their homes and local communities | NI 22, NI 23, NI 24, NI 27 |
| HO DSO Cut crime, especially violent, drug and alcohol related crime | NI 28, NI 30, NI 33 |
| HO DSO Secure our borders and control migration for the benefit of our country | NI 12, NI 13 |
| DWP DSO Maximise employment opportunity for all | NI 118, NI 153, NI 173 |
| DWP DSO Pay our customers the right benefits at the right time | NI 180, NI 181 |
| MoJ DSO Support the efficient and effective delivery of justice | NI 43, NI 44, NI 45, NI 46 |

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Meeting: Safer Communities Executive Board

Date: 23 June 2008

Report Title: Counter-Terrorism Update

Report of: Andrew Meek, Emergency Planning and Business Continuity Manager

1. Purpose

1.1 To propose a Counter-Terrorism Partnership Group to manage an action plan aimed at reducing the threat from terrorism in the London Borough of Haringey.

2. Recommendations

2.1 That the formation of a Counter-Terrorism Partnership Group, reporting to the SCEB is agreed.

2.2 That the framework for the Action Plan is agreed, subject to further development work.

3. Background

3.1 The terrorist threat to the UK is severe and long-term. London, as a world city, is likely to remain as a terrorist target for many years to come. While Haringey is not likely to be a prime target, there are a number of sites that may be of interest to terrorists. Furthermore the risk exists that attempts will be made to foster extremist views and organisations in the borough, leading to future acts of terrorism.

3.2 Community relations in Haringey are generally excellent. The challenge for the whole community is to build on this to ensure the borough is an environment that is resilient to terrorist attacks and hostile to terrorist activities.

4. Aims and Objectives

4.1 The aim of the Counter-terrorism Partnership Group, and the Action Plan, is to ensure a joined up approach across the partnership to actions aimed at reducing the threat from terrorism in the London Borough of Haringey.

4.2 The objectives are to support the Governments' strategy for countering terrorism. The four strands of this strategy have been adapted to the following proposed objectives:

- To prevent violent extremism by working in partnership with relevant communities, capacity building among young people, tackling disadvantage and discrimination, promoting community cohesion and challenging extreme ideologies.
- To support the police in gathering intelligence
- To reduce the vulnerability of key sites within the borough
- To ensure the borough is prepared for consequences of terrorism.

5. Accountability and governance

5.1 This action plan will be managed by a Counter-Terrorism Partnership Group, meeting on a quarterly basis, and chaired by the Superintendent Wayne Mawson, Haringey MPS. The deputy chair will be Jean Croot, Head of Safer Communities, Haringey Council.

5.2 The meeting will be attended by officers from:

- Haringey Council:
 - i. Community Safety
 - ii. Emergency Planning and Business Continuity
 - iii. Urban Environment – Frontline Services
 - iv. Equalities and Diversity
 - v. Property Services
 - vi. Health & Safety Officer, Children and Young People's Service
- Metropolitan Police Service
- London Fire Brigade
- Homes for Haringey
- CONEL
- Haringey Accord
- Registered Social Landlords
- Relevant Community Leaders

5.3 The Chair will report on the progress against the action plan to the Safer Communities Executive Board.

6. Benefits

6.1 The key benefits envisaged in this approach are:

- Ensuring ongoing engagement and information sharing on counter-terrorism across the partnership
- Ensuring that the work taking place to counter the threat of terrorism is joined up, coherent and comprehensive

- Bringing the Counter-terrorism work under the partnership governance arrangements, providing clear lines of reporting and escalation.

6.2 It is not envisaged that, initially, new work streams will be created by the formation of the CT Partnership Group, but that by bring a number of pieces of existing work together, they will be more effective than as standalone pieces of work.

7. Draft Action Plan

| No | Action | Overview | Due Date | Progress | Lead officer |
|--|---|--|----------|----------|--|
| Strand 1: Prevent. "The PREVENT strand is concerned with tackling the radicalisation of individuals." | | | | | |
| 1.1 | Community Cohesion | Council's Community Cohesion Strategy | | | Head of Policy and Performance |
| 1.2 | Preventing violent extremism | NI35 is in the LAA for 2008/11. The strategy and performance management structure will be developed under this process | April 08 | | TBC – (Police Projects Officer / Head of Policy and Performance) |
| Strand 2: Pursue. "The PURSUE strand is concerned with reducing the terrorist threat to the UK and to UK interests overseas by disrupting terrorists and their operations." | | | | | |
| 2.1 | Support the police in intelligence gathering. | Protocol for discrete provision of information, whilst complying with the DPA. | | | |
| 2.2 | Reporting suspicious activities | Training key people to recognise and report suspicious activities | | | |
| Strand 3: Protect. "The PROTECT strand is concerned with reducing the vulnerability of the UK and UK interests overseas." | | | | | |
| 3.1 | Safer by design | Review of Planning Policy for public realm developments to ensure resilient design. | | | Director of Urban Environment |

| | | | | | |
|--|--|---|------------|--|--|
| 3.2 | Review of vulnerable premises | A risk register of vulnerable premises should be developed in partnership with the Police to establish whether further security measures need to be implemented | | | CTSA, Director Urban Environment |
| Strand 4: Prepare. "The PREPARE strand is concerned with ensuring that the UK is as ready as it can be for the consequences of a terrorist attack." | | | | | |
| 4.1 | Emergency Plans and LESLP Procedures | Plans for ensuring that partners are able to respond to emergencies affecting the borough. | Ongoing | Plans and procedures are in place, regularly reviewed training and exercising is in place. | Haringey Emergency Planning Partnership |
| 4.3 | Action plan during heightened threat level | Council Action plan for heightened vigilance and community reassurance during heightened threat levels. | April 2008 | Draft prepared | Emergency Planning and Business Continuity Manager |
| 4.4 | Encouraging community resilience | Communications plan for encouraging residents and businesses to prepare for emergency incidents. | April 2009 | | Emergency Planning and Business Continuity Manager |
| 4.5 | Community Cohesion Contingency Plan | Contingency Plan for dealing with threats to/breakdown of community relations. | 2008/9 | Awaiting guidance from GOL. | TBC |

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Meeting: Safer Communities Executive Board

Date: 23 June 2008

Report Title: Action Plans for 2008/09

Report of: Claire Kowalska,

1. Purpose

- 1.1 This report presents the strategic actions for 2008-09 under the co-ordination of the Safer Communities Service for information. Copies of the action plans are attached.
- 1.2 The key areas of work and some of the anticipated challenges have been summarised below.

2. Background

- 2.1 These plans cover the work of the Drug and Alcohol Action Team, the Youth Offending Service, the Community Safety Team and Emergency Planning. A Domestic Violence Strategic Plan exists separately but with strong links to the Service.
- 2.2 The recommended actions for the coming year have been driven by needs' assessments, evidence of delivery and the commitments in Haringey's Local Area Agreement (LAA).
- 2.3 The various areas of responsibility take a steer from different national departments such as the Home Office, the Dept. for Children and Families, the Youth Justice Board and the National Treatment Agency and actions this year have been aligned with a range of new national strategies that took effect from April 08.

3. Key actions - Community safety

- 3.1 The main actions for 08-09 will be:
 - Delivering all agreed partnership plans for crime prevention and reduction to meet key targets
 - Implementing the new performance management framework
 - Delivering co-ordinated communications across the partnership
 - Improving data quality and use

- Rolling out area-based working, intelligence-led priority setting and problem-solving

3.2 The main delivery issues and challenges are likely to be:

- Integrating support and provision to young people at risk
- Maintaining crime reduction performance in key categories (eg personal robbery and wounding) compared with successes of the past two years
- Raising confidence in an integrated CCTV system

Drug and Alcohol Action Team (DAAT)

3.3 The Adult Drug Treatment Plan for 08/09 consists of 9 planning areas as follows:

- Commissioning a local drug treatment system
- Providing access and engagement with the drug treatment system
- Retention in and effectiveness of drug treatment
- Outcomes, discharge and exit from drug treatment
- Diversity
- Harm reduction
- Criminal justice outcomes
- Workforce
- Work with service users
- Carers

3.4 The principal challenge for the DAAT will be delivering against demanding targets across all areas of responsibility against a backdrop of reduced funding. Adapting the London Resettlement Model locally and achieving effective, co-ordinated wrap around services will also be a challenge.

Youth Offending Service (YOS)

3.5 The main priority for the YOS will be to prepare for the introduction of the Youth Rehabilitation Order – now part of the Criminal Justice and Immigration Act 2009, along with the scaled approach whereby risk will determine the intensity of supervision for young people. Improving the quality of the current assessment tool (Asset) will be a key part of this preparation.

3.6 The over-reliance by the YOS on short-term grant funding and its implications for staffing and delivery remain the greatest risk.

Emergency Planning and Business Continuity

3.7 Key projects and challenges in this area include:

- Moving and upgrading the emergency control centre for the Council
- Responding to the recommendations of the Pitt Review of the Summer 2007 Floods, including developing a multi-agency flood plan for the borough

- Developing how the Council engages with residents and businesses to develop community resilience

4. Monitoring and evaluation

4.1 The Service has a tried and tested evaluation framework in place with named project leads and robust quarterly monitoring.

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ACTION/IMPROVEMENT PLAN 2008/9 (Community Safety Team)

| Business Plan Objective (use separate form for each objective/key project) | Responsibility of (Identify the officer responsible for achieving this objective - does not have to be Head of Business Unit) |
|--|--|
| Council Plan Priority(s) (Identify the Council Plan Priority(s) that this objective supports) | Claire Kowalska, Community Safety Strategic Manager Creating a Better Haringey: cleaner, greener, safer. |
| Description of targets and performance measures | |
| This work will contribute to the whole of PSA 23: Making Communities Safer and to the package of targets under Assessment of Police and Community Safety (APACS) targets. Specifically, the work is responsible for the following improvement targets under the Local Area Agreement: N1 15 Serious violent crime rate N1 16 Serious acquisitive crime rate N1 21 Dealing with local concerns about anti-social behaviour and crime by the Local Authority and Police. Links to all 7 Respect Agenda strands Links to: NI 111 First time entrants to the Youth Justice System aged 10-17 NI 40 Drug users into effective drug treatment NI 35 Building resilience to violent extremism Stretch target: Increase the number of sanctioned detections for domestic violence offences and reduce the number of repeat DV victims | |

| Activities to be undertaken | Who will undertake these activities? | When? (Please insert clear milestones for quarterly monitoring against this activity) | Resources and source | Council Plan? |
|---|---|---|---|---------------|
| <p>Co-ordinate and manage the strategic responsibilities and planning of the Safer Communities Partnership (ensuring compliance with legislation and guidelines)</p> <ul style="list-style-type: none"> ➤ Implement and monitor Safer for All 2008-2011 and related strategies ➤ Agree and manage strategic action plans for priorities and improvement targets ➤ Identify strategic links and co-ordinate activity on cross-cutting targets (in line with s. 17 C&D Act) ➤ Develop productive relationships with decision-makers in Council Service Departments ➤ Streamline and manage outcome driven meetings ➤ Develop the partnership's role in area-based working ➤ Identify and respond to legal and policy changes and London-wide networks that impact on strategic priorities ➤ Prepare for audit and inspection | <p>CSM with Head of Service</p> <p>CSM Policy Officers</p> <p>CSM and Head of Service</p> | <p>Quarterly</p> <p>Annual review June 2008</p> <p>August 2008</p> <p>Ongoing</p> <p>September 2008</p> | <p>Core budget</p> <p>Area-based grant</p> <p>Seconded staff from MPS</p> | |

| | | | | |
|--|--|---|--|--|
| <p>Develop the evaluation framework into a robust project management system</p> <ul style="list-style-type: none"> ➤ Manage and maximise partnership resources, achieving value for money ➤ Develop knowledge and skill in commissioning ➤ Provide all funded projects with a clear scope and project brief ➤ Agree and approve staged milestones for each funded project ➤ Provide an assigned monitoring and evaluation support contact for all funded projects ➤ Quarterly monitoring but monthly contact ➤ Agree and approve clear expectations via SLA / contract ➤ Provide a monitoring and evaluation briefing session for all project managers ➤ Provide regular reports to Performance Management Group about project progress in relation to targets ➤ Manage projects by exception – any major deviation from approved plans will be reported to the PMG and SCEB for a decision about appropriate action ➤ Align with corporate developments | <p>Resource Co-ordination Group (multi-agency) CST Manager and Team</p> <p>Policy Officer (EG to lead)</p> | <p>Monthly; quarterly reporting</p> <p>October 2008</p> <p>May 2008</p> <p>June 2008</p> <p>June 2008</p> <p>June 2008</p> <p>June 2008</p> <p>September 2008</p> | <p>As above</p> <p>Corporate resources</p> | |
|--|--|---|--|--|

| | | | | |
|---|----------------------|--|--|--|
| <p>Improve intelligence-led planning, response and strategic analysis</p> <ul style="list-style-type: none"> ➤ Structure data collection and provision around key targets and outcomes, identifying unmet need and employing hypothesis testing ➤ Improve data timeliness, collation, storage and extraction ➤ Roll out intelligence-led, local priority setting to 7+ wards that is locally and centrally supported ➤ Deliver a rolling annual strategic assessment (focusing on key changes and incorporating contextual background, community intelligence and strategic recommendations) ➤ Establish an audit trail and request forms for ad hoc intelligence products ➤ Roll out a problem-solving model across the partnership ➤ Complete IT training for key staff (e.g. AWARE, Business Objects, DARIS, mapping software) | <p>CST (Lead LK)</p> | <p>October 2008 July 2008 October 2008 Sept/Oct 2008 July 2008 June 2008 (internal) Sept. 08 (next stage) March 2009 roll out March 2009</p> | <p>As above Partnership data resources Corporate resources</p> | |
|---|----------------------|--|--|--|

| | | | | |
|--|--|---|--|--|
| <p>Co-ordinate early intervention/prevention activity for young people at risk of offending</p> <ul style="list-style-type: none"> ➤ Map and co-ordinate youth related prevention and intervention work across the SCEB ➤ Develop a co-ordinated response through the Youth Summit (inc. restorative approaches etc) ➤ Undertake an impact assessment of youth funded interventions in 3 key areas (e.g. YIP, Truce and the Campsbourne Estate) ➤ Implement the Youth Task Force Action Plan for Haringey ➤ Increase support and outcomes for young victims | <p>Policy Officers/ Youth Service Head of Service/ MPS Inspector CST Team</p> <p>Policy Officer (ASB) CST Manager and Team</p> | <p>August 2008 Quarterly March 2009 March 2009 Quarterly</p> | | |
| <p>Implement the Partnership Communications Strategy and related plans</p> <ul style="list-style-type: none"> ➤ Implement key recommendations from the partnership communications strategy for SCEB ➤ Targeted and co-ordinated community engagement plan agreed with key partners / linked to priority groups and concern about crime ➤ Implement relevant recommendations from the Disproportionality report 2007/8 ➤ Monitor impact on reassurance of the Community Justice Court pilots ➤ Increase reporting from vulnerable groups ➤ Deliver a Question Time session (Face the People) | <p>CST Manager and Team</p> | <p>March 2009 August 2008 March 2009 March 2009 September 08 – March 09 Sept/Oct 2008</p> | | |

| |
|---|
| Monitoring and evaluation record |
| June 2008 |
| |
| September 2008 |
| |
| December 2008 |
| |
| March 2009 |
| |
| |

Haringey Drug and Alcohol Action Team

Adult drug treatment plan 2008/09 Part 3: Planning grids

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|--|----|
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Planning Grid 1: Commissioning a local drug treatment system

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

| |
|---|
| <p>Identification of key priorities following needs assessment relating to commissioning system:</p> <ul style="list-style-type: none"> • Improve Joint Commissioning group function with more formal strategic input from Health Services. • Ensure that DAAT Support Team is fit for purpose • Demonstrate best practice in handling public money, contracting with providers and monitoring of service level agreements • Annual qualitative care plan audit focusing on improving physical and psychological health, social needs and needs relating to criminal justice • Continue to performance manage the treatment system through Performance Management Group • To improve and incorporate Treatment Outcome Profile information into commissioning for 09/10 • Work with NTA and providers on identifying unit costing and for the agencies to submit online by June 2008 • To improve referrals from Tier 1/2 services |
|---|

| |
|---|
| <p>Objective 1: To establish a robust, accountable and sustainable commissioning infrastructure for planning, implementing, resourcing and performance managing Haringey’s drug treatment strategy to 2009</p> |
|---|

Delivery Plan:

| Actions and milestones | By when | By Whom |
|--|----------------------------------|---|
| 1.1.1 To identify Senior Health Service representative at Joint Commissioning Group | 1 st April 2008 | JCM |
| 1.1.2 Review DAAT Support Team structure and ongoing costs which support the delivery of drug strategy at local level, ensuring fitness for purpose and VFM (tied in with NAO audit of DAATs) | December 08 | Drug and Alcohol Strategy Manager JCM |
| 1.1.3. All service level agreements to be reviewed, updated with quarterly service review, dates to be scheduled with providers for the year. | April 2008 and ongoing quarterly | JCM DIP Project Manager Contracts Officer |

| | | |
|---|-------------------------------------|---|
| 1.1.4 To ensure that wait times, retention targets, planned discharges and care plans are in line with national and locally agreed targets by continued monitoring of action plan with providers both through SLA and PMG meetings. | Ongoing from April 08 through PMG | JCM Information and Needs officer |
| 1.1.5 To set up within the clinical governance framework of the PCT, the Substance Misuse Clinical Effectiveness and Confidential Enquiry Group | May 2008 | JCM PCT |
| 1.1.6 To audit services against the Drug Misuse and Dependence Guidelines on Clinical Management to ensure compliance with technical specifications, via Clinical Governance structure, through audit and action planning | Sept 2008 | JCM PCT Substance Misuse Clinical Effectiveness and confidential Enquiry Group |
| 1.1.7 Conduct annual qualitative care plan audit of services | Feb 2009 | JCM Information and Needs officer |
| 1.1.8 To improve care planning in relation identifying and planning for physical and psychological health needs, social needs and needs relating to criminal justice through workforce training and audit | Sept 2008 Monthly and ongoing | JCM Information and Needs officer Service Managers |
| 1.1.9 To agree DAAT Updated Models of Care Policy in relation to pathways and discharge policy | August 2008 | JCM Information and Needs officer |
| 1.1.10 To audit DAAT Updated Models of Care Policy in relation to pathways and discharge policy | March 2009 | JCM Information and Needs officer |
| 1.1.11 Identify suitable and sustainable DIP Champion | May 2008 | DIP Project Manager |

| | | |
|---|------------------------|----------------------------|
| 1.1.12 Continue to manage Haringey's treatment performance through the Performance Management Group | April 2008 and ongoing | JCM PMG |
| 1.1.13 To support all agencies to identify unit costings for each of the services provided and to have submitted the costings on-line by June 2008 | June 2008 | JCM |
| 1.1.14 To analyse these costings, ensuring services are providing VFM and prepare for any possible reduction over the CSR | June 2008 | JCM |
| 1.1.15 To increase the number of referrals into specialist treatment from Tier 1 by re-launching service directory with 'tear off' referral/screening form. | April 08 onwards | JCM Communities Officer |

Objective 2: To ensure all providers are able to provide reliable (100% valid) data for the purposes of addressing clinical need, local/national performance (including DIP) and NDTMS compliance

Delivery Plan:

| Actions and milestones | By when | By whom |
|--|-------------------------------|---|
| 1.2.1 Update Performance Management Action Plan and schedule meeting dates and venues for Performance Management Group (PMG) to regularly review performance, validity of data and compliance with NDTMS in conjunction with provider Service Managers | 31 st May 2008 | JCM Information and Needs officer Service Managers |
| 1.2.2 Further develop web based case management system "MiCase" to be compliant with NDTMS and DAMS validation processes | Sept 08 | DIP Project Manager DIP Data Manager |
| 1.2.3 DAAT to continue discussions with BEHMHT regarding the introduction of "RIO" to facilitate that the system is able to provide reliable data for purposes of addressing clinical need, local/national performance management and NDTMS and DAMS compliance. | April 2008 | JCM Information and Needs officer |
| 1.2.4 DAAT to ensure contingency plan is available over the implementation and embedding of "RIO" and "MiCase" into our largest drug treatment providers. | June 2008 | JCM Information and Needs officer DIP Data Manager |
| 1.2.5. To develop a more fluid treatment system to avoid services becoming "silted up" through auditing of care pathways and on-going performance management | March 2009 | JCM Drug and Alcohol Strategy Manager Treatment Task Group |
| 1.2.6 Review data sharing and joint working protocols with all services and confirm that Models of Care is working effectively on the ground | 31 st June 2008 | JCM Information and Needs officer |

| | | |
|--|-------------------|---|
| <p>1.2.7 To ensure 100% compliance of Treatment Outcome Profile process in order to improve the completion rate and incorporate information into commissioning process for 09/10</p> | <p>Sept 2008</p> | <p>Information and Needs officer JCM PMG TTG</p> |
| <p>1.2.8 To ensure that all commissioned Tier 4 services report to NDTMS</p> | <p>April 2008</p> | <p>JCM Information and Needs officer Tier 4 Coordinator</p> |

Planning Grid 2: Access and engagement with the drug treatment system

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

- **Identification of key priorities following needs assessment relating to access and engagement with the drug treatment system:**
- Implement an outreach and engagement strategy to reduce attrition, improve engagement and retention
- To launch the new open access facility at Tier 2/3 service - EBAN
- To co locate BUBIC into the EBAN service
- To continue to deliver open access, outreach, support services to female sex workers via SHOC.
- To continue to deliver open access, outreach, support services via DASH

Objective 1

To improve access and engagement within the drug treatment system through effective Tier 2 interventions relevant to local need

Delivery Plan:

| Actions and milestones | By when | By whom |
|---|----------------|--|
| 2.1.1 To develop a comprehensive outreach/engagement strategy which aims to minimise attrition and improve engagement and retention with particular reference to under 25's, crack users and DIP clients. | June 08 | JCM Drug and Alcohol Strategy Manager |
| 2.1.2 To improve access/minimise attrition amongst Crack and/or Opiate users (PDUs) /poly drug users, by opening of EBAN drop-in and co -locating BUBIC in the building. | April 2008 | JCM Eban/BUBIC |
| 2.1.3 To continue to commission SHOC to provide Tier 2 services to female sex workers as a gateway into Tier 3 services | April 2008 | JCM |

| | | |
|---|--------------------|--|
| 2.1.4 To minimise risk of attrition following assessment at DIP by co-location of EBAN in same building, development of shared treatment protocols, escort arrangements and Haringey Metropolitan Police (MPS) Offender Management unit. | April 2008 | JCM DIP Project Manager MPS Eban/CRI Service Manager |
| 2.1.5 To reduce attrition of DIP Clients being referred by CJIT commencing Tier 3 services, through escort arrangements, improved case management and care planning. | April 2008 | DIP Project Manager CRI Service Manager |
| 2.1.6 To continue to commission DASH to provide needle exchange, drop-in, OSI, harm minimisation work and advice. | April 2008 | JCM |
| 2.1.7 To explore setting up of free phone helpline which would act as a one stop shop for information on local drug services and their effects and aim to increase numbers into treatment | April 2008 | JCM |
| 2.1.8 Ensure that Tier 1 & 2 agencies are clear about referral process into agencies and of treatment options available by revamping of service directory with tear off referral slip and other publicity materials, along with continuing to deliver DAAT substance misuse training. | April 2008 onwards | Drug and Alcohol Strategy Manager |

Planning Grid 3: Retention in and effectiveness of the drug treatment system

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

| |
|---|
| <p>Identification of key priorities following needs assessment relating to retention in and effectiveness of the drug treatment system:</p> <ul style="list-style-type: none"> • Improve penetration and retention rates of primary crack users/poly drug users through the bedding in of new crack-cocaine poly drug service • Continued improvements to drug treatment journey through continued actions to reduce attrition and maintain engagement • Improve penetration and retention rates of primary opiate users by offering range of different prescribing options to this client group • Development of cannabis/crack awareness campaign • Action plan to increase numbers of women accessing treatment • Continued commissioning of SHOC to provide prescribing/OSI services to female sex workers • Action plan to increase number of GP's and services users in GP shared care scheme • To increase numbers accessing and being retained in Tier 4 services. |
| <p>Objective 1: To increase the overall numbers of adults entering and being retained in effective drug treatment, whilst increasing the proportionately of PDU's.</p> |

Delivery Plan:

| Actions and milestones | By when | By whom |
|---|-----------------------------------|--|
| 3.1.1 To develop an action plan for increasing both the number of GP's and service users in the shared care scheme in order to free up places for specialist treatment. | July 08 | JCM/Shared Care Coordinator |
| 3.1.2 To ensure that rapid prescribing is available for DIP clients within the target time of 1 week | April 2008 | DIP Project Manager |
| 3.1.3 Improve case management skills amongst DIP workforce and raising awareness of wider service provision. | April 08 and thereafter quarterly | DIP Project Manger Service Managers of Drug Agencies |

| | | |
|---|------------------|--|
| 3.1.4 Ensure that providers recruit to workforce that is reflective of changing patterns in Haringey's Treatment population e.g. multilingual – polish etc. | April 08 onwards | JCM DIP Project Manager Service Managers of Drug Agencies |
| 3.1.5 To develop an action plan for increasing the number of women accessing treatment and improve the engagement of women who test positive via DIP. | April onwards | JCM DIP Project Manager Service Managers of Drug Agencies |
| 3.1.6 To run a cannabis and crack cocaine awareness campaign and improve treatment options for cannabis users | June 08 onwards | JCM Drug and Alcohol Strategy Manager |
| 3.1.7 To increase the provision of psychosocial interventions available – in particular counselling provision at Eban | April 08 | JCM Eban |
| 3.1.8 To pilot and evaluate a twelve week (rolling programme) of abstinence based – Relapse Preventions and Life Skills Group | May 08 onwards | JCM DASH Service Manager |
| 3.1.9 To continue to commission SHOC to provide low threshold prescribing/OSI interventions for female sex workers. | April 2008 | JCM |
| 3.1.10 To continue to commission DASH to provide specialist prescribing services for PDU's ensuring a range of prescribing options are available that are in line with best practice. | April 2008 | JCM |
| 3.1.11 To explore the cost effectiveness/clinical effectiveness of delivering on site prescribing for clients new to substitute prescribing services | June 08 | Drug and Alcohol Strategy Manager JCM DASH service Manager |

Objective 2: To improve numbers into and retention of clients into Tier 4 services.

Delivery Plan:

| Actions and milestones | By when | By whom |
|---|----------------|---------------------------------|
| 3.2.1 To set Haringey Tier 3 services ambitions to achieve a minimum percentage referrals for Community Care Assessments | April 2008 | JCM |
| 3.2.2 To commission an additional block contact for Inpatient Detoxification with Equinox | April 2008 | JCM |
| 3.2.3 To commission an additional block contact for Residential Rehabilitation with Streetscene | April 2008 | JCM |
| 3.2.4 To identify feasibility of providing Abstinence-Based Treatment session on a Saturday at DASH Drop In | April 2008 | JCM |
| 3.2.5 To continue to commission DASH Tier 4 Link Workers to hold satellite assessment clinics at all Tier 3 agencies in borough | April 2008 | JCM |
| 3.2.6 To commission 2 nd stage treatment for clients in Residential Rehabilitation | April 2008 | JCM |
| 3.2.7 To continue to explore possibility of commissioning of North London Inpatient Detoxification facility. | April 2008 | JCM |
| 3.2.8 To undertake six residential rehab reviews in order to expand Haringey's Approved Provider List. | Aug 2008 | JCM Com Care Coordinator. |

Planning Grid 4: Outcomes, discharge and exit from the drug treatment system

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

| |
|--|
| <p>Identification of key priorities following needs assessment relating to outcomes, discharge and exit from the drug treatment system:</p> <ul style="list-style-type: none"> To ensure that the housing needs of drug users are taken into account in both the Local Authority’s Homelessness Strategy and Supporting People Strategy To address the educational, training and support needs of drug users through Haringey’s dedicated ETE service ‘Kinesis’ To work with the Skills Council and Job Centre plus on developing an operational protocol for increasing numbers of PDU’s accessing ETE services. To work with Supporting People on re-tendering accommodation services as per agreed service specification To work with regeneration re drawing in additional resources into ETE services for substance misusers. |
|--|

Objective 1: To further consolidate and develop a comprehensive range of aftercare/resettlement options for all problematic drug users, including those leaving prison, residential/ and or community treatment programmes.

Delivery Plan:

| Actions and milestones | By when | By whom |
|--|-------------------------|--|
| <p>4.1.1 Continue to commission Kinesis to deliver ETE services to people with substance misuse problems and to work with partners in regeneration re: agreeing input that Kinesis makes to reducing worklessness in the borough – including pulling in additional resources into this service.</p> <p>An increased focus on achieving targets for:</p> <ul style="list-style-type: none"> No. of Active Clients No. achieving formal qualification No. accessing employment No. accessing further education | <p>April 08 onwards</p> | <p>Drug and Alcohol Strategy Manager JCM Contracts Officer</p> |

| | | | |
|---|--------------------|--|--|
| <ul style="list-style-type: none"> • No. accessing voluntary work • No. accessing formal training. <p>Ensure targets are in SLA.</p> | | | |
| 4.1.2 To develop a written protocol with Job Centre Plus and Skills Council to increase access to education, training and employment for drug users. | July 2008 | Drug and Alcohol Strategy Manager | |
| 4.1.3 To work with Supporting People in re-tendering current SM SP accommodation based services following last years review in line with agreed service reconfiguration so it better needs the range of needs from high to low. | June 08 | Drug and Alcohol Strategy Manager | |
| 4.1.4 To work with housing on developing their current homelessness strategy, including undertaking local needs assessment of met and unmet need and agreeing an overall range approach (range of options) and target numbers to be re-housed | July 08 | Drug and Alcohol Strategy Manager | |
| 4.1.5 To extend the commissioning of CAB input into the Aftercare service by 0.5 post giving 1.5 posts. | April 08 onwards | DIP Project Manager | |
| 4.1.6 To link DIP and non-DIP clients into Supporting People floating support services | April 2008 | DIP Project Manager Aftercare manager | |
| 4.1.7 Continue to commission and otherwise support the small Bed-sit scheme through Supporting People | April 2008 | JCM Supporting People | |
| 4.1.8 Implement Rent Deposit Scheme in partnership with Haringey Housing Department for PDU's | April 2008 | DIP Project Manager | |
| 4.1.9 To progress the setting up of link worker scheme in order to increase referrals/assessments for Tier 4. | April 2008 onwards | JCM DASH | |
| 4.1.10 To develop improvement plan for Aftercare | June 2008 | DIP Project Manager Aftercare manager | |

Planning Grid 5: Diversity

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

| |
|--|
| <p>Identification of key priorities following needs assessment relating to Diversity</p> <ul style="list-style-type: none"> To continue to deliver open access, outreach, support services to female sex workers via SHOC To continue to support the Somali and Turkish communities To enhance the work with Afro-Caribbean communities in Haringey in relation to specific drug-related issues To continue to reduce the hidden harm caused to children through parental substance misuse and support families/carers To reduce the barriers into treatment for women |
|--|

Objective 1: To continue to commission services to meet the diverse needs of Haringey

Delivery Plan:

| Actions and milestones | By when | By whom |
|--|------------|---------|
| 5.1.1 To continue to commission service working with Somali community in relation to KHAT – KHAT Worker at DASH | April 2008 | JCM |
| 5.1.2 To continue to commission worker/project working with Turkish community in relation to drugs – Turkish Community engagement at DASH | April 2008 | JCM |
| 5.1.3 To continue to commission services working with Afro-Caribbean community in relation to drugs, particularly stimulant misuse – BUBIC and Eban | April 2008 | JCM |
| 5.1.4 To continue to commission SHOC to provide outreach and Tier 3 services to female Sex Workers | April 2008 | JCM |
| 5.1.5 Continue to commission COSMIC to deliver services to children with substance misusing parents and to work with partners in Children's Services re: agreeing input that COSMIC makes to reducing hidden harms in the borough – including pulling in additional resources into this service. | April 2008 | JCM |

| | | |
|--|----------------------|--|
| <p>5.1.6 To develop an action plan for increasing the number of women accessing treatment and improve the engagement of women, particularly those test positive via DIP and those with families.</p> | <p>April onwards</p> | <p>JCM DIP Project Manager Service managers of drug agencies</p> |
|--|----------------------|--|

Planning Grid 6: Harm Reduction

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

Identification of key priorities following needs assessment relating to Harm Reduction

- To modernise existing Tier 2 service and exploit new location to full potential
- Ensure that effective Harm Reduction information is given to primary crack users
- To ensure that all injecting drugs users and in particular DIP clients are given effective safer injecting advice
- To ensure the effective advertising of all fixed base and pharmacy needle exchange services
- To improve uptake of hepatitis B vaccination amongst injecting drug users and to improve recording thereof
- To implement Drug Related Death Review Process
- Improve recording of injecting drug user rate and changes in injecting behaviour(TOPS)

Objective 1: To improve the provision and effectiveness of Harm Reduction services

Delivery Plan:

| Actions and milestones | By when | By whom |
|---|-------------|--------------------------------------|
| 6.1.1 To implement and monitor the contingency management pilot with a focus on incentivising clients to attend uptake BBV vaccinations | April 2008 | DASH JCM NTA |
| 6.1.2 To establish a confidential enquiries protocol for drug related deaths | August 2008 | Drug and Alcohol Strategy Manager |

| | | |
|--|------------------------|--------------------------------------|
| 6.1.3 To revamp the advertising of needle exchange/fixed based schemes in the borough to increase awareness and access. | June 2008 | JCM Needle Exchange Co-ordinator |
| 6.1.4 To improve on the range of harm reduction materials/advice available for crack users and ensure effectiveness through service delivery | April 2008 and ongoing | JCM Eban |
| 6.1.5 To improve screening and vaccination uptake through borough wide BBV protocol and BBV nurse | April 2008 and ongoing | JCM DASH Service Manager |
| 6.1.6 To improve data capture around immunisation against BBV's | August 2008 | JCM Information and Needs Officer |

Planning Grid 7: Criminal Justice

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

Identification of key priorities following needs assessment relating to Criminal Justice

Objective 1: To continue to widen access into treatment, improving engagement, retention and effective outcomes for those in or exiting the Criminal Justice System

Delivery Plan:

| Actions and milestones | By when | By whom |
|--|------------|--|
| 7.1.1 To ensure all appropriate Haringey Probation clients access treatment through the DIP | April 2008 | DIP Project Manager LPS |
| 7.1.2 To ensure all appropriate Haringey residents leaving HMP's Pentonville and Holloway access appropriate treatment and services on release | Sept 2008 | DIP Project Manager HMPs Pentonville and Holloway |
| 7.1.3 To continue to commission the Pentonville Prison DIP Link Worker | April 2008 | DIP Project Manager |
| 7.1.4 To set ambitions for number of prisoners leaving prison accessing Tier 4 services | April 2008 | DIP Project Manager |
| 7.1.5 To identify current level of practice for prison referrals and increase to 100% referral where relevant. | March 2008 | DIP Project Manager |

| Objective 2: To reduce re-offending of drug misusing clients | | | |
|---|----------------|--|--|
| Delivery Plan: | | | |
| Actions and milestones | By when | By whom | |
| 7.2.1 To ensure that the cross cutting themes of drugs and alcohol are reflected within the Community Safety partnership 3 year strategy – 2008 -2011 | April 2008 | Drug and Alcohol Strategy manager | |
| 7.2.2 To undertake review of clients undertaken intervention 2007/08 via DIP, Probation and CJS to identify re-offending benchmark | Sept 2008 | DIP Data Manager | |
| 7.2.3 To ensure that accurate and timely information flow between DIP and Metropolitan Police to ensure that all offenders, esp. PPO's, testing positive and failing to meet legal requirements of Required Assessment and/or Restrictions on Bail receive appropriate action | April 2008 | DIP Data Manager | |
| 7.2.4 To agree and implement an information sharing protocol around the use of MiCase | June 2008 | DIP Data Manager MPS DIP Service Manager | |

Planning Grid 8: Workforce

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

Identification of key priorities following needs assessment relating to Workforce,

Note: Please cut and paste the objective, actions and milestones boxes, and number objectives to allow for the full range of objectives required by the partnership plan.

Objective 1: To establish an appropriately qualified, competent and sustainable treatment sector workforce by April 09 by continued implementation of the DAAT workforce strategy

Delivery Plan:

| Actions and milestones | By when | By whom |
|--|----------|--------------------------|
| 8.1.1 All S.L.A.'s to specify required workforce activities for induction, individual training plans, appraisal, supervision, CPD, NVQ3 and trainee/apprenticeship schemes | May 2008 | JCM |
| 8.1.2 Treatment sector workforce to continue training for NVQ level 3 with Thames Kingsway and NVQ 4 with Westminster college | May 2008 | JCM |
| 8.1.3 Formal monitoring of targets through SLA meetings | May 2008 | JCM |
| 8.1.4 S.L.A.'s to stipulate that all job descriptions and recruitment processes are expressed in DANOS terms (and other relevant standards). | May 2008 | JCM Contracts Officer |
| 8.1.5 S.L.A.'s to specify compliance with Race Relations Amendment Act | May 2008 | JCM Contracts Officer |

Planning Grid 9: Service Users

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

| |
|---|
| <p>Identification of key priorities following needs assessment relating to Service Users</p> <ul style="list-style-type: none"> • Continue to build the influence of Service Users in decision making processes • To set up for Service User advocacy and mentoring service • To ensure Service User movement between agencies based on good practice and individual need |
|---|

| |
|--|
| <p>Objective 1: To continue to implement the Service User Involvement Strategy, empowering and supporting users to be involved in the planning and commissioning processes for local drug treatment, working with local treatment providers to develop new ideas for service improvement e.g. mentoring and advocacy service.</p> |
|--|

Delivery Plan:

| Actions and milestones | By when | By whom |
|--|--------------------------------|---|
| 9.1.1. Continue to implement The Service User Involvement Strategy at individual, service and strategic level. Including agreed policy to re-imburse fares (Oyster card system) and payment for service users who attend strategic boards and task groups. | April 2008 onwards | Communities Officer |
| 9.1.2. To continue individual training needs audit of service user reps, and service users on the DAAT Task Group. Devise training plan based on needs. | April 2008 onwards | Communities Officer |
| 9.1.3 To commission "the Alliance" to develop mentoring and advocacy service in conjunction with Service Users | April 2008 | JCM |
| 9.1.4 To provide a quarterly progress report outline progress and effects of user involvement in the borough | July 2008 quarterly thereafter | Communities Officer DAAT Service User task Group |

| | | |
|---|--------------------|---|
| 9.1.5 To continue to induct and give initial training to facilitate service users understanding of the DAAT, Treatment system, to ensure service users can fully participate in the relevant forums and influence design of services etc. | April 2008 onwards | Communities Officer |
| 9.1.6 To support the development of Service User Involvement ideas as they emerge from the Service User Task Group, including advocacy, networking with PALS and or other support services aimed at drug users. | April 2008 | Communities Officer Drug and Alcohol Strategy Manager |
| 9.1.7 To ensure that all S.L.A.'s include a requirement to display a service user charter, include user consultation in service reviews, and promote access to other services for service users | May 08 | JCM Contracts Officer |
| 9.1.8 To support Service User representatives at Service level | April 2008 | Communities Officer |

Planning Grid 10: Carers

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

| |
|--|
| <p>Identification of key priorities following needs assessment relating to Carers</p> <ul style="list-style-type: none"> Formalise arrangements with carers to enable consultation and involvement in the planning, commissioning and review of the local drug treatment system To support Carer representatives to fully participate in decision making To commission counselling provision for carers To ensure that carers needs are included within the Community Care Assessment process |
|--|

Objective 1: To continue to develop meaningful carer involvement as a means of facilitating involvement in the planning, commissioning and review of treatment services.

Delivery Plan:

| Actions and milestones | By when | By whom |
|---|--------------------|--|
| 10.1.1 To provide training and support to two new carers reps in order to facilitate their input into planning and commissioning processes of the DAAT. To sit on TTG and DAAT Board | May 2008 | Communities Officer |
| 10.1.2 To develop a carers information leaflet with gives information on local drug treatment services and carers services. | May 2008 | Communities Officer |
| 10.1.3 To ensure that carers assessments are undertaken as part of community care assessment process | April 2008 onwards | SV Manager Physical Disabilities & OT Service. |
| 10.1.4 To ensure all S.L.A.'s include requirement for carers to be involved in service reviews and to ensure that carers needs are taken into account as part of needs assessment process and shaping treatment priorities. | April 2008 | JCM |

| | | |
|---|-------------------|----------------------------|
| <p>10.1.5 To ensure that all Tier 2/3 services continue to provide support, advice and information services to families, partners and friends (include in SLA).</p> | <p>April 2008</p> | <p>Communities Officer</p> |
| <p>10.1.6 To ensure all treatment agencies record all contact with carers</p> | <p>April 2008</p> | <p>Communities Officer</p> |
| <p>10.1.7 To commission counselling services with Eban to provide counselling for carers.</p> | <p>April 2008</p> | <p>JCM</p> |

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- Key: Achieving Excellence Projects
- Better Haringey Projects
- Regeneration Projects



Action/ Improvement Plan – Youth Offending Service

| Business Plan Objective (use separate form for each objective/key project) | Responsibility of (Identify the officer responsible for achieving this objective - does not have to be Head of Business Unit_) |
|---|---|
| Youth Offending Service (YOS) | Linda James |
| Council Plan Priority(s) (Identify the Council Plan Priority(s) that this objective supports) | |
| Description of targets and performance measures | |
| <p>Performance measures for the YOS are set by the Youth Justice Board and the YOS also contributes to several APACS and LAA targets, including these those of the Children's and Young People's Service.</p> <p>The APACS indicators are:</p> <ul style="list-style-type: none"> N1 19 – the rate of proven re-offending by young offenders. N1 43 – the percentage of young people within the Youth Justice System receiving a conviction in Court who are sentenced to **. N1 44 – Ethnic composition of offenders on youth justice disposals. N1 45 – young offenders engagement in suitable education, employment or training (ETE). N1 46 – young offenders access to suitable accommodation. N1 11 – the number of first time entrants to the youth justice system aged 10-17 years. | |

Key: Achieving Excellence Projects
 Better Haringey Projects
 Regeneration Projects



| Activities to be undertaken | Who will undertake these activities? Lead officer name | When? (Please insert clear milestones for quarterly monitoring against this activity) | Quarter 1 Progress Update June 2008 | Quarter 2 Progress Update September 2008 | Quarter 3 Progress Update December 2008 | Quarter 4 Progress Update March 2009 | To feed into Council Plan ? (Tick if to be included) |
|--|---|--|---|--|---|--|--|
| ASSET (assessment form) Completion – Ensure 100% of ASSETS are completed at satisfactory and above levels. | Linda James and senior management team. | Q1. Introduce new quality assurance form. Q2. Monitor unsatisfactory ASSETS. Q3. Complete ASSET training – all staff. Q4. Achieve target. | | | | | |

Key: Achieving Excellence Projects
 Better Haringey Projects
 Regeneration Projects

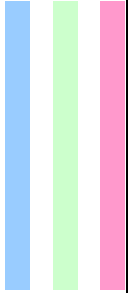
| Activities to be undertaken | Who will undertake these activities? Lead officer name | When? (Please insert clear milestones for quarterly monitoring against this activity) | Quarter 1 Progress Update June 2008 | Quarter 2 Progress Update September 2008 | Quarter 3 Progress Update December 2008 | Quarter 4 Progress Update March 2009 | To feed into Council Plan ? (Tick if to be included) |
|--|---|--|--|---|--|---|---|
| Provide a range of group work programmes to address offending behaviour. | Linda James and senior management team | Q1. Identify needs. Q2. Set up group work programmes. Q3. Set up Group work programmes. Q4. Evaluate group work programmes. | | | | | |
| Supervise all relevant young people in accordance with national standards. | Linda James and senior management team | Q1 – Q4. Assessed annually. | | | | | |
| Provide performance management information to YOS Partnership Board and youth court representatives. | Linda James | Q1 – Q4. Provide information quarterly. Attend young panel meetings at Court. | | | | | |

Key: Achieving Excellence Projects
 Better Haringey Projects
 Regeneration Projects



| Activities to be undertaken | Who will undertake these activities? Lead officer name | When? (Please insert clear milestones for quarterly monitoring against this activity) | Quarter 1 Progress Update June 2008 | Quarter 2 Progress Update September 2008 | Quarter 3 Progress Update December 2008 | Quarter 4 Progress Update March 2009 | To feed into Council Plan ? (Tick if to be included) |
|---|---|---|--|---|--|---|--|
| Respond as appropriate to change in the ethnic make up of the caseload. | Linda James SMT and data manager | Q1. Complete data analysis. Q2. Liaise with relevant community groups. Q3. Monitor caseload. Q4. Evaluate actions. | | | | | |
| Recruit to secondary learning mentor vacancy. | Operational Manager | By August 2008 | | | | | |
| Incorporate Connexions personal advisors into YOS. | Operational manager | Q1 – Q4. Monitor referral numbers. Q2. Involve PA in P&D. | | | | | |

Key: Achieving Excellence Projects
 Better Haringey Projects
 Regeneration Projects



| Activities to be undertaken | Who will undertake these activities? Lead officer name | When? (Please insert clear milestones for quarterly monitoring against this activity) | Quarter 1 Progress Update June 2008 | Quarter 2 Progress Update September 2008 | Quarter 3 Progress Update December 2008 | Quarter 4 Progress Update March 2009 | To feed into Council Plan ? (Tick if to be included) |
|---|---|--|--|---|--|---|---|
| Continue to liaise with supported housing and housing projects. | Accommodation officer | Q1 – Q4. Complete monitoring returns. Q4. Review SLA with prevention and options. | | | | | |
| Liaise with partners agencies, particularly police, to increase referrals to prevention team. | Operations manager | Q1 – Q4. Monitor referral numbers. Q2. Roll out 'roadshows' to increase publicity. | | | | | |

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Emergency Planning and Business Continuity Team Action Plan – 2008/9

Background

Haringey Council is designated as a Category One Responder under the Civil Contingencies Act. As such, it has responsibilities to prepare to respond to an emergency, and to mitigate the effects of emergencies on the London Borough of Haringey.

Purpose of this document

This document sets out the Actions that the Emergency Planning and Business Continuity Team intend to take in 2008/9.

Fit with Community Strategy

The work plan is the team's contribution to the work of the Council to build Safer and Stronger Communities.

Approach

The Emergency Planning and Business Continuity Team works closely with partners locally and regionally, and with a wide array of internal stakeholders. The team will:

- Contribute to and influence the Regional Resilience Partnership, by participating in appropriate working groups, and by implementing decisions and guidance generated regionally
- Participate actively in the Local Resilience Forum, and appropriate workstreams
- Manage the Haringey Emergency Planning Partnership, encouraging and facilitating resilience work within the borough
- Actively work to mainstream emergency planning and business continuity across the Council, to improve ownership of plans and procedures, and to deliver benefits to corporate risk management

As part of this, this work plan will be reviewed by the Haringey Emergency Planning Partnership, in order to develop a Resilience Agenda for the borough.

1. Information Sharing and Cooperation

Objective: To ensure effective cooperation and information sharing between partners locally and regionally in relation to resilience matters.

| Action | By | Who | Measure |
|-------------------------------------|---------|-----|--------------------|
| Maintain Participation at the Local | Ongoing | AM | All LRFs attended. |

| | | | |
|--|---------|------|---|
| Resilience Forum | | | Appropriate reporting and participation undertaken. |
| Maintain the borough forum, with good level of attendance from appropriate partners. | Ongoing | ET | Agendas / minutes sent out within appropriate timescales. Borough forum is seen as functioning effectively |
| Maintain participation in NC EPOs Group. | Ongoing | Team | Attendance at meetings. Involvement in resulting workstreams. |
| EP&BCM to participate in LAP Implementation Group | Ongoing | | <i>To be reviewed</i> |
| Participation in appropriate regional workstreams | Ongoing | | <i>As required</i> |

2. Risk Assessment

Objective: To ensure that the risk of emergencies are assessed jointly with partners, and the assessment is communicated appropriately.

| Action | By | Who | Measure |
|--|---------|-----|---|
| Work with LFB-EP and partners to keep Community Risk Register up-to-date and published | Ongoing | AM | RAWG maintains progress according to its workplan. |
| Review the borough 'risk statement' and publish on website | 30/9 | AM | Borough 'risk statement' reviewed at HEPP and published |
| Integrate risks from CRR into Council's Risk Management framework. | 30/8 | BCO | Guidance updated |

3. Emergency Planning

Objective: To develop and maintain plans to respond to an emergency affecting the London Borough of Haringey, either within the Council or in partnership with others.

| Action | Date | Who | Measure |
|---|-----------|-----|---|
| Ensure the Council is ready to respond by undertaking checks of resources and equipment on an agreed timescale, and testing the Council's emergency notification systems. | Quarterly | ET | Quarterly comprehensive checks carried out |
| Manage the change control process for managing issues from guidance, exercises, incidents etc | Ongoing | ET | Issues and action effectively tracked and discharged |
| Develop Training and Exercising Plan to include: <ul style="list-style-type: none"> • Multi-agency table top • Council Flu exercise • Business Continuity exercise | 30/6/08 | EPO | T&E Plan in place, and events delivered successfully. |

| | | | |
|---|----------|--------|--|
| Develop strategy for working with local voluntary sector | 30/10/08 | EPO | Demonstrable improvement in working with local Vol. sector |
| Review position of back-up BECC | 30/3/09 | EPO | Decision made. Transfer of facilities to Ashley Rd if appropriate |
| Complete move of Borough Emergency Control Centre to AH10 | 30/12/08 | AM/NT | BECC moved completed and tested |
| Airwave training for LALOs | 30/6/08 | NT | Airwave implemented Appropriate training |
| Develop GIS and Information Management strategy. | 30/9/08 | AM | |
| Ensure LALO arrangements robust | Ongoing | EPO | LALO rota in place |
| Rest Centre capability maintained and improved | Ongoing | EPO/NT | Volunteer lists maintained. Training events conducted to maintain readiness. |
| Humanitarian Assistance capability developed through Working Group and implemented. | 30/12/08 | AM | Development and Implementation of a plan |
| Care of vulnerable people. Agreed joint arrangements with Haringey PCT for identification of the vulnerable. Contingency plan for maintaining care. | 30/9/08 | EPO | Joint approach agreed with TPCT. |
| Flu Pandemic Preparedness | 30/12/08 | AM | Council Flu exercise Directorate action plans completed |
| Flooding preparedness measures for Haringey. | 30/3/09 | EPO | Borough Flood Plan produced |

4. Business Continuity Management

Objective: To ensure robust arrangements are in place to ensure the continuity of Council services.

| Action | By | Who | Measure |
|---------------------------|-----------------|-----|---|
| Business Continuity Plans | Ongoing 31/9 | BCO | Corporate BCP up-to-date Local BCPs reviewed. |
| Supply Chain continuity | 31/12/08 | BCO | High risk suppliers identified and audited for resilience |
| Training and awareness | 31/12/08 | BCO | BCM training in place |

5. Community Resilience

Objective: to deliver a programme to raise the awareness of emergency planning and business continuity amongst businesses and the public, ensuring the ability to communicate effectively during an emergency.

| Action | BY | Who | Measure |
|---|-----------|------------|---|
| Support the LFB acetylene awareness campaign | 30/6/08 | EPO | Leaflets produced, briefings arranged |
| Raising public awareness of emergency planning | 30/11//08 | EPO | Develop action plan for raising public awareness |
| Crisis communications plan | Ongoing | EPO | Keep CCP up-to-date through ERO workstream and exercise |
| Develop action plan for promoting BC | 30/11/08 | EPO | Plan produced. Actions progress |
| Work with MPS to promote resilience through Project Argus and similar initiatives | 30/3/09 | EPO | Project Argus successfully implemented |

ACQUISITIVE CRIME PARTNERSHIP BOARD ACTION PLAN 2008/9

| Business Plan Objective (use separate form for each objective/key project) | Responsibility of (Identify the officer responsible for achieving this objective - does not have to be Head of Business Unit) | | |
|---|--|--|-------------------------------------|
| Reducing Serious Acquisitive Crime (robbery, burglary and vehicle crime) | Eliza Grainger: Community Safety Policy Officer | | |
| Council Plan Priority(s) (Identify the Council Plan Priority(s) that this objective supports) | Creating a Better Haringey: cleaner, greener, safer. | | |
| Description of targets and performance measures | | | |
| NI 16 Serious acquisitive crime rate PSA 23 | | | |
| Activities to be undertaken | When? (Please insert clear milestones for quarterly monitoring against this activity) | Resources and source | % of total NI 16 2007/08 |
| 1. To expand services provided to vulnerable and repeat victims of burglary (including security surveys and target hardening) | From May 2008 | Staff time Crime Prevention hardware SC ABG allocation | 32% (Burglary) |
| 2. To provide intelligence-led targeted crime prevention advice | July & Oct (seasonal burglary trends) Quarterly for MVC campaigns | Staff time Communications materials Safer Communities ABG allocation | 32% (Burglary) 51.2% (MVC) |
| 3. To provide robbery awareness training sessions in schools | On-going | Staff time | 15% (Personal Robbery) |
| 4. To embed the use of Crime Prevention Design Advice by Planning Services and Registered Social Landlords | At Board meetings in May, September & November 2008 | Staff time | 32% (Burglary) |

| | | | | |
|--|--|---|---|-------------------------|
| 5. To set up a 'task and finish' sub-group in relation to the security of HMOs | Enforcement CST, Strategic & Community Housing, MPS, CPDAs CST | By end of June 2008 | TBC | 32% (Burglary) |
| 6. To assess the need for and provide, where appropriate, targeted crime prevention advice to businesses | Public Protection Focus Desk ¹ BIU YOS | Assessment by June 2008 | Staff time Communications materials SC ABG allocation | 1.6% (Business Robbery) |
| 7. To continue to implement good practice regarding information sharing about at risk young people | Fire Service LAS MPS YOS | On-going – quarterly feedback from all relevant parties | Staff time | N/A |
| 8. To implement the 'Collision Course' in Haringey – a youth intervention scheme re: motor vehicle crime | ACPB | TBC | Staff time Venue Refreshments Source TBC | 51.2% (MVC) |
| 9. To provide relevant support to Area Based Working groups in the implementation of the problem solving model | Enforcement CST | On-going – quarterly feedback from all relevant parties | Staff time Safer Communities ABG allocation | N/A |
| 10. To conduct a comparative analysis of potential links between gambling premises and crime | ACPB | Complete by July 2008 | Staff time | N/A |
| 11. Respond to performance against LAA Improvement Indicators | | At Board meetings in May, September & November 2008 | Staff time | N/A |

N.B. A local reducing re-offending action plan will be produced during 2008. This will relate to Prolific and Priority Offenders and the Drug Interventions Programme. The plan and its implications will be considered by the board.

¹ The Public Protection Focus Desk will be based at Hornsey Police Station from May 2008 and will be responsible for reviewing all children and young people coming to the attention of the Police. This will include risk assessments and making referrals to relevant agencies/services.

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| Monitoring and evaluation record |
| June 2008 |
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| September 2008 |
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| December 2008 |
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| March 2009 |
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Appendix B

Action/ Improvement Plan (ASB)

| | |
|--|---|
| Business Plan Objective <i>(use separate form for each objective/key project)</i> | Responsibility of <i>(Identify the officer responsible for achieving this objective - does not have to be Head of Business Unit)</i> |
| Council Plan Priority(s) <i>(Identify the Council Plan Priority(s) that this objective supports)</i> | Otis Williams: Community Safety Policy Officer Creating a Better Haringey: cleaner, greener, safer. Encouraging lifetime wellbeing at home, work, play and learning. Promoting independent living while supporting adults and children when needed. Delivering excellent, customer focused, cost-effective services. |
| Description of targets and performance measures | |
| <ul style="list-style-type: none"> ➤ NI 1: Percentage of people who believe people from different backgrounds get on well together in their local area ➤ NI 2: Percentage of people who feel that they belong to their neighbourhood ➤ NI 3: Civic participation in the local area ➤ NI 4: Percentage of people who feel they can influence decisions in their locality ➤ NI 5: Overall/general satisfaction with local area ➤ NI 17: Perceptions of anti-social behaviour ➤ NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police (improvement target) ➤ NI 22: Perceptions of parents taking responsibility for the behaviour of their children in the area ➤ NI 23: Perceptions that people in the area treat one another with respect and dignity ➤ NI 24: Satisfaction with the way the police and local council dealt with antisocial behaviour ➤ NI 25: Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour ➤ NI 27: Understanding of local concerns about anti-social behaviour and crime by the local council and police ➤ NI 41: Perceptions of drunk or rowdy behaviour as a problem. ➤ NI 42: Perceptions of drug use or drug dealing as a problem. ➤ N195: Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) ➤ N196: Improved street and environmental cleanliness fly tipping | |
| Every Child Matters, Youth Taskforce Action Plan, Safer For All and BVPI 199 | |

| Activities to be undertaken | Who will undertake these activities? | When | Resources and source | Council Plan ? |
|--|--------------------------------------|--|---|----------------|
| <p>1. Respond to performance against national indicators (particularly NI 21 which is one of the six improvement targets). Receive and respond to quarterly monitoring reports for relevant safer communities funded projects.</p> | ASB Partnership Board/CST | Ongoing / actions monitored bi-monthly through ASB Partnership Board | Staff time/ Respect/Youth Taskforce funding/ Safer communities area based grant | |
| <p>2. Pilot local area problem solving (and refine process in light of learning, especially regarding work of enforcement team and young peoples services where appropriate). To provide support to Area Based Working groups in the implementation of the problem solving model (specific to prevention and lower level ASB).</p> | CST/ASB Partnership Board | Ongoing / actions monitored bi-monthly through ASB Partnership Board | Staff time Safer communities area based grant | |

| | | | | |
|--|--|---|--|--|
| <p>3. Priority actions aligned to the <u>Youth Taskforce Action Plan</u>:</p> <ul style="list-style-type: none"> • <i>Mapping and joining up young peoples services</i> for targeted youth support, looking at assessments, referral pathways, gaps and overlaps (ensuring close working between partners and children and young peoples service) to increase young people's participation in positive activities – the task force will work with 50 areas to help publicise and map what provision is already available to young people • <i>To promote interaction</i> between young people and other sections of society – e.g. through intergenerational activity • <i>Parenting Support Programme of Initiatives</i> – e.g. relating to post of Parenting Practitioner, 'Challenge and Support Projects' (to be developed), 'Intensive Intervention Projects' (to be announced which local areas are to be involved) and 'Challenge and Support Projects' • <i>Develop and implement a community audit tool</i> to help local communities, young people and services resolve tensions – e.g. through the neighbourhood action plans of local police teams (to involve young people and the wider community in what is acceptable behaviour and broker a shared sense of place) | <p>Children and Young Peoples Service, CST, Youth Taskforce (note: latter subject to agreement)</p> <p>Children and Young Peoples Service, CST</p> <p>ASBAT/CST/Children and Young Peoples Service</p> <p>Police/CST/Neighbourhood Management/Housing & Partners</p> | <p>Ongoing / actions monitored bi-monthly through ASB Partnership Board</p> <p>Youth Taskforce to monitor and report to Ministers regarding what is happening locally to bring young people and other sections of society together (by July 08)</p> <p>Ongoing / actions monitored bi-monthly through ASB Partnership Board</p> <p>Ongoing / actions monitored bi-monthly through ASB Partnership Board</p> | <p>Staff time Safer communities area based grant</p> <p>Establishment of a small multi –disciplinary working group for a six month period to undertake this work (<i>to be agreed</i>)</p> <p>Staff time Safer communities area based grant</p> <p>Staff time/ Respect/Youth Taskforce funding/ Safer communities area based grant</p> <p>Staff time</p> | |
|--|--|---|--|--|

| | | | | |
|--|---|---|---|--|
| <p>4. Priority actions aligned to the <u>Respect programme / Respect Standard for Housing Management:</u></p> <ul style="list-style-type: none"> • <i>Use of Good Neighbourhood Agreements (GNAs) and other initiatives that support the Respect programme</i> • <i>Test the ASB communications strategy, e.g. focusing on environmental enforcement in partnership with a service (such as Housing)</i> • <i>Community Justice Courts (a number of the offence types covered pertain to ASB) - Courts and Judiciary connecting to the community through regular engagement, finding out their views on crimes that are of most concern, the impacts of those crimes and the way offending is tackled. Further, to make partners aware of the initiative and resources the courts have towards problem solving</i> • <i>Scoping of current use of mediation and whether there would be a need for a service</i> • <i>Continued monitoring of enforcement powers surrounding ASB (currently considering the use of Introductory Tenancies in the borough)</i> | <p>ASBAT/CST/HfH</p> <p>Communications/ CST</p> <p>ASB Partnership Board/CST</p> <p>CST/HfH</p> <p>ASBAT/Police/ Environment Enforcement/CST/Hf H/Housing</p> | <p>Current pilot due to commence in Mountview N15</p> <p>Ongoing / actions monitored bi-monthly through ASB Partnership Board</p> <p>Ongoing / actions monitored bi-monthly through ASB Partnership Board</p> <p>Ongoing / actions monitored bi-monthly through ASB Partnership Board</p> | <p>Staff time</p> <p>Staff time / Safer communities area based grant</p> <p>Staff time / Safer communities area based grant</p> <p>Staff time / Safer communities area based grant</p> <p>Staff time / Safer communities area based grant</p> | |
|--|---|---|---|--|

| | | | | |
|--|---|---|--|--|
| 5. Mental health and ASB joint protocols and common assessment pathways to be developed | MHT/PCT ASBAT/HfH | Ongoing / actions monitored bi-monthly through ASB Partnership Board | Staff time | |
| 6. Research local alcohol use /related ASB and develop appropriate responses | CST/ DAAT | Ongoing / actions monitored bi-monthly through ASB Partnership Board | Staff time Safer communities area based grant | |
| 7. Hate Crime Action Plan 2008/9 – developing key aspects such as third party reporting and continued work in schools surrounding awareness raising and encouraging reporting | CST/ASBAT/Police/ Equalities/CPCG/ LGBT network/voluntary sector/ASB Partnership Board | Ongoing / actions monitored quarterly through Hate Crime Steering Group and ASB Partnership Board | Staff time Safer communities area based grant | |
| 8. Assess new ASB data gathering process and revise especially looking at 'cross cutting' assessments – e.g. matching partner agency data for analysis/priority setting purposes | CST, HfH, Environment, Police & Partners | Ongoing / actions monitored bi-monthly through ASB Partnership Board | Staff time Safer communities area based grant | |

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OTHER VIOLENT CRIME PARTNERSHIP BOARD ACTION PLAN 2008/9

| Business Plan Objective (use separate form for each objective/key project) | Responsibility of (Identify the officer responsible for achieving this objective - does not have to be Head of Business Unit) | | | |
|--|--|--|--|----------------------|
| Reducing serious violent crime | Eliza Grainger: Community Safety Policy Officer | | | |
| Council Plan Priority(s) (Identify the Council Plan Priority(s) that this objective supports) | Creating a Better Haringey: cleaner, greener, safer. | | | |
| Description of targets and performance measures | | | | |
| N1 15 Serious violent crime rate | | | | |
| Activities to be undertaken | Who will undertake these activities? | When? (Please insert clear milestones for quarterly monitoring against this activity) | Resources and source | Council Plan? |
| 1. To develop a programme of research and relevant action about alcohol related violence | CST DAAT | From July 2008 (Following alcohol strategy review) | TBC | |
| 2. To engage constructively with local health services to develop a more in-depth understanding about the outcome of violent incidents | CST LAS DAAT | From May 2008 | Staff time | |
| 3. To provide weapons awareness training to young people | YOS Be Safe | Workshops provided to YOS clients monthly. | Staff time Specialist providers From the Safer Communities ABG allocation | |
| 4. To review secondary schools' weapons protocol | Safer Schools Partnership | May 2008 | Staff time | |

| | | | | |
|--|------------|---|--|--|
| 5. To analyse the implications of the Tackling Gangs Programme good practice for Haringey | OVCB | From May 2008 | TBC | |
| 6. To ensure compliance with and realise the benefits of new guidance about sharing personal information | OVCB | December 2008 | TBC | |
| 7. To work closely with the Community Justice Court (e.g. around prosecutions for possession of bladed articles) | CST | At board meetings in July and October 2008 | Staff Time | |
| 8. To provide ad hoc support for the Road Safety Team in relation to reducing death by dangerous driving | OVCB | On-going | TBC | |
| 9. To continue to implement good practice regarding information sharing about at risk young people | BIU YOS | On-going – quarterly feedback from all relevant parties | Staff time | |
| 10. To provide relevant support to Area Based Working groups in the implementation of the problem solving model | OVCB | On-going – quarterly feedback from all relevant parties | Staff time Safer Communities ABG allocation | |
| 11. Respond to performance against LAA Improvement Indicators | OVCB | At board meetings in July and October 2008 | Staff time Safer Communities ABG allocation | |
| 12. Receive and respond to quarterly monitoring reports for relevant Safer Communities funded projects | OVCB | At board meetings in July and October 2008 | Staff time Safer Communities ABG allocation | |

Monitoring and evaluation record

June 2008

1. The alcohol strategy review is in progress and a consultation event is being held on 4th July 2008
2. Contact was made with the A&E department at North Middlesex hospital – it has been suggested that a junior doctor may wish to examine the available information and existing protocols regarding alcohol related violence and weapon related admissions. The Operations Manager for Edmonton and Haringey has been invited to attend the OVCB
3. The YOS / Red Cross weapons awareness training is now being provided to year 6 students in the borough
4. The weapons protocol has been reviewed and is awaiting approval from Secondary School Head Teachers
5. Tackling Gangs guidance was published by the Home Office in May 2008. A gangs advisor from the Violent Crime Unit will be attending the July OVCB meeting
6. Awaiting publication of new guidance (due December 2008)
- 7.
8. On-going – no specific support has been requested to date.
9. This continues to be a priority, a recent reminder was sent to all BIU analysts. However, a more long-term solution is required which may be provided by the establishment of the Public Protection Focus Desk (this team will be responsible for reviewing all children and young people coming to the attention of the police. This will include risk assessments and making referrals to relevant agencies/services)
10. No specific violence related problems have been identified by the area based working groups to date.
11. Performance updates provided at each meeting
12. Projects have not yet been commissioned

September 2008

December 2008

March 2009

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haringey strategic partnership

Meeting: Safer Communities Executive Board
Date: 23 June 2008

Report Title: Haringey Reducing Re-offending Action Plan

Report of: Paulette Haughton, Criminal Justice Interventions Programme Manager

1. Purpose:

To highlight the work carried out across the partnership on reducing re-offending and draw attention to the need to produce a 'Reducing Re-offending Action Plan' across the partnership.

2. Recommendations:

That the SCEB agrees that work on producing a Haringey Reducing Re-offending Action Plan is commissioned as soon as possible.

3. Background:

- 3.1 A number of Haringey partnership agencies have responsibility for working with offenders to reduce re-offending, in particular drug-related and acquisitive crime. These include the Police, Probation, CPS, Court Services and the Council through Safer Communities Unit (DAAT/ DIP, Community Safety, ASBAT and the YOS).
- 3.2 The Offender Management Forum which incorporates the DIP - Drug Interventions Programme and PPO - Prolific and other Priority Offenders Steering Groups is a key forum involving a number of partners which directs work around drug-misusing offenders both in the community and in prisons on behalf of the DAAT board. This work focuses on the link between drug misuse and criminal activity and works to break the links, thus reducing re-offending.
- 3.3 There are national and London-wide Reducing Re-offending Action Plans that lay out important principles and strategies; in order for any action plan to be effective it must be tailored to local circumstances and need. Haringey has no such 'joined up' plan: such a plan would include Housing, Children and Young Persons' Service, Education, Training and Employment agencies etc as well as agencies with a specific 'crime focus'

and would also be highlighted by other elements of the Haringey Strategic Partnership.

- 3.4 Individual agencies work towards their own targets and develop strategies and excellent actions; however these are not effectively coordinated despite the existence of overarching LAA and APAC targets, (Assessments of Policing and Community Safety). Strategic and operational links between these agencies need to be developed further. The national strategy addresses the resettlement needs of prisoners, it is vital that Haringey addresses the resettlement needs of its' residents leaving prisons, as well as Prolific and other Priority Offenders (PPOs) and drug misusing offenders in order to contribute to positive outcomes around reducing re-offending.
- 3.5 Haringey has established both strategic and operational fora in response to the London Resettlement Programme and works closely with HMP Holloway to identify and engage Haringey based women with a substance misuse problem, who volunteer for the scheme, to be re-introduced in to the borough in a planned manner.
- 3.6 The London Resettlement Strategy uses 8 pathways of offender need:
 - Offender Management
 - Accommodation
 - Education, Training and Employment
 - Finance, Debt and Benefit
 - Mental and Physical Health (including alcohol)
 - Drugs
 - Children And Families
 - Programmes for Offenders.
4. Haringey's' Reducing Re-offending Action Plan will:
 - Highlight the key issues that impact on resettlement of offenders
 - Identify the agency/ies responsible
 - Identify the current provision
 - Highlight the gaps
 - Identify the resources required to meet the identified needs, all with a view to focusing borough-wide activity into a strategic and effective reducing re-offending action plan.
5. **Scope of the review:**
 - Adult offenders over 18 – including DIP clients and PPOs
 - Council agencies and theme boards
 - DAAT commissioned adult services – DIP, SHoC, Eban, In-Volve Haringey, etc
 - Probation service

- Prison service
- 6. **Timing:**
Final report by autumn SCEB so that resource implications can be considered in planning the 2009/ 2010 budget.
- 7. **Cost:** 20 days @ £500 per day - £10,000.
- 8. **Action:** the DAAT to identify an external consultant and commission 20 days work as outlined.

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haringey strategic partnership

Meeting: Safer Communities Executive Board

Date: 23 June 2008

Report Title: Briefing on the Development of the Alcohol Strategy

Report of: Marion Morris, Drug and Alcohol Partnerships Manager

1. Purpose:

- 1.1 To provide the Board with Progress report on development of the borough's alcohol strategy.

2. Background

The DAAT has commissioned Ranzetta Consulting to review and refresh the borough's partnership alcohol strategy in line with the revised alcohol strategy for England; *Safe Sensible Social*, the new Public Service Agreement for alcohol harm reduction, with new statutory duties on CDRPs and PCTs .

- 2.1 Ranzetta Consulting are the market leaders in this area and wrote, on behalf of Alcohol Concern, the local alcohol strategy implementation toolkit that the Government published in December 2008.

3. Objectives

- 3.1 The objectives are to:
- review and refresh the existing alcohol strategy for Haringey
 - draw together existing information and data
 - carry out any additional needs assessment in specific areas as necessary
 - assist in steering the strategy through the appropriate policy processes in Haringey, including Equalities Impact Assessment, to secure formal adoption by the council
 - in conjunction with partners agree priorities, best use of funds and resources and identify the lead individual from each organisation
 - plan for the implementation and evaluation of the strategy
 - organise a stakeholder event

4. Progress to date

- 4.1 Data-gathering and interviews with stakeholders are ongoing and will be completed by the end of June.
- 4.2. Consultation will be wide ranging and include area assemblies, Safer Neighbourhood Teams' KIN groups, focus groups with service users, and use of council's website to gather wider views of public.

- 4.3. The stakeholder event will be on: **Friday July 4th, 9.30 to 1pm at Alexandra Palace. Londesborough Room.**

The event is designed to engage stakeholders in the strategy and get sign-up to action plan.

5 Key issues

- Alcohol-related crime in Haringey is significantly worse than the English average (Appendix 1) (NB this is a 'synthetic estimate').
- Mortality rates from chronic liver disease are significantly higher for Haringey than both the regional and English average (see Appendix 1)
- The new LAA includes an improvement target for alcohol-related hospital admissions, NI39 – a 1% reduction in the upward trend year on year. (Appendix 2)
- The new alcohol strategy will reflect current enforcement activity to reduce alcohol-related crime and anti-social behaviour whilst promoting better coordination of the activity
- There are opportunities to link community safety partners to health and social care partners to address alcohol-related harm (e.g. through fire prevention with hazardous drinkers, multi-agency approach to street drinking, data sharing with A&E)
- Current investment in prevention and treatment services requires improvement.

6. Timetable

- 6.1. The strategy will need to go through both the Council's/TPCTS processes before final sign off at November's Cabinet meeting.

7. Proposed Monitoring and Implementation

- 7.1 It is proposed that the actions arising out of the stakeholders event on the 4th July – drop down into existing Board's actions plans e.g. Domestic Violence Board, Other Violent Crime Board, DAAT Partnership Board and the 11-19 Forum. The DAAT Strategy Manager will liaise with the coordinators of these Boards to provide quarterly progress reports to the Safer Communities Executive Board. This will ensure that there is the necessary co-ordination and oversight of the implementation of the strategy.

8. Recommendation

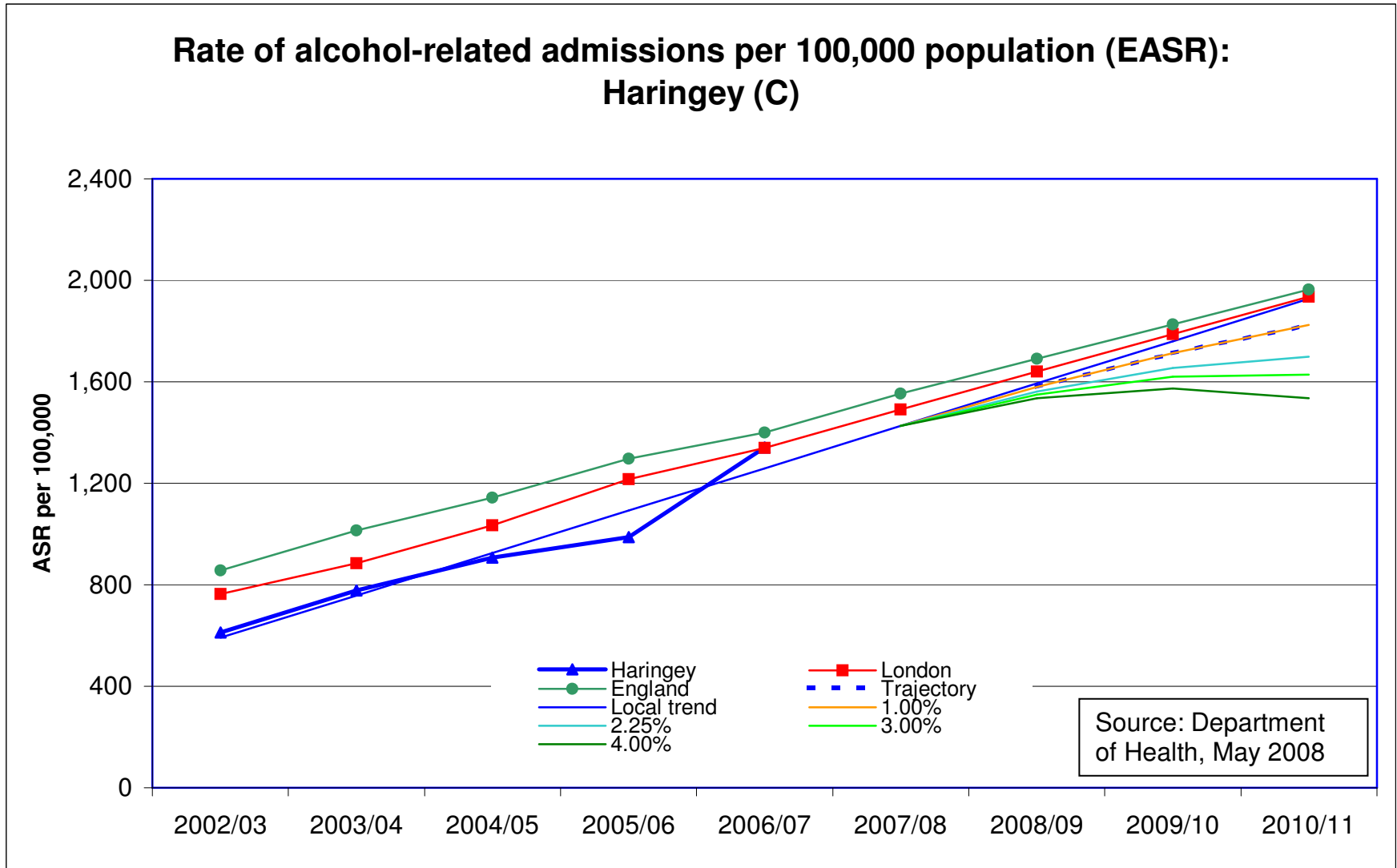
8.1. To seek agreement on the proposed monitoring and implementation Structure.

Appendix 1: indicators of alcohol-related harm for Haringey



Source: North West Public Health Observatory

Appendix 2





Meeting: Safer Communities Executive Board

Date: 23 June 2008

Report Title: Safer Haringey ASB Strategy 2008/11

Report of: Otis Williams, Community Safety Policy Officer

1. Purpose

- 1.1 To inform members of the board of the new ASB Strategy and plans for consultation.
- 1.2 To seek endorsement and raising of any gaps or comments, affecting partner agencies.

2. Background

- 2.1. Haringey has developed a balanced and proportionate approach to dealing with ASB. In 2005 the Haringey Information Sharing Protocol was finalised and signed by key services dealing with ASB, including some Registered Social Landlords. The protocol allows data to be passed easily from one agency to another, facilitating joint working and helping eliminate duplication.
- 2.2. During April 2006 Safer Neighbourhood Teams were rolled out across the borough with full coverage in every ward. The Crack House Protocol was also formally signed during March 2007. In 2007, the ASBAT (which became established following its roll-out in 2005) extended its preventative role by employing a parenting worker with two support workers funded from Supporting People. This parenting support is focused on those families who have been identified as the most prolific ASB offenders.
- 2.3. Underpinning all the work is strong corporate leadership through the ASB Partnership Board and lead member involvement in setting the strategic and policy agenda for ASB which increasingly crosses departmental boundaries and business units.
- 2.4. The priorities identified within the last strategy include, environmental

protection through enforcement of existing legislation (e.g. Houses in Multiple Occupation - HMOs), social clubs, litter/rubbish, noise, untaxed vehicles, abandoned vehicles, misuse of fireworks and better places to live. Youth related ASB, supporting victims, communities and neighbourhoods (build confidence and skills), improving capacity amongst staff, crack house closures and street drinking. In addition, housing tenure provides a lever to deal with 'problem neighbours' as and when appropriate,

- 2.5. The above priorities remain the focus for our ASB work over the coming three years. We want to see more emphasis on early interventions, mediation and preventive work especially with young people and their families across all housing tenures. This is further supported by the on-going Government Respect Agenda and Youth Taskforce Action Plan 2008.

3. Action Plan Priority Areas 2008/09

- 3.1. To improve the exchange of information about reported anti-social behaviour, accessing partnership resources to increase service provision and improve responses to complaints of anti-social behaviour.
- 3.2. To improve multi-agency working by developing common protocols, assessment pathways and joint service delivery.
- 3.3. To build the skills, capacity and confidence of all key staff and the community. Underpinning these priorities is a recognition that success will depend on increasing residents' involvement in tackling ASB at a local and borough level.
- 3.4. Multi-agency local area problem solving and addressing the causes of ASB
- 3.5. Use all our available enforcement powers
- 3.6. Involve the community / understanding residents' concerns
- 3.7. Implementing an ASB Communications Strategy
- 3.8. Scope the need for a Mediation Service

4. Consultation on the Strategy

- 4.1. There is to be public consultation on the strategy requesting that participants highlight where they consider gaps to be in forward plan proposals.
- 4.2. Consultation is to occur through community events – Tottenham Carnival 21st June 2008, Pathmeads Tenants Conference 8th July 2008.
- 4.3 Practitioner events - Alcohol Strategy Stakeholder Event, 4th July 2008 and Police Safer Neighbourhoods Teams questionnaires.
- 4.4. On-line, via Youth Space website, community safety page of the council website; and Area Assemblies. All to be completed by 31st August 2008.

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FRONT PAGE

Draft Anti-Social Behaviour

Strategy 2008-11

Foreword

We are pleased to introduce Haringey's second Anti-social Behaviour Strategy which covers 2008 – 2011.

In revising this strategy, we have held discussions with all key partners and colleagues, and have opened our findings up for public comment. We have established that our original priorities are still current and much of this strategy is a continuation of the good work already underway across the Borough.

We have re-defined our overall approach as a balance between prevention and enforcement. We have recognised the need to improve the co-ordination of targeted support to young people and to develop our approach within the context of area-based working, problem-solving and addressing the causes of anti-social behaviour at an early stage.

Our vision - which supports that of our general Safer for All Strategy - is to have 'a safer Haringey where residents, visitors and workers can have an improved quality of life without the fear of being subjected to anti-social behaviour'.

The ASB Partnership Board – referred to as the Partnership in this document - will work together to ensure that the community in Haringey feels secure and protected from the negative effects of anti-social behaviour. This strategy sets out a programme of delivery which includes the following areas of work:

- improving the exchange of information about reported anti-social behaviour
- accessing partnership resources to increase service provision and improve responses to complaints of anti-social behaviour
- seeking the realignment of mainstream resources to improve multi-agency service delivery and responses to antisocial behaviour
- improving multi-agency working by developing common protocols, assessment pathways and joint service delivery
- building the skills, capacity and confidence of all key staff

As always, we will seek to work constructively with residents and to support and reward those who are willing to be courageous and take a stand

Please do follow our progress on the website XXXXX.

Councillor Nilgun Canver
Cabinet Member
Enforcement and Safer Communities

Richard Wood
Acting Borough Commander
Haringey MPS

CONTENTS (to be completed)

1. Introduction

What is Anti-Social Behaviour?

The Partnership has to deal with a wide spectrum of anti-social behaviour (ASB), including activities that call for different legal remedies and informal solutions. The Partnership definition is:

“Anti-social behaviour covers the range of behaviours from low level nuisance to serious harassment, which can damage the quality of life and interfere with the ability of people to use and enjoy their home or community”

How each case is handled will vary on the specific circumstances of the victim and the perpetrator. We have, therefore, adopted a broad definition of ASB. The different types of ASB vary considerably in their seriousness and their potential impact upon victims. (See Annex A for the types of behaviour now classified as ASB).

The Crime and Disorder Act defines ASB in terms of its impact, or likely impact, on victims, as well as the actions of the perpetrators. A person is liable for an Anti-Social Behaviour Order (ASBO) if he or she:

“has ...acted in an anti-social manner, that is to say, in a manner that caused, or was likely to cause harassment, alarm or distress to one or more persons not in the same household”.

2. Our Principles

The Partnership has agreed that the following principles should underpin the design and delivery of all strategies and initiatives to deal with ASB. We will work with relevant partner agencies, where appropriate, to achieve the following:

- Responses will take into account the needs and concerns of the victim
- The best interests of the victim should be paramount, taking into account their safety, views, wishes and feelings. Where appropriate (or where requested), confidentiality will be maintained. However, also where appropriate, issues of vulnerability of the perpetrator (e.g. mental health) will be taken into account with regard to seeking the right solutions.
- Responses will be prompt and appropriate
- All agencies should provide a response to a request for service within a specified period according to agreed protocols.
- Services will be accessible and inclusive
- Policies and services should be sensitive and responsive to the needs and aspirations of our community, taking full account of their race and ethnicity, gender, sexual orientation, age or disability.

- Services will promote effective practice based on research and evidence
- High quality research, evaluation, monitoring and review procedures should ensure that those responses and collaborative initiatives to reduce the opportunity of anti-social behaviour are balanced and well informed.

- Services will be coherent in design and delivery
- Services and response activity should be woven together in a coherent, integrated and cross-sector form to ensure effective and efficient allocation of resources.

- Services will promote and enhance communities
- Communities should be empowered and encouraged to contribute towards positive changes within the environment they choose to work and live in, in order that improvements can be owned and sustained locally. Services, activity and initiatives should promote community.

3. Context

3.1 National and local context

Anti-social behaviour can blight the lives of residents, and has been recognised as a serious issue for some time. In November 2003, the Anti-Social Behaviour Act came into effect and included new powers to close problem premises, and extended the use of fixed penalty notices and dispersal orders. It also introduced antisocial behaviour orders and acceptable behaviour contracts (ABCs).

The emphasis was on enforcement: Local Authorities and their local partners including the police and courts were encouraged to use all the powers available to them to discourage and punish perpetrators of anti-social behaviour. In particular, there was a focus on ASB in the public realm and the problem of nuisance neighbours. More recently, the focus has shifted towards young people and our own strategy reflects this shift.

Locally, *Better Haringey* was launched in 2003 with the aim of giving Haringey a cleaner and safer environment through Street Scene, parking, planning and cleaning services e.g. Graffiti Team and environmental enforcement teams. CCTV became an important tool in capturing evidence of ASB.

We recognised that ASB often demanded a multi agency approach: we developed common approaches and co-ordinated activity; ways of sharing information; joint protocols; and assessment pathways. Our most important innovation was the establishment of a specialist Anti-Social Behaviour Action Team (ASBAT) which continues to deal with persistent and serious ASB.

3.2 Haringey's Sustainable Community Strategy

We have a new strategy for the whole of Haringey. The aim is to make lasting improvements to all by tackling the issues that present barriers to success for many local people. The main focus is on improving the life chances for young people by addressing deprivation and social exclusion. Substantial resources will be directed at worklessness, which is a major contributor to ASB. The following priorities will guide how all services are delivered:

People at the heart of change

Economic vitality and prosperity shared by all

Healthier people with a better quality of life

An environmentally sustainable future

Safer for all

People and customer focused services

The work in this strategy and in the new three-year Community Safety will support the *Safer for All* strand.

3.3 Links to other local Strategies

The following Haringey strategies have links to the *Anti-Social Behaviour Strategy*:

Haringey Strategic Partnership Sustainable Community Strategy

Safer for All Community Safety Strategy 2008-2011

ASB Partnership Board Communications Strategy

Youth Justice Plan

Children and Young Peoples Plan: stepping on towards excellence

Children and Young People: Anti Bullying policy

Housing Strategy 2003/08

Drug and Alcohol Action Plan

Alcohol Harm Reduction Strategy

Haringey Councils ASB Policies and Procedures

Local Area Agreement 2007/10

Employment and Skills Strategy

Regeneration Strategy

Youth Justice Plan

Sports and Physical Activities Strategy

3.4 ASB Research

On the ASB Practitioner's Area of the Respect website, a collection of research around anti-social behaviour has been published. There are four main headings under which the research has been organised, a short summary of which is below:

Area/neighbourhood:

Research has shown that areas with high crime and ASB problems tend also to have a high turnover of population. Young people raised in inner city areas characterised by disorganisation, physical deterioration, overcrowding and social housing are at a greater risk of becoming more involved in criminal or anti-social behaviour.

Families:

Those families who are involved in anti-social behaviour are likely to be known to a number of agencies. In addition, low income, poor housing and large family size have been identified as increasing the risk of a child becoming involved in ASB, as does poor parental discipline and supervision. There is evidence of a cycle: anti-social behaviour of children continues on into adulthood with their children also perpetrating ASB.

Young people:

There is evidence that young people who engage in persistent anti-social behaviour were more likely to be aggressive and volatile, with poorer relationships with parents and – the most powerful risk factor – have friends who engage in ASB. They are also more likely to have difficulties concentrating and at school. There is an indication that being a victim of crime as a young person increases the risk of becoming a perpetrator. Nearly 50% of 11 to 16 year olds have reported being bullied and the effects can be long-lasting.

Alcohol:

Alcohol consumption, particularly binge-drinking, appears to be rising, especially among young people. It is one of the most important risk factors in anti-social behaviour as it is frequently taken in excess, and those who drink under-age are more likely to commit ASB.

A fuller overview of the report can be found in annex C.

4. Where we are now

In 2005 the Haringey Information Sharing Protocol was finalised and signed by key services dealing with ASB, including some Registered Social Landlords. The protocol allows data to be passed easily from one agency to another, facilitating joint working and helping eliminate duplication.

Underpinning all the work is strong corporate leadership through ASB Partnership Board and Lead Member involvement in setting the strategic and policy agenda for ASB which increasingly crosses Departmental boundaries and business units. Implementing the new ASB communications strategy will help residents keep in touch with services and services responding more effectively with residents concerns.

4.1 Enforcement of ASB

Haringey has developed a balanced and proportionate approach to dealing with ASB. The key services for enforcement are Safer Neighbourhood Policing Teams, Environmental Enforcement and the Anti Social Behaviour Action team (ASBAT). The ASBAT pilot was established in N17 to focus on serious and persistent cross-tenure ASB. The service was rolled out across the borough in 2005. Very well established and valued both internally and externally, the ASBAT primarily but not exclusively deals with enforcement using all available ASB powers, remaining focused on serious, complex and persistent ASB.

As of January 2008, ASBAT and other enforcement services have put in place five dispersal and 120 closure orders; given 19 ASBOs and 122 ABCs; and taken out 14 injunctions and 28 possession orders or evictions.

In 2007, the ASBAT extended its preventive role by employing a parenting worker with two support workers funded from Supporting People. This parenting support is focused on those families who have been identified as the most prolific ASB offenders. In addition, the team has recently acquired its own mobile CCTV vehicle and can now access the fixed CCTVs to gather evidence of ASB.

A key part of maintaining pressure on ASB remains undertaking joint operations – drawing on Council services, the police and other agencies where appropriate. Joint-working successes recently have been in dealing with pirate radio stations, abandoned vehicles, waste dumping and controlling drinking in public through controlled drinking zones. The Crack House Closure protocol was also agreed between all relevant agencies. Since 2004 there have been a number of on-going joint enforcement initiatives including Operation Stop; Early Bird; Humbug; Christmas Cracker; Tailgate; Clean Sweep.

Case Study: Environmental Services Initiatives (borough-wide)

Under age sales: increased vigilance by traders. Trading Standards have completed test purchase operations to check if traders were willing to sell age-restricted goods to under age volunteers. The results highlighted that in the main traders had taken note of the letters sent out; explaining that the age limit had gone up from 16 to 18.

Operations to check on firework retailers have also been undertaken, with advice packs from Trading Standards disseminated. The team also reminded retailers in person whilst visiting to check that fireworks were being stored safely and complied with the British Standard. Trading Standards have regularly given advice to traders about the importance of not selling alcohol and other age restricted goods to children.

Homes for Haringey, the local Arms Length Management Organisation (ALMO), has been working with Environmental Services to reduce estate-based ASB as well as developing an action plan to secure the Respect Standard for Housing management. Several Registered Social Landlords (RSLs) have also signed up to joint working through the information sharing protocol and attend the Partnership ASB RSL sub-group.

Case Study: Good Neighbour Agreements Mountview Estate, N15

The GNA facilitates residents being able to put forward their own ideas to improve behaviour on a particular estate and an agreement is drawn up which all residents sign. Good Neighbour Agreements (GNA) have been developed as part of the Governments' Respect Agenda. In essence, these agreements promote positive behaviour within a neighbourhood, and set out in a non-legally binding contract, the mutual rights, responsibilities and expectations between residents, social landlords and other service providers. Social landlords are using GNAs increasingly and they are an integral part of the RESPECT standard for Housing Management. In partnership with the Council and Department for Communities and Local Government, the ASBAT has been leading on and assisting Homes for Haringey (HfH) to introduce a Good Neighbour Agreement (GNA) on the Mountview Estate, N15.

A major development across London since the last strategy has been the Metropolitan Police Service commitment to Safer Neighbourhood Teams, which comprise a minimum of one Sergeant, two Police Constables and three Police Community Support Officers. These ward-based teams work at a neighbourhood level, problem solving with local residents, businesses and Council services, including ASBAT. A crucial part of their work is using the concerns of local people to prioritise resources: residents are consulted via, for example, Area Assemblies, Key Individual Networks and 'Have-a-say' events. Neighbourhood managers have played a role in bringing services together.

4.3 Young people, children and families

We have very well developed, successful and stable specialist support services for young people who have been in contact with the criminal justice system: the Youth Offending Service which includes the Youth Offending Team (YOT) and the Youth Inclusion and Support Panel (YISP). In addition to generic youth service provision through the three youth centres and detached youth work, our youth service includes the Youth Inclusion Project, summer play schemes, after hours sports and football, counselling and the Positive Futures programme.

Guidance from the Department for Children, Schools and Families emphasises the need to target youth support towards those most at risk. We will therefore be ensuring that all our services for young people address identified needs, no matter where the young people present.

There is a considerable amount of work to be done in this area, especially as schools now control a large part of their own budget. The Youth Summit provides a forum to start developing a more co-ordinated approach. We already have a nationally recognised and well-developed programme for primary schools around restorative justice and an anti-bullying policy. This comprises a template for schools which they may adopt an amend, or to have their own policy. The underlying requirement is for every school to have a policy in place.

5. Challenges

We believe that keeping a balanced and proportionate enforcement response especially in relation to younger people is a key challenge.

Patterns of ASB

Levels of ASB in most categories have remained relatively stable with the exception of arson, abandoned vehicles and complaints about refuse which have all decreased significantly. Most types of ASB move location, although most hotspots remain in the east of the borough. We can assume that the ASB we have historically collected data about is a result of adult behaviour, except for graffiti (although even here there is anecdotal evidence that a significant proportion is created by those aged over 18 years).

A potentially worrying trend is the increase in alcohol related ASB, i.e. ASB is likely to be affected by alcohol use. We will be researching the links and developing a more nuanced local approach to alcohol use and all crime especially ASB remains a key issue from the last strategy. (See annex G for figures on ASB over time).

Maintaining and improving area based problem solving

There are some ASB problems that can be dealt with at a Borough or even London level, but most will be solved at a sub-borough neighbourhood assembly level. The range of services and interventions provided in the borough will keep a lid on ASB at its current levels, and where it is decreasing will continue to push these levels down. Further, the whole range of services provided needs to continue the work they currently undertake especially in the east of the borough, but there needs to be a way of problem solving when there is a 'crisis'. Providing enforcement and maintenance services which have enough flexibility to ensure a rapid response is an important quality for reassuring residents. While we want to see a re-emphasis on helping young people and their carers, we do not want to lose the focus of work already underway. There is work to be done here on ensuring residents do not take improvements in tenure related ASB and environmental enforcement for granted.

These points imply keeping those 'universal' services that are in place now, as long as there is sufficient willingness and capacity to allow for area based work. We need to use local research and data to generate more detailed and evidence based approaches especially at an area level.

Understanding residents concerns

Resident opinion and research, both in the UK and internationally (see annex C for a summary of the research evidence), points to ASB being primarily a youth related issue. However, given the categories used in the data collection and the services available to deal with ASB in Haringey it is not surprising that young people are not seen as the major focus for intervention, as the focus has been on ASB caused by adults. There appears to be a disjunction between what residents perceive to be priorities around ASB and the way services respond and data is collected.

Providing appropriate services for young people

'Hanging around' does not necessarily imply ASB or crime. There may continue to be a gap between resident's perceptions and the reality of young people lives. This needs addressing against a backdrop of national and media coverage which

continues to demonise all young people.

There is evidence that there are at least 2 types of young people who commit ASB: 'life course persistent' offenders and 'adolescent limited' offenders. There is some evidence that early family focused interventions will protect children 'at risk' of 'life course persistent' ASB as they grow up using targeted interventions. Family focused interventions and services for those young people at some risk might need strengthening. Haringey has a strong record in dealing with those most at risk through YOS, and with adult perpetrators in the public realm through enforcement and ASBAT.

It is harder to identify those young people who engage in 'adolescent limited' ASB and research suggest that universal services which support young people in their transition to adulthood are important. Out of school hours youth services play a key role here, in the context of targeted youth support. Rolling out the anti-bullying strategy and improving school based mediation and reparation schemes are crucial. Linking universal support services including schools and colleges with specialist services might also need attention

There is a real problem with definitions here, as it is not at all clear what residents mean by 'young people' when they identify 'young people hanging around' as an issue. Do they mean males? Do they mean anyone aged less than them; anyone aged less than 30 (i.e. anyone who wears trainers, jeans and hoodies); those aged more than 10? Without more detailed work on whom residents are identifying, the solutions will remain elusive. Further, statutory services provided by the Local Authority have age related entry criteria, and those that are focused on 'young people' usually stop at 18 years old. There are many services for those aged between 5 and 18 but there is a gap for the 18+ age group being engaged in structured activities.

Involving residents

Effectively involving residents including our new European immigrant communities is a key challenge. Research suggests that ASB is at its most problematic when there is a high turnover of residents and incomes are low. While there is high satisfaction with our specialist case work, including that provided by the ASBAT and YOS, Homes for Haringey and Better Haringey services, the final priority in the last strategy needs reinvigorating especially when the first priority in our Sustainable Community Strategy is 'people at the heart of change'.

Key Individual Networks were developed during 2005 when the first eight Police Safer Neighbourhoods Teams became established. Since then the membership has risen with many more people, partners and organisations to ensure that the KIN list is as representative as possible of both ward geographically and in terms of ethnicity and gender. They include partners and businesses as well as local people. Members receive regular updates regarding police activity and the Police also try to encourage them to provide information regarding what is happening on the ward.

6. Priorities

The priorities identified within the last strategy remain the focus for our ASB work. However, we want to see the balance within these changes, with more emphasis on early interventions, mediation and preventative work especially with young people and their families.

- Reducing the opportunity for ASB, focusing on young people
- Safeguarding the environment through enforcement
- Tackling ASB across all housing tenures
- Supporting families whose members are at significant risk of committing ASB

Underpinning these priorities is a recognition that success will depend on increasing residents' involvement in tackling ASB at a local and borough level.

We have already identified residents' priorities in two local areas: Bruce grove and West Green through consultation. The priorities above fit with the priorities residents have told us are important for them. We also know from local survey data that effectively dealing with violence and anti-social behaviour is young peoples' number one concern.

7. Approach

The approach we use in Haringey to ASB is a balance between preventing ASB from occurring, intervening as quickly as possible once ASB has been identified and enforcement using all the available tools and measures where less intrusive methods have not been successful.

It is clear that some forms of ASB are confined to some areas in Haringey more than others, and that the overall levels have remained relatively constant over a number of years. We need to directly address these two issues by better planning and co-ordination, drawing on the expertise of all agencies which have a real or potential stake in helping solve the identified problem.

Multi agency local area problem solving

This should include young people's services and young people wherever appropriate. On the other hand in using small areas to intensively tackle identified problems we have to balance proactive and programmed work (such as timetabled graffiti removal) ensuring there are fast reactive responses to emergencies or new problems. An important part of this approach is to define what success will mean and to keep measuring how far services have achieved the outcomes required. Neighbourhood managers will generally co-ordinate activity. In undertaking this type of work we also have to balance differences between professional knowledge and perception of the problem, and residents' perceptions. This is especially true of the relationship between ASB and young people: we need to ensure that identified concerns about young peoples behaviour really does concern young people, who these people might be and what solutions are needed for those particular young people.

Address the causes

This ensures we examine the causes of the problem where we can, and we do not wrongly accuse young people of behaving badly when they have not. Similarly we will continue to work on developing appropriate service for those with mental health problems when they come into contact with services. We will however use all the powers available to us if it is clear that enforcement measures are needed. There are however ASB issues which can be dealt with at both a ward level and at a borough wide level and sometimes at a London level, for example fly posting, 'pirate' radio stations, fly-tipping, underage sales of alcohol.

Use all our available enforcement powers

To ensure that fines and other enforcement activities create real disincentives to the commercial activities listed above, working with other Boroughs to address pan London issues where appropriate.

Co-ordination between young peoples' services

All school and colleges have a crucial role to play in helping develop young people's citizenship skills and we will be developing and improving coordinated work, including specialist services to provide a full range of targeted youth support (see annex D for 7 core elements). The youth summit will act as a key driver for linking schools work with youth services provision, truancy services, parenting support and enforcement

agencies is one of the major tasks for the next three years. Haringey YOS, including the Youth Inclusion Support Panel (YISP), have a strong track record in case work with young offenders and those at high risk of offending. Links between YISP and ASBAT are strong. A key tool will be ensuring the common assessment framework is fully integrated into all services for young people. Identification of children who may have behavioural problems in early primary school will help support parents who may be under pressure and linking with high quality specialist parenting support programmes will continue. We will continue to support innovative approaches to mentoring through community and voluntary agencies and 'whole school' restorative work.

'Collective efficacy'

Engaging and keeping residents informed; residents identifying issues and reporting incidents; easier reporting; valuing housing and environmental services. In developing community engagement citizens need to understand their rights and their responsibilities. This might lead to an increase in demands on services as people become more confident in receiving a high quality service. Publicising citizens' rights and responsibilities similar to good neighbour agreements will be important, as will providing information about the costs of dealing with ASB and the benefits of reporting and poor behaviour.

Communications Strategy

Integrating communications with citizens in all ASB activity from the start of any work programme will be important, and implementing the strategy suggests a potential way forward. Using email and other forms of new technology to inform residents of ASB work needs to be developed. This is especially important for those 'invisible' services such as environmental enforcement, which often tend to be taken for granted. Haringey has a track record in promoting race equality, equal opportunities, and tackling disability and age discrimination, which underpin good citizenship. The challenge in Haringey continues to be improving 'collective efficacy' in the light of high population mobility and turnover.

Mediation Service

The ASBAT uses a mediation service, however this is limited by capacity and resources. The borough might benefit from a corporate mediation service.

8. Implementation, monitoring and evaluation

The range of services available to deal with ASB in Haringey is given in the table below. In it, the priority each service addresses is listed along with the national indicator that we are being measured against. Many services address more than one priority, especially those concerned with families and children.

The following national performance indicators relate to the whole service delivery table

NI 1: Percentage of people who believe people from different backgrounds get on well together in their local area

NI 2: Percentage of people who feel that they belong to their neighbourhood

NI 3: Civic participation in the local area

NI 4: Percentage of people who feel they can influence decisions in their locality

NI 5: Overall/general satisfaction with local area

NI 17: Perceptions of anti-social behaviour

NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police

NI 22: Perceptions of parents taking responsibility for the behaviour of their children in the area

NI 23: Perceptions that people in the area treat one another with respect and dignity

NI 24: Satisfaction with the way the police and local council dealt with antisocial behaviour

NI 25: Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour

NI 27: Understanding of local concerns about anti-social behaviour and crime by the local council and police

N195: improved Street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)

N196: Improved street and environmental cleanliness fly tipping

As with the previous strategy, a detailed action plan will be developed to provide guidance and how delivery activities will be progressed and reviewed every six months through the Anti- social behaviour partnership board. The new structure for overseeing crime and drugs work is appended (see annex F)

Key developments

Research local alcohol use and ASB and develop appropriate responses

Mental health and ASB joint protocols and common assessment pathways

Mapping and joining up young peoples services for targeted youth support, looking at assessments, referral pathways, gaps and overlaps

Roll out anti-bullying policy

Building on the Respect Standard for Housing Management (Homes for Haringey)

Pilot local area problem solving and refine process in light of learning, especially

regarding work of enforcement team and young peoples services where appropriate

Assess new data gathering process and revise especially looking at the specificity of the 'cross cutting' assessments

Scoping of current use of mediation and whether there would be a need for a service

Test the communications strategy focusing on environmental enforcement in partnership with a service including increasing demand for services

Community Justice Courts - Courts and Judiciary connecting to the community through regular engagement, finding out their views on crimes that are of most concern, the impacts of those crimes and the way offending is tackled

Delivery activities

(NB: National indicators are only provided where they are different from those listed above)

| | Universal | Priority | NI | Group | Priority | NI | Individual | Priority | NI |
|-------------|--|----------|---------------------|---|----------|-----|---------------------------------|----------|-----|
| Prevention | Youth spaces/shelters | 1 | 57 | Community mediation | ALL | | Acceptable behaviour contracts | 1 | 86 |
| | Youth clubs and other provision for young people | 1 | 57; 110 | Cross-generational work | 1 | | Parental control agreements | 3 | 86 |
| | Warden schemes | 2 | | | | | Mentoring | 1 | |
| | Situational prevention/designing out crime | 2 | | Summer play schemes | 1 | 57 | Restorative justice | ALL | 86 |
| | Improving street lighting | 2 | | Truancy projects | 1 | 87 | Mediation service | ALL | |
| | Education, training and employment schemes for those over 17 | 1 | 91; 117 | Youth inclusions programmes | 1 | 110 | Behaviour Agreements in schools | 1 | 86 |
| | Research and develop responses to local alcohol use | | 41 | Sports projects | 1 | 57 | Diversions activities | 1 | 110 |
| | Fire education | | 33; 49 | Diversions activities | 1 | 57 | Parenting support projects | 4 | 50 |
| | | | Detached youth work | 1 | | | | | |
| Education | Citizenship lessons | 1 | 1;13 | Work with excluded children | 1 | 87 | Work with excluded children | 1 | 87 |
| | Anti-bullying strategy roll out | 1 | 69 | Informal educational activities | 1 | | Informal educational activities | 1 | |
| | Drug and alcohol education | 1 | 41 115 | Peer education | 1 | 110 | | | |
| | | | | Literature | 1 | | | | |
| Enforcement | Litter removal | 2 | | Introductory & Starter tenancies | 3 | 160 | Anti-social behaviour orders | ALL | |
| | Graffiti and fly posting removal | 2 | | Good neighbour agreements | 3 | 160 | Parenting orders | 4 | 86 |
| | Removal of abandoned vehicles | 2 | | Dispersion orders | ALL | | Reparation orders | ALL | |
| | Test purchasing | 2 | | Regulating houses of multiple occupation (HMOs) | 3 | 12 | Fixed penalty notices | ALL | |
| | Safer neighbourhood policing | ALL | | | | | Injunctions | ALL | |
| | Controlled drinking zones | ALL | | | | | | | |

See also BVPI 199 and targets in Every Child Matters

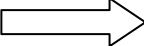
Annex A: Anti-Social Behaviour – Agreed OHMS checklist details

Table 1: Agreed main ASB 'Types' and related 'Sub-types'

| | ASB TYPE | ASB SUB-TYPE |
|----------|---|--|
| A | Noise | Noisy neighbours [Domestic] Noisy cars/motorbikes [Vehicles] Loud music Alarms (persistent ringing/malfunction) Noise from pubs/clubs [Licensing & Commercial/Leisure] Noise from business and industry [Construction/Demolition & Equipment in Street] [Animal – Miscellaneous] (Bold text denotes Noise Team definitions, see table 4 below) |
| B | Verbal abuse / harassment / intimidation / threatening behaviour | Groups or individuals making threats Verbal abuse Bullying Following people Pestering people Voyeurism Sending nasty or offensive letters Obscene / nuisance phone calls Menacing gestures Rowdy Behaviour (see H & J below) Shouting & swearing Hooliganism / loutish behaviour Nuisance behaviour Abuse based on sexuality Throwing missiles Misuse of air guns |
| C | Vandalism and damage to property | Graffiti Damage to bus shelters Damage to phone kiosks Damage to street furniture Damage to buildings Damage to trees, plants, hedges Nuisance behaviour Letting down tyres |
| D | Pets and animal nuisance | Uncontrolled animals Breeding & management of pets Dangerous dogs Animal related smells Dog fouling |
| E | Nuisance from vehicles | Abandoned vehicles Inconvenient / illegal parking Car repairs on street /in gardens Setting vehicles alight Joyriding Racing cars Off-road motorcycling Cycling / skateboarding in pedestrian areas /footpaths |

| | | |
|----------|---|---|
| F | Litter/rubbish/ fly-tipping | Dropping litter Dumping rubbish Fly-tipping Fly-posting |
| G | Garden nuisance | Untidy / unkempt garden Garden fence/hedge disputes |
| H | Misuse of communal areas or public space / loitering | Urinating in public Setting fires (not directed at specific persons or property) Inappropriate use of fireworks Climbing on buildings Impeding access to communal areas Games in restricted/inappropriate areas Begging Gangs of youths 'hanging out' Smoking in public / communal areas |
| I | Prostitution / Sexual acts / kerb crawling | Soliciting Cards in phone boxes Discarded condoms Kerb crawling Sexual acts Inappropriate sexual conduct Indecent exposure |

Table 2: Agreed cross-cutting YES/NO questions applicable across all proposed ASB 'Type1' categories

| | YES / NO QUESTIONS (cross-cutting themes) | If YES additional 'check box' descriptions |
|----------|---|--|
| 1 | Is mental health a factor? YES/NO | |
| 2 | Is the issue/complaint Youth related? YES/NO | |
| 3 | Alcohol related? YES/NO | |
| 4 | Are drugs involved? YES/NO | Taking drugs Sniffing volatile substances Discarded needles /drug paraphernalia Crack houses Presence of dealers or users |
| 5 | Hate related YES/NO If YES  | Race Gender Disability Age Faith/Religious Homophobic |

Annex B: Local Data

Haringey Safer Communities Executive Board now receives data every six months to help plan and understand trends in ASB. We can compare some sets of data over a relatively long period (although the way data is collected has changed for some categories, so we may not be measuring the same phenomenon). It is clear that for some categories of ASB Haringey has made significant improvements especially for arson, abandoned vehicles and complaints about refuse, all of which have decreased, and the amount of fly posting and graffiti removed which has increased (see table below).

There are 11 categories reported for ASB at present, but this will change with the new agreed reporting system. Examining the degree these different types of ASB are persistent (are reported levels relatively constant over time), consistent (degree of geographical change) and age related (although this has not been generally recorded) is fruitful.

Table 3: Types of Anti-Social Behaviour and key observations

| | Persistent | Consistent | Age | Observations |
|----------------------------------|-------------------------|--|--|---|
| ASBAT calls | Persistent | primarily east | mainly 25-44yrs | primarily victim or suspect home, with reducing numbers from street and housing estates |
| Arson | Decreasing | north east | ND | |
| Environmental crime | persistent | ND | ND | |
| Graffiti and fly posting removal | Increasing | Not geographical | Graffiti: most under 18 Fly posting: mainly older | The services has changed its focus, from 33% reactive to 80% reactive |
| Social clubs | Not clear if persistent | main roads in east | Over 18 | |
| Nuisance garages | not clear if persistent | mainly Seven Sisters and Northumberland Park | Over 18 | |
| Noise complaints | reducing | primarily east and south | ND | Remains predominantly domestic. |
| Refuse complaints | Reducing | Hard to tell but remains mainly east | Over 18 | |
| Abandoned vehicles | Decreasing | Northumberland Park | ND | related to open space in both east and west |
| Disorder | Persistent | main roads and transport interchanges | Primarily east | DARIUS categories appear to be related to adults with exceptions of rowdy |

| | | | | | |
|--|--|--|--|--------------------------|-----|
| | | | | behaviour, fireworks. | and |
|--|--|--|--|--------------------------|-----|

Table 4: ASB incidence data July 2003-June 2007

| | Jul-Dec03 | Jan-Jun 04 | Jul-Dec04 | Jan-Jun05 | Jul-Dec05 | Jan-Jun06 | Jul-Dec06 | Jan-Jun07 |
|---|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| ASBAT calls | | | | | 404 | 334 | 377 | 325 |
| Arson | 234 | 153 | 153 | 125 | 114 | 128 | 111 | 74 |
| Malicious calls | 241 | 176 | 211 | 131 | 105 | 58 | 52 | 48 |
| Hate crime | | | | | | 295 | 383 | 317 |
| Disturb public | | | 2994 | 2991 | 3140 | 3151 | 3760 | 3979 |
| Disturb licensed | | | 147 | 150 | 121 | 169 | 146 | 154 |
| Disturb private | | | 852 | 859 | 920 | 980 | 617 | 324 |
| Domestic disturbance | | | 726 | 892 | 1189 | 1111 | 1271 | 1280 |
| Civil disturbance | | | 382 | 506 | 606 | 495 | 629 | 590 |
| Racial disturbance | | | 37 | 28 | 47 | 36 | 64 | 40 |
| Community disturbance | | | 247 | 371 | 372 | 358 | 204 | 64 |
| Drunk | | | 216 | 355 | 421 | 357 | 362 | 338 |
| Abandoned phone | | | | 1165 | 2011 | 2004 | 1834 | 1799 |
| Noise | | | | | | | 146 | 147 |
| Begging | | | | | | | 43 | 103 |
| other | | | | | | 88 | 226 | 10 |
| London Ambulance Services calls to pubs | | | 128 | 148 | 147 | 134 | 167 | 155 |
| Code red bus calls | | | | | | 1285 | 904 | 1674 |
| Environmental calls total | | | | | | 3479 | 2769 | nd |
| Abandoned vehicles | | | | | 1985 | 1453 | 1505 | 1402 |
| Graffiti removed(sq metres) | | | | | 6807 | 9342 | 7727 | 15514 |
| Fly posting removed (sq metres) | | | | | 59 | 97 | 274 | 236 |
| Noise complaints | | | | | 4100 | 2821 | 2250 | 2250 |
| Fly tipping | | | | | | | 9731 | 8693 |
| Refuse complaints | | | | | 744 | 658 | 408 | 484 |

Annex C: What the research tells us

This section is based on the very useful paper 'ASB: A collection of published evidence' available on the Respect website. The findings are an amalgamation of the evidence published in the paper, and is divided into

Area/neighbourhood

Families

Young people

Alcohol and other drugs

It is difficult to know which people have been classified as 'young people', except where the research itself defines the population they are working with.

AREA/NEIGHBOURHOOD

British Crime Survey data show that those in low income areas, particularly multi-ethnic areas and council estates are most likely to perceive problems of disorder. Areas with high levels of ASB and crime have a rapid turnover of population and a shifting population. The risks of young people becoming criminally involved are higher for those raised in disorganised inner city areas, characterised by physical deterioration, overcrowded housing, high residential mobility and publically subsidised renting.

Areas in which respondents (BCS) perceived disorder to be highest had the highest levels of actual crime (Section 10; also sec 9). However the 'broken window' theory seems to be misleading (disorder as signalled by a broken window leads directly to crime). Rather eradication of disorder may indirectly reduce crime by stabilising neighbourhoods. Additionally however there is evidence that particular crimes or ASB may be disproportionately influential on perceived risk, so called 'signal crimes'. (sec9 pt 3)

30% of ASB in Leeds involved either perpetrator or victim with mental health problems, and account for between 4-10% of neighbour dispute problems.

Recent research has shown it is not social capital per se that is associated with ASB but neighbourhood 'collective efficacy'. Collective efficacy refers to residents acting proactively - calling the police, helping someone in trouble, telling-off unruly teenagers etc. The shared willingness of local residents to intervene for the common good in response to instances of crime and disorder are closely associated with conditions of social cohesion and mutual trust. Collective efficacy is not evenly distributed across neighbourhoods, and is weak in communities with a concentration of immigrants, residential instability and high levels of economic and social deprivation. (p17)

One key inhibitor of local residents acting to safeguard children (and deal with ASB) is fear of retaliation. The perpetrator is more likely to be known (i.e. not a stranger) in less affluent areas. Making 'informal control' legitimate is a first step in improving efficacy (p18). Further, fear of retaliation may be combined with a lack of confidence and trust in the ability of statutory agencies to take effective and decisive action (sec12. p6)

FAMILIES

Risk factors for children engaging in ASB include: poor parental discipline and supervision, family conflict, family history of problem behaviour and parental involvement/ condoning ASB, older sibling involved.

Low income, poor housing and large family size consistently identify increased risk of childhood ASB.

Families involved in ASB tend to be known to a variety of agencies (but note that

Haringey found it hard to identify more than 6 such families for the Family Intervention Project).

Young motherhood may also place children at higher risk as does substance misuse.

There is some evidence there is a cycle of offending: anti social children become anti social adults, who in turn produce anti social children. Further the criminal career is part of a wider anti social career from childhood through adulthood. (Offending in childhood predicts offending in adulthood).

YOUNG PEOPLE

The main perpetrators of ASB are young (peak activity around age 15), white, working class males. (p14) International data estimates 50-80% of males participate in some form of ASB in their lifetime.

Young people 'hanging around' are perceived as one of the 'biggest problem' by the most people on council estates and low income areas (49% compared to 50% vandalism, 53% rubbish and 51% drug dealing/using). (BCS data Sec3).

The Australian Teenage Project found 3 adolescent groups:

low/no ASB (over 80% of sample);

experimental (less than 10%) and

persistent (a little over 10%).

Differences between persistent and low/no group started appearing at primary school. The low/no group started differentiating itself from the 'experimental' in early adolescence. By the end of adolescence the experimenters became more like the low/no group. The 'persistent' group were more likely to be aggressive and volatile, hyperactive, act out, and have problems concentrating. They were less co-operative, had poorer self control, poorer relationships with parents, and had friends who engaged in ASB (the most powerful risk factor). Both sets of ASB groups spent more unstructured time with their peers i.e. a (usually small) 'gang' who carry out the ASB, and having 'delinquent' friends is associated with ASB persistence.

Persistent ASB perpetrators can be identified early (in primary school) and interventions should start then (around 5) with the family. Services for 'experimenters' need to be multi-faceted and focus on early secondary school. It may be extremely difficult to predict which children are most at risk. Parents, youths and practitioners identified having not enough to do as a cause of ASB, along with peer pressure and poor parental control. (The ATP study produced very similar results and typology to Rutter's work, which is amalgamated in the section above).

Being a victim of crime at age 12 is one of the most powerful indicators that a child will offend at age 15; and offending at age 12 bring a strong possibility of being a victim at age 15..

Almost 50% of 11-16year old pupils reported being bullied in the past year. Effects can last for a long period. 70% of perpetrators of teenage victimisation are aged less than 18 (sec4 p5). Bullies are likely to remain bullies (and may also go on to criminal careers) without intervention. Parents of bullies tend to be critical and controlling and there is evidence of a link between parents who use harsh physical punishments or violence and children who become bullies. Parent/child relationship contributes to developing bullying tendencies, and low levels of peer and teacher intervention combine to create opportunities for chronic bullies to thrive (sec 4 p8 and 9)

School underachievement, exclusion and NEET

Risk factors for ASB in school aged children include: aggressive behaviour, lack of commitment to school and school disorganisation; exclusion (4 in 10 school aged children sentenced in court were excluded).

Characteristics of offenders aged 17-21: 20% could not write their name and address, 50% had difficulty telling the time; less 33% could complete a job application successfully. 75% of youths charged and appear before Youth Court are NEET.

ALCOHOL AND ASB

Alcohol consumption appears to be rising in adolescents, including binge drinking (between 40-60%). Girls are bingeing as much as boys.

Alcohol may be the most important risk factor in ASB as it is more frequently taken in excess, associated with young males and young males are most likely victims. The most likely offences are: violence (both acquaintance and stranger), theft and criminal damage. Over 40% of a sample of 17-21 year old males who had committed a more serious offence had consumed alcohol at the time of the offence. 25% of all incidents of stranger violence occur in pubs or clubs on Friday Saturday or Sunday nights.

Children of problem drinkers have higher levels of behavioural; difficulty, emotional disturbance and school related problems. Those under age drinkers who drink frequently are more likely to commit ASB.

Annex D: Seven core elements of targeted youth support

The Targeted Youth Support Guide outlines the seven key delivery elements of targeted youth support:

Strengthen the influence of vulnerable young people and their families and communities, and their ability to create positive change

Identify vulnerable young people early, in the context of their everyday lives

Build a clear picture of individual needs, shared by young people and the agencies working with them, using the common assessment framework (CAF)

Enable vulnerable young people to receive early support in universal settings. Help all agencies to draw in extra help on behalf of young people, through better links with other agencies and organizations.

Ensure vulnerable young people receive a personalised package of support, information, advice and guidance, and learning and development opportunities, with support for their parents or carers as appropriate. This should be coordinated by a trusted lead professional and delivered by agencies working well together

Provide support for vulnerable young people across transitions, for example moving on from school or from the support of one service to another as their needs change.

Make services more accessible, attractive and relevant for vulnerable young people

Annex E: Residents priorities (perceived needs)

The priorities set in Bruce Grove in November were:

Youth crime/disorder

Fly tipping

Personal safety/violence

The priorities set in West Green in December were:

Youth crime/youth disorder

Personal safety/violence

Vehicle crime

The overall priorities, condensed from the consultation in each ward, are:

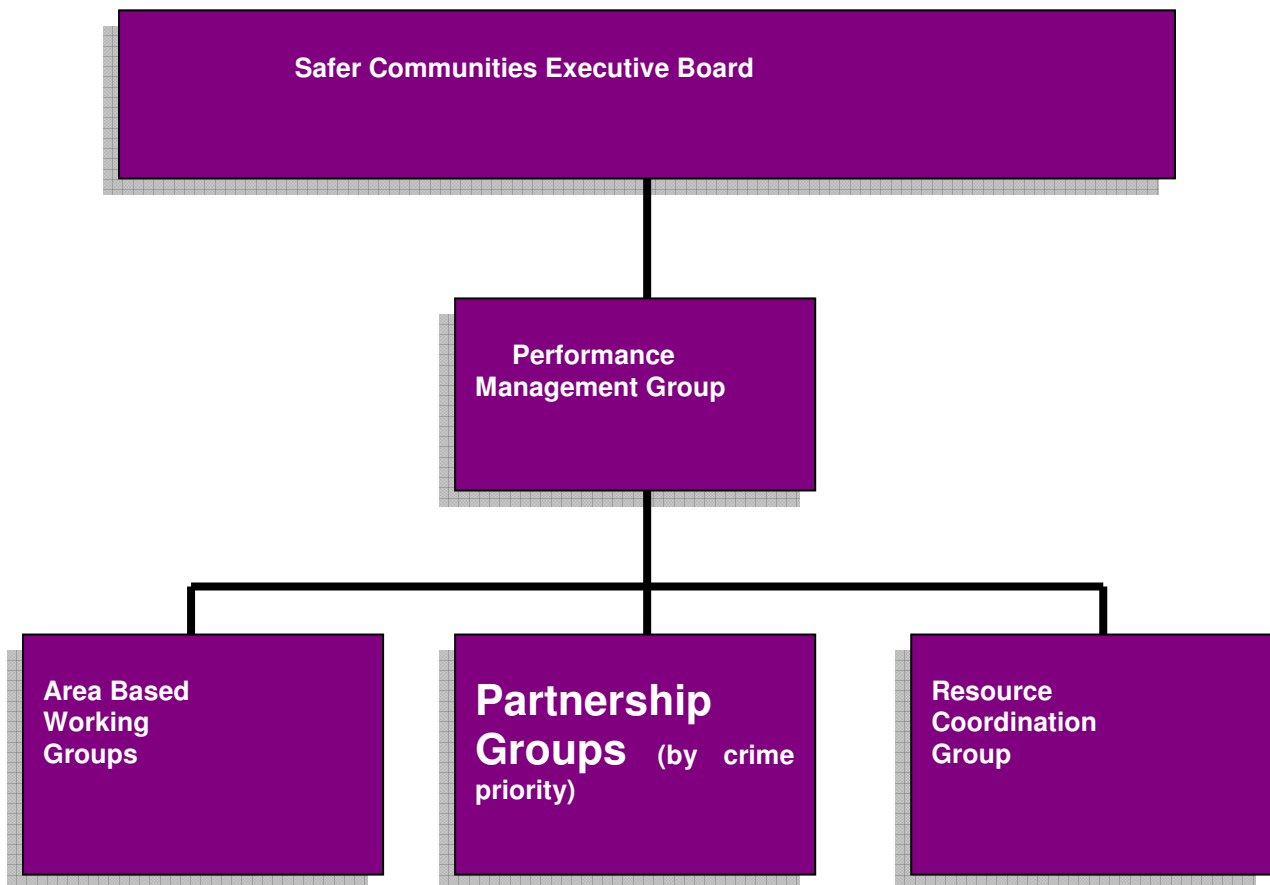
Youth related violence

Youth related ASB

Youth related alcohol and drugs

Annex F: Governance structure for community safety including ASB

Safer Communities Partnership Delivery Structure



Annex G: Glossary of Terms

ASBAT: Refers to the corporate ASB Action Team based in Housing

Anti Social Behaviour Partnership Board: Based on the local authority area, the ASB Partnership Steering Board is a multi agency forum. Led by the Council it has the responsibility for overseeing and promoting inter-agency co-operation and for monitoring and implementation of the Anti Social Behaviour Strategy and Action Plans

CCTV: The term CCTV refers to closed circuit television cameras and covers all the public cameras managed by Environmental Services that are placed in the streets, town centres and bus lanes of the borough. It also refers to work undertaken by the Police using CCTV on crime surveillance activities.

YOT (or YOS): Youth Offending Service – a multi agency team located in Social Services which co-ordinates all the work relating to youth offending.

YISP: Youth Inclusion Support Panel is managed by the Police and located within the Youth Offending Service and is responsible for co-ordinating the youth diversionary and preventative activities for individual young people at risk of anti social behaviour or offending activities.

ASBO: Anti-Social Behaviour Orders

ABC: Acceptable Behaviour Contract.

ALMO: Arms Length Management Organisation

Assessment: The process for identifying the needs of a person referred to the ASBAT who determines the appropriate service

HMOs: Houses of Multiple Occupancy

RSL: Residential Social Landlords (mainly housing associations)

Neighbourhood Services: Is located in Environmental Services and has the responsibility for co-ordinating services operated at a local level as well as supporting local area assemblies and forums

Better Haringey: Is a term used to describe the borough-wide campaign to improve the environment

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