

NOTICE OF MEETING

AGENDA FOR THE COMMUNITY SAFETY PARTNERSHIP

Thursday, 8th October, 2026, 1.30 pm - George Meehan House, 294 High Road, N22 8JZ.

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Members: Please see membership list below

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

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The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any items of Urgent Business. (Late items of Urgent Business will be considered where they appear. New items of Urgent Business will be considered under Item x below).

4. 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 discussion with respect to those items.

5. MINUTES (PAGES 1 - 10)

To confirm the minutes of the meeting held on 18 March 2026 as a correct record.

6. MEMBERSHIP (PAGES 11 - 12)

7. ACTION TRACKER

On screen

8. QUARTERLY UPDATE ON COMMUNITY SAFETY PARTNERSHIP PRIORITIES (PAGES 13 - 48)

1. Strategic Assessment update
2. ASB
3. Serious Violence
4. Hate Crime
5. VAWG

9. QUARTERLY UPDATE ON COMMUNITY SAFETY PARTNERSHIP STATUTORY RESPONSIBILITIES (PAGES 49 - 60)

1. Prevent
2. Reduction of Re-offending – Probation Service Update (Sundeep)
3. Substance Misuse

10. COMMUNITY SAFETY PARTNERSHIP STRATEGY 2027 DEVELOPMENT (PAGES 61 - 70)

11. EXCLUSION OF THE PRESS AND PUBLIC

The following item (12) is likely to be subject to a motion to exclude the press and public from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraphs 1 and 2, namely information relating to any individual and information likely to reveal an identity of an individual

12. DOMESTIC HOMICIDE REVIEWS AND HOMICIDE LEARNING

Report to follow.

13. ANY OTHER BUSINESS

Democratic Services Contact: Nazyer Choudhury, Principal Committee Co-ordinator
Telephone: 020 8489 3321
Email: nazyer.choudhury@haringey.gov.uk

Fiona Alderman
Director of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Wednesday, 30 September 2026

Accessibility Requirements

If you would like to attend and you have any special requirements, please email Nazyer Choudhury, Principal Committee Co-ordinator at nazyer.choudhury@haringey.gov.uk. Please note that public seating is limited and will be allocated on a first come first served basis.

Advice To Members On Declaring Interests

Information on declaring an interest is set out in the Council's Constitution in Part 5 Section A. However, you may need to obtain specific advice on whether you have an interest in a particular matter.

If you need advice, you can contact:

- Monitoring Officer
- the Legal Adviser to the Committee; or
- Democratic Services.

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

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MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP HELD ON WEDNESDAY, 18 MARCH 2026, 1:00PM – 3:57PM

PRESENT:

Councillor Ajda Ovat - Cabinet Member for Communities (Co-Chair)
Hannah Hayes – Superintendent (Co-Chair)
Elvan Austey – Prevent Engagement Officer
Sara Sutton – Corporate Director, Adults, Housing, Health
Sandeep Broca – Intelligence Analysis Manager
Abigail Wycherley – VAWG Programme Lead
Eubert Malcolm – AD Stronger and Safer Communities
Joe Benmore – IOM Lead
Mark Wolski – Head of Community Safety
Will Maimaris – Director of Public Health
Eleanor Girling – Strategic Lead, Communities
Adam Browne - ASB, CCTV & Enforcement Manager
Jackie Difolco - Director of Early Help Prevention & SEND
Charles Markham – Public Health Registrar
Barry Francis – CD for Environment & Residents Experience
Misbah Bemath - AD Housing Income and Investigations, Newlon
Amanda Lunness – Enfield and Haringey Probation
Zena Brabazon – Cabinet Member for for Children, Schools & Families
Anna McCartney - Chief Superintendent & BCU Commander
Neehara Wijeyesekera - Assistant Director Housing Management
Jude Noronha – Victim Support
Nazyer Choudhury – Principal Committee Co-Ordinator

1. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

2. APOLOGIES

Apologies had been received from Mr Eubert Malcolm.

3. URGENT BUSINESS

There was no urgent business.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. MINUTES

RESOLVED: That the minutes of the meeting held on 22 October 2025 be agreed as an accurate record.

6. MEMBERSHIP

Mr Dan Rogers, a representative from the Haringey Community Collaborative, would be added to the membership.

7. ACTION TRACKER

Mr Mark Wolski provided an update regarding the Action Tracker.

An update could be provided on the new services relating to VAWG which would be available from April 2026.

8. WORKING TOWARDS A NEW COMMUNITY SAFETY STRATEGY 2027 ONWARDS

Mr Mark Wolski introduced the item. The planned approach for a new Community Safety Strategy 2027 onwards was outlined, along with details as to incorporating a Crime and Disorder survey to act as a baseline to identifying matters of public concern. The new strategy would incorporate 'Theories of Change' that would enable action planning and more effective monitoring of plans.

The meeting heard:

- In relation to digital exclusion, there would be a comprehensive plan that underpinned the work in relation to having an engagement plan.
- On a recent ward walk, there were understood to be a few Turkish speaking elderly residents that had reported that they could not access certain systems. Due to the method of reporting, the public had some notable issues regarding making reports to the Police. These issues would be more carefully considered.

RESOLVED:

That the item be noted.

9. HARINGEY COMMUNITY SAFETY STRATEGIC ASSESSMENT 2026 (MARCH 2026)

Mr Sandeep Broca introduced the item.

The meeting heard:

- In relation to sexual offences, it would be useful to see the breakdown of sexual offences to understand which ones were made during street working and which ones were within the domestic setting to understand the figures reported. An increase in the numbers of reporting was seen as a positive as it meant that confidence in the system was present for people to be able to submit reports. An increase in the numbers often meant better protection.
- There appeared to be a good processes within the Council and the Police to detect and liaise with victims and to deal with offenders more appropriately.
- In relation to public protection related offences including slavery, stalking, child sexual exploitation, there had been an increase in reporting.
- It was important to consider what the borough was trying to achieve in terms of impact as how the community felt about crime in their area was critical. Crime levels may collapse in certain areas, but speaking to residents demonstrated a fearful position and often residents felt worse off than they had done previously. In the coming years, measures should consider subtle elements and in a four year or five year plan. The borough needed to consider the impact of the year on year perception of communities by engagement.
- The statistics could be considered alongside positive outcome rates. This was so it could be understood how the borough was actually dealing and managing reports of crime effectively.
- The 43% increase in drug offences from a Police perspective was considered a positive because it meant officers were locating drugs and prosecuting drugs offences. It would be interesting to see what avenues were being taken with those offenders to make sure that the borough was providing them with relevant support and how they were being prosecuted. However, presenting data to the public as an increase of 43% could result in concern that drug use or supply was increasing, but it likely was not and was most likely due to better action, better reporting and better recording.
- It was not clear what reporting standards were like in order to overlay information such as in relation to arrests made, how many were then placed into programs. It was difficult for the borough to deal with the tracking and progress especially as the volume got higher. However, the borough's capacity to cope and deal with the issues presented did not increase. It still had the same resources.
- Over the last four years, the way that the borough recorded robbery and theft had changed. In 2022, what might have been recorded as a 'robbery' would now be recorded as a 'theft person'. This could cause a fluctuation in statistics.
- Area profiles would also be taken into consideration. The theft person statistics would be impacted as well depending on what kind of modus operandi was present. The introduction of e-scooters and e-bikes saw an increase in theft person because certain logistics made it easier to commit the crime.
- Recently there had been a spike robbery in one area, but this spike accounted for five robberies a month. There had been dramatic decreases in robbery rates. However, all angles were considered including displacements, trends, locations and demographics.
- Spikes in robbery also tended to increase during the release period of a new smartphone. All these types of trends were tracked.
- In relation to mental health, there had been a significant increase in terms of matters associated with mental health, either based on people placed into the

borough or residents in the borough who had care and support needs and were causing social misbehaviour and committing crimes. Discussion had been held around responses made by the Police.

- The agenda papers had a proposal for a five or six week project to look at repeat incidences for antisocial behaviour, but possibly other crime types, and to use that data to compare against social care data and health data to see if there were trends that enabled the borough to better focus its activities.
- Proliferation of professional meetings were taking place. One example involved a family arrangement which had one person living with a disability. Many calls to the Police had been made regarding domestic issues and antisocial behaviour requiring intervention as a partnership. There was another case where an individual who had come in from a neighbouring borough into supported accommodation. This case required management across department in terms of social care professionals from two different boroughs, involvement of Police, the care provider taking enforcement action in relation to the accommodation.
- The borough may have to design a process that was more robust and able to deal with the level of demand as opposed to having ad-hoc professional meetings.
- There was a lot of work through public health around the prevention agenda. The Roger Sylvester Centre would act as a crisis prevention house and would be increasing the number of crisis prevention beds. The link to adult safeguarding was important and this came through on multi-agency support, but there was no consistent approach. It would be useful to see all partner agencies working together.
- From an adult social care perspective and a community support perspective, Right Care Right Person worked well in terms of releasing policing resources, but there were cases where individuals were not managed through an earlier intervention approach resulting in the issue escalating to a crisis.
- The North London Foundation Trust was about to implement a community outreach team which would focus where issues were impacted by medication non-compliance. These then presented as behavioural issues. There was a focus on neighbourhood health agendas.
- There had been cases which had moved from antisocial behaviour to violence or criminality. It was important to ensure that the right channels of escalation were being used to take control of the issues.
- There was a gap in provision, not just in Haringey, but across London where mental health and neuro-divergence issues meant that there was a difference between health and social care and behavioural support. There needed to be a shift for neuro-divergence issues not being managed in a health facility.
- The commissioning approach needed to change.

RESOLVED:

1. To approve the proposed approach to developing a new CSP strategy as outlined in this report.
2. To delegate authority to the relevant Director, in consultation with the Cabinet Member, to implement the proposal.
3. To note the considerations relating to legal duties, equalities, and strategic outcomes.

10. CLEAR, HOLD, BUILD

Mr Mark Wolski introduced the item.

The meeting heard:

- In relation to the resourcing of sites, these each came with their own set of governance, their own set of expectations, own set of command structures. Haringey was the only borough in London, possibly the only authority in the country that had two Clear, Hold, Build sites. This caused logistical issues.
- The presentation focused broadly on Northumberland Park.
- With regard to Finsbury Park, coordination across the three boroughs, particularly between Hackney and Islington was good. Haringey did contribute and as the owner of the park there was work that had been undertaken by parks teams regarding rough sleepers. There had been significant achievements and the Home Office had approved a position for a park patrol to combat violence against women and girls for one night a week in Finsbury Park. The night was still to be selected.
- With regard to Northumberland Park, slides were shared that demonstrated changes in reported crime levels, though it was difficult to provide reassurance to the local residents that issues were being dealt with until an issue had been fully dealt with. Work was being done so that Police appeared more visible to the public.
- When looking at drug supply or drug use, some statistics had gone up and this was due to arrests and prosecutions. The same was true of knife crime, including possession of weapons and this too was due to police action. However, police action can result in an uptick in crime levels creating an impression of there being more crime.
- The Clear, Hold, Build model as a concept was designed for discrete geographical locations that were easy to manage and was an appropriate size for the resourcing.
- The chosen area was meant to just be one area of Northumberland Park, but there was some encouragement for it to be extended further and therefore it did so. There had been a belief that there would be constant increases of money and resources that would be able to come in. There was no end date.
- The 'clear' phase which was police-led action where an area was 'cleared'. This followed the hold phase where partnership approaches were taken to make sure the progress was sustainable. However, the stages of 'clear' and 'hold' were mostly done at the same time. The 'build' phase was to invest into the area in some way. The borough of Enfield had reportedly benefitted from a £12 million budget to make improvements in certain areas, although this would not always be the case for all areas.
- In relation to joint working with Enfield, being adjacent to Edmonton brought some challenges. There were challenges of working across two boroughs (Haringey and Enfield) and beyond. Examples included, how statutory and voluntary agencies from both boroughs work with individuals who did not recognise borough boundaries and a significant challenge in relation to vulnerable people placed in Haringey owing to care and support provision that was available.

- It was to critical work with the Housing team because there had been a long history of antisocial behaviour in certain housing blocks. Having a strong relationship with Housing had to be in place so that residents living in their homes felt safe.
- Collaboration with the Planning team was important so that more HMOs or houses converted to HMOs would be minimised. This was an issue in the borough.
- Forming a narrative for public awareness was very important. The public needed to be aware of any positive progress and it was not enough to do this on a website or social media. It needed to be done in a different way.
- The Clear, Hold, Build Executive Board would meet next in April 2026 and there were three key actions which had been set. One was adequate representation at the meeting. Another was having clear definitions of success. This meant what defined success from each of the partnership areas and communicating this as it would help to establish when movement had been made from the 'clear' phase into the 'build' and 'hold' phases. A third action was to take back and socialise the prompts an engagement strategy that supported the operation. This meant sharing with the community on how to access new services or different services would be brought into the area.

RESOLVED:

To note the content of the presentation at the Community Safety Partnership, having due regard to the analysis of what is in effect 'working well, even better if' analysis.

11. PRIORITY REPORTS

Mr Adam Browne and Mr Mark Wolski introduced the section on antisocial behaviour.

The meeting agreed for the work relating to mental health to be endorsed and reported upon at a future meeting. Members would also receive a document on the project overview in relation to the mental health work.

Ms Elvan Austay introduced the section on Hate Crime.

The meeting heard:

- The Hate Crime team encouraged all residents and communities to report hate crime to the Police via 101 or the online reporting form. Council services would direct them to various support services, but the report being made to the Police directly would always be more impactful for Victim Support or data purposes and ensure the investigation process was being carried out.
- Hate Crime Awareness Week provided an awareness of communities and faith groups had really helped the borough discuss third party reporting and having hubs around the borough where trusted organisations played an important role for members of the community that may struggle with English as their first language or had bad experience or they felt that they will be judged by community members if they were to report hate crimes. It helped to be able to go to a church or mosques or another similar institution where they could report their experiences.

- Certain locations may be targeted due to the frequency of interaction they had from certain community members.
- Anti-Israeli sentiment was captured as a hate crime. There was a clear distinction between anti-Israeli government sentiment and antisemitism. It was notable that anti-Israeli government sentiment was contributing towards some of the reporting.
- Assessing repeat victim prevalence was important. It was not clear how many repeat victims were contributing as a victim to crime trends and it was important for them to be supported as required. Mitigation measures would be reported back to a future meeting.

Mr Will Maimaris introduced the section on VAWG.

The meeting heard:

- In relation to MARAC, there was an area of risk for the partnership to be aware of and progression regarding the area would be explored at a future meeting. Around 500 survivors were subject to harm per year and were at risk of homicide. The situation also required systems and processes to be in place and operating well.
- At a recent pilot meeting of a SWASE (Sex workers and at risk of sexual exploitation), approximately 10 cases had been examined and there appeared to be significant opportunities for joint working - they were not all subject to oversight from statutory agencies. This had been picked up as a theme for practitioners. There was an emerging opportunity regarding this cohort to examine their circumstances via the lens of domestic abuse as some of the women were controlled by their partners.. There appeared to be a need for a MARAC type of approach for the cohort in these situations.
- There were 30 professionals that attended the meeting and all contributed to the different interventions. There were also some key stakeholders which always included the Police.

Mr Mark Wolski and Mr Sandeep Broca introduced the section Serious Violence.

The meeting heard:

- The Violence, Vulnerability and Reduction Action Plan (VVRAP) template will be circulated and each agency would be asked to nominate a lead officer to coordinate their contribution. A follow-up workshop with nominated leads would take place in April 2026 to progress and finalise the submission.
- The VVRAP offered a good opportunity to assess how the borough was progressing in its current situation and that would help the strategic assessment what the Council had to do to continue the progress regarding Serious Violence.

RESOLVED:

To note the content of the accompanying reports and presentations at the Community Safety Partnership, having due regard to observations around barriers/risks and the intended plans for the following 3 months.

12. STATUTORY RESPONSIBILITIES

Ms Eleanor Girling and Mr Mark Wolski introduced the section on Prevent.

The meeting heard:

- The School Prevent Advisory Group, Multi Faith Forums, training regarding digital harms were new activities that were being delivered and this was to be celebrated.
- The Council needed to assess the implication of further funding cuts.

Mr Mark Wolski introduced the section on Substance Misuse and Reduction of Reoffending.

The meeting heard:

- Police, when coming across a re-offender, would often focus on taking remedial action, but needed to consider more data overlap to see why a re-offence had taken place and if the right pathways had been provided, such as to education and housing.
- The data for an individual re-offending was always reliant on self-reporting and this needed to be considered.

RESOLVED:

The meeting noted the reports, endorsed mitigations and invited any progress reports.

13. ANY OTHER BUSINESS

There had been an email comment sent regarding various issues in secondary schools regarding the loss of school's officers. This included breaking down of intelligence barriers, responsiveness to issues arising within schools.

Reassurance was sought regarding mitigation of the loss. Consideration needed to be given regarding how developments could take place working between the Council, the Police, schools to use those CYP officers as productively as possible. Feedback was needed on this.

The borough did not have sufficient resources to reimagine the support. Secondary school headteachers raised an issue about youth provision. An area of focus was the timing of 3:30pm to 700 pm. It was difficult to engage with schools. They were individualistic and inward-looking. They appeared to assume that young people knew about various programs in place such as youth activity. It may be useful to have a discussion with the youth service and youth participation steered by children's services with the head teachers to have a more open discussion about

having stronger relationships with young people. It would be useful to bring the Police into the discussion as well.

The youth service had some good outreach workers. The Haringey Learning Partnership did outreach work. There was also a Youth Justice Service.

A forum could be organised alongside head teachers to talk about how the Police and youth and external agencies could work more effectively with them. There appeared to be an overlap with child safeguarding partnership arrangements in terms of duplication of governance and oversight.

A suggestion was made for safeguarding boards, children, adults, health and wellbeing, community safety outlets to come together on overall strategic issues.

Police could be consulted on their immediate plans and progress could be reported back to a future meeting.

In relation to Prevent and Protect, a meeting was to be held on the implications of Martyn's Law and similar regulations. This would need to come back to the meeting as a discussion about governance and oversight.

There would be legislation in relation to venues venue hire. The progress of this would be reported back to the meeting.

14. EXCLUSION OF THE PRESS AND PUBLIC

This item was withdrawn.

15. EXEMPT - DOMESTIC HOMICIDE REVIEWS

This item was withdrawn.

CHAIR:

Signed by Chair

Date

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Appendix A –

Community Safety Partnership

	NAME OF REPRESENTATIVE
Statutory partners/CSP members	Councillor Ata Berk-Aksit, (Co-chair) Cabinet Member for Communities Hannah Hayes (Co-chair) Superintendent Neighbourhoods, Haringey Metropolitan Police Councillor Dixie-Ann Joseph, Cabinet Member for Placemaking Councillor Andrew Reid Peter Campbell, Borough Fire Commander, Haringey Fire Service TBC, Mental Health Barry Francis, Corporate Director Environment and Resident Experience Mark Wolski, Head of Community Safety, Haringey Eubert Malcolm, Director of Environment, Haringey Dr. Will Maimaris, Director Public Health, Haringey Council Ann Graham, Corporate Director of Children Services, Haringey Council Dina Sahmanovic, Victim Support Caroline Birkett, Victim Support

	Shirley Kennerson-Assistant Chief Officer-London Probation. Jack Newton – Director of Schools and Learning
Supporting advisors	Joe Benmore, Strategic Lead Community Safety Team Sandeep Broca, Community Safety Analysis manager. Sarah Hart, Public Health Geoffrey Ocen, Chief Executive, Bridge Renewal Trust Cynthia Tuitt, Senior Probation Officer Vitor Nene, Safeguarding Lead Karen Brown, Safeguarding Lead Gerard McGrath, Chair SNB Sara Sutton, Corporate Director Adults, Housing & Health

Title: Community Safety Strategy Priority Reports

Report for: Haringey Community Safety Partnership

Item number: 8

Title: Quarterly Update on Community Safety Partnership priorities

Report authorised by : n/a

Lead Officer: Mark Wolski

Ward(s) affected: All

**Report for Key/
Non Key Decision:** None key decision

1. Describe the issue under consideration

- 1.1 This provides an updated Strategic Assessment (August 2026) and progress in relation to the four Haringey Community Safety Strategy Priorities.

2. Recommendations

- 2.1 That the Partnership
- a) Note the overall assessment in relation to the agreed Community Safety Partnership Priorities
 - b) Ensure that matters of concern, barriers/risks to progress are subject to partnership discussion in order to identify solutions.
 - c) Endorse findings in additional proposals under the ASB and Serious Violence Highlight reports

3. Reasons for decision

- 3.1 Local authorities, working through their **Community Safety Partnerships (CSPs)**, have a statutory responsibility under the **Crime and Disorder Act 1998** to work with key partners, including the police, health, fire and rescue services and probation, to develop and implement strategies to tackle crime, disorder and anti-social behaviour. This responsibility is supported by the **Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007**, which require partnerships to undertake a strategic assessment of local community safety issues and develop a partnership plan setting out their priorities and approach. [\[gov.uk\]](http://gov.uk), [\[legislation.gov.uk\]](http://legislation.gov.uk). The priorities under consideration result from the current Community Safety Strategy.

4. **Alternative options considered**
n/a

5. **Background information**

- 5.1 An updated strategic assessment to be presented at the CSP provides a refreshed background of crime and disorder challenges for Haringey.
- 5.2 The update on progress in relation to CSP priorities enables partnership discussion, to ensure visibility of progress and the identification of barriers/risks. This enables solution identification that takes into account the complex nature of challenges experienced by communities, and the agencies that serve those communities
- 5.3 The four local priorities reported upon are **ASB, Hate Crime, Serious Violence and Violence against women and Girls**
- 5.4 Each is subject to a Red-Amber-Green rating and commentary in respect of highlights, risks/inhibitors and plans for the next quarter.

🔍 **Red – High Risk / Critical Concern**

- Definition: Immediate action required. The issue is severe and may impact objectives, safety, or compliance.

🔍 **Amber – Medium Risk / Caution**

- Definition: Some progress. Monitoring or mitigation is needed to prevent escalation.

🔍 **Green – Low Risk / On Track**

- Definition: Good/satisfactory progress.

- 5.5 This approach of assessment has been in place for 1 year only and seeks to ensure that all priorities are subject to effective partnership assurance and governance.
- 5.6 The progress against these priorities should be seen against a backdrop of the local strategic assessment that is presented at the CSP separately.
- 5.7 Additional appendices / reports are also included within the highlight reports as follows.
- ASB Report includes a Haringey ASB and **Street Scene Governance Briefing**
 - Serious Violence includes an assessment of activity against the **Violence Reduction Action Plan** and a presentation will be delivered at the CSP on the '**Knife Crime Awareness Week of Action**'

6. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes’?

- 6.1 The priority areas reported upon, contribute to the statutory responsibilities of the Partnership, and individual agencies, including the councils Corporate Delivery Plan and ongoing commitment to safety.
- 6.2 This work contributes to the Mayor of London’s Policing and Crime Plan and the Haringey Community Safety Strategy. S

7. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

7.1 Finance and Procurement

n/a

7.2 Legal

n/a

7.3 Equality

- 7.3.1 The development of plans and strategies are required to take into account the protected characteristics of our communities, as well as the intersection of other factors such as social deprivation and health that risk marginalisation and disproportionate impact. These matters are subject to continued assessment and at the point of strategy formulation.

8. Use of Appendices

- Appendix A Strategic Assessment to be presented on day
- Appendix B Highlight report ASB
- Appendix B1 ASB and Street Scene proposal
- Appendix C Highlight report Hate Crime
- Appendix D Highlight report Serious Violence including VRAP assessment
- Appendix D1 VRAP assessment
- Appendix E VAWG - *awaits*

9. Background papers

It is noted that all relevant papers will be presented and or summarised via PowerPoint.

Key decisions and action points will be highlighted on the presentation at CSP

Appendix A – Strategic Assessment – Presented on Day

Appendix B – ASB highlight report

Report to	Haringey CSP			
Report covering	ASB			
Date	Highlight Report October 2026			
Author	Adam Browne (ASB, CCTV and Enforcement Manager)			
RAG Assessment (Red(R), Amber(A), Green(G))	Oct-Dec 25	Jan – March 26	April-June 26	July-Sept 26
Summary of key areas.	• Strategic and Operational Integration in line with new ASB Strategy • Significant improvement in multi-agency working and effectiveness of both enforcement and safeguarding around High Harm addresses and locations: CHB, Partnership Problem Solving Group, Cuckooing and High Harm Panel • ASB Enforcement Team KPIs embedded and enhanced pending introduction of ASB Case Management system; including number and type of interventions • Agreement of HRA recharge and supporting KPIs. • Clear processes for Closure Order Consultation and Statutory ASB Case Reviews • Better alignment and tasking of related assets such as Neighbourhood Patrol and close alignment with CVS such as BUBIC			
Performance update Against KPIs	• ASB case Reviews: • 25/26: (25) v 26/27 (37 April to Sept) • Closure Orders (police led) subject to Closure Consultation Panel (partner) • 25/26: (23) v 26/27: 17 (April to Sept)			
Highlights – Matters of Note (Achievements)	In May 2025, an interim ASB plan/one year strategy had been developed. One year later, there has been significant progress, that includes: ASB Policy & procedures, Revised ASB case review protocol, introduction of cuckooing protocol and panel, introduction of victim satisfaction surveys (Council ASB), RSLs brought together within one forum. There remain significant challenges and to address these challenges the attached (Haringey ASB and Street Scene Briefing) seeks to evolve the approach to ASB further. Highlights			

	• Weekly CHB Operational meeting hugely effective in terms of tasking and feedback • Cuckooing Team now fully operational and quickly becoming highly commended as National Best Practice pilot: • More Closure Orders than ever being used in LBH (All Police led) but all with wrap around safeguarding report ensured by the LBH Closure Order Consultation Panel: • ASB Enforcement (council) in strong position to support Private Rented Sector/HMO Selective Licensing expansion should it be required SEE BELOW FOR CASE STUDY
Short term risks and Inhibitors	• No case management system means all KPIs are manual • Opportunity to improve/better manage member casework flow following May elections. • Court wait times for Evictions etc are up to 18 months • Resources stretched and demands abstract neighbourhood officers into wider demands • Information sharing: Eg, Tracking of CPW/N across partners regarding individuals of concern. • ASB/Mental Health referral cross over and lack of options when lacking capacity
Medium-long term emerging risks.	• Capacity across system to progress legal matters. • Statutory ASB Case Reviews huge increase nationally due to AI having huge impact on services • Cost of appointing external Counsel • Court waiting times 18-24 months in some cases meaning no 'quick wins'
Opportunities / Funding opportunities	• Opportunity to align Partnership Problem Solving Group with REAL CURRENT Problem identified via Met Police Precision Crime Fighters analytical product. See attached paper) • Crime and Disorder survey to better understand Haringey Community Voice • To better communicate intervention and success
Emerging Legislation/Matters of Policy	• Crime and Policing Bill, - Respect Orders, -Extended dispersal powers, - higher fines from £100 to £500, vehicle seizure

	powers, Cuckooing Offences. Many of which go live in October 26 but currently awaiting Home Office guidance docs for much of it.
Priority areas for next Quarter	• Implementation of actions arising from the Haringey ASB & Street Scene summary attached, that incorporates the Police

Case Study – September 2026

Anti-Social Behaviour and Community Safety Intervention: A Multi-Agency Success

Haringey Community Safety and the Metropolitan Police identified two neighbouring properties in XXXXXXXX that were suspected of being used for the storage and supply of drugs. The properties had also become associated with some of the borough's most vulnerable and high-risk individuals, including known sex workers and those involved in their exploitation and control.

Over a number of months, extensive evidence gathering and intelligence-led activity were undertaken, resulting in sufficient evidence being presented to the Court to secure **Full Closure Orders** for both premises. Full Closure Orders represent one of the most robust anti-social behaviour powers available, prohibiting access to all individuals, including owners and occupiers, and are therefore subject to significant judicial scrutiny.

Recognising that enforcement alone would not address the complex vulnerabilities present, Haringey's ASB Enforcement Team and Combating Drugs Partnership developed and coordinated a comprehensive multi-agency safeguarding operation to coincide with the implementation of the Closure Orders.

Alongside the Metropolitan Police, more than 20 professionals participated in the operation, representing:

- Haringey ASB Enforcement and Cuckooing Team
- Housing Needs and Homelessness Service
- Combating Drugs Partnership
- BUBIC
- NHS services
- Vulnerability specialists
- Luna

In advance of the operation, the Housing Needs Team and Combating Drugs Partnership secured accommodation pathways and arranged access to support services at **Osborne Grove** and **Mulberry Junction**, with transport provided through BUBIC's community minibus service.

The operation was subsequently expanded to include neighbouring garages at James Place, where concerns regarding criminality and anti-social behaviour had also been identified.

The coordinated intervention resulted in **30 individuals being identified and engaged**, many of whom had previously had limited contact with support services. Of these, **14 individuals accepted immediate support and were transported to accommodation and treatment services**, representing a significant safeguarding outcome. The operation also resulted in **two arrests**.

The Closure Orders will remain in force for an initial period of three months, with the option to seek a further extension should this be considered necessary and proportionate by the Court.

In addition, Housing colleagues have committed to securing the garages at James Place as an interim measure pending longer-term demolition and regeneration plans.

This operation represents a significant milestone for Haringey Community Safety. It is believed to be the first time such an intensive enforcement and safeguarding response has been delivered on this scale, combining decisive action against criminality with meaningful support for vulnerable individuals. The success of the operation has established a model of best practice that partners will seek to refine and replicate where appropriate, helping to create safer communities while ensuring those at risk are connected to the support they need.

Key Outcomes

- ☒ Two Full Closure Orders secured
- ☒ Over 20 staff from multiple agencies deployed
- ☒ 30 vulnerable individuals identified and engaged
- ☒ 14 people accepted immediate support and accommodation pathways
- ☒ Two arrests made
- ☒ Additional enforcement activity undertaken at James Place garages
- ☒ New model of integrated enforcement and safeguarding established for future operations

This was an excellent example of partnership working at its best, demonstrating how robust enforcement, combined with proactive safeguarding and support, can disrupt criminal activity while improving outcomes for some of the borough's most vulnerable residents.

Appendix B1

Haringey ASB and Street Scene Governance Briefing Partnership governance and delivery model

Document purpose	Proposed decision
To establish a clear partnership assurance line over anti-social behaviour, high-harm cases, repeat locations, statutory ASB case reviews and the administration's street-scene priority.	Agree in principle a Strategic ASB and Street Scene Board reporting to the Community Safety Partnership, supported by explicit referral routes into the PPSG and Cuckooing and High Harm Panel.

Prepared for Haringey Community Safety Partnership and senior council and partner consideration

Date 17 September 2026

Status Discussion and development briefing

1 Executive summary

Haringey already has several mechanisms for tactical tasking, intelligence-led prioritisation and partnership problem solving. The principal gap is not necessarily another operational meeting. It is a clearer partnership governance and assurance arrangement that can see the whole ASB system, ensure that problems are directed to the right forum, identify drift or duplication, and demonstrate what has changed for victims, locations and communities.

It is proposed that Haringey establishes a Strategic ASB and Street Scene Board, reporting to the Community Safety Partnership. The Board would oversee the partnership response to ASB and street-scene harm while respecting the operational independence of police-chaired meetings. It would not direct the police Tactical Tasking and Coordination Group or the Precision Crime Fighting Forum. It would receive assurance, themes and exceptions from the wider system and hold partners collectively accountable for delivery within their respective responsibilities.

The proposed model would clarify that the Partnership Problem Solving Group is principally the delivery forum for problem locations, premises, neighbourhoods and street-scene concerns. The Cuckooing and High Harm Panel would principally address people, vulnerability, exploitation, repeat or high-harm ASB and cases requiring complex multi-agency risk management. The Precision Crime Fighting Forum would remain police chaired but would act as an important gateway, referring problematic places and premises to the PPSG and high-harm or complex individual cases to the Cuckooing and High Harm Panel.

The Board would also receive structured oversight of ASB case reviews. It should not rehear or interfere with individual statutory reviews. It should understand demand, timeliness, recommendations, recurring themes, repeat applications, victim experience and whether systemic learning is being implemented.

The legal context strengthens the case for this development. The Anti-social Behaviour, Crime and Policing Act 2014 provides a broad toolkit, including civil injunctions, Criminal Behaviour Orders, Community Protection Notices, Public Spaces Protection Orders, dispersal powers, closure powers and the ASB Case Review. The Crime and Policing Act 2026 adds or strengthens important measures, including Respect Orders, an extension of dispersal directions from 48 to 72 hours subject to review at 48 hours, and a higher maximum fixed penalty for breaches of PSPOs and CPNs. These powers are only effective when partners have shared intelligence, sound evidence, proportionate decision-making, clear ownership and follow-through. The proposed governance model provides that supporting infrastructure.

2 Recommendations

1. Agree in principle the creation of a Strategic ASB and Street Scene Board reporting to the Community Safety Partnership.
2. Agree that the Board will govern and assure partnership delivery, but will not direct or duplicate police operational tasking through TTCG or PCFF.
3. Commission a concise terms of reference, membership schedule, referral protocol and performance framework for approval within eight weeks.
4. Confirm PPSG as the principal forum for place, premises and neighbourhood problem solving, including integrated street-scene plans.
5. Develop the Cuckooing and High Harm Panel into the principal forum for person-focused vulnerability, exploitation, repeat harm and complex ASB risk management.
6. Require PCFF and other referral sources to use agreed thresholds and minimum information when signposting problems to PPSG or the Cuckooing and High Harm Panel.
7. Introduce quarterly strategic oversight of ASB case-review demand, timeliness, recommendations, victim experience and thematic learning, with serious drift or non-delivery escalated by exception.
8. Undertake a partnership ASB powers readiness review, including the implementation implications of the Crime and Policing Act 2026, staff authorisations, evidential standards, legal capacity, positive requirements, enforcement and monitoring.

9. Select a limited number of priority street-scene locations and apply a single multi-agency plan, named lead, milestones, resident feedback and evidence-based closure test to each.

3 The current delivery landscape

Mechanism	Current role	Chair and status	Development opportunity
TTCG	Police tactical tasking and coordination.	Police only and police chaired.	Retain operational independence. Relevant partnership themes may inform, or be informed by, other forums without creating a governance line over police tasking.
PCFF	Police and partners consider priority crime and are beginning to include ASB, repeat addresses and individuals.	Police chaired; multi-agency participation.	Formalise its gateway role: allocate police-led activity where appropriate and signpost place-based or complex partnership problems to the relevant delivery forum.
PPSG	Partnership problem solving for crime and ASB, with a strong council focus.	Council chaired.	Strengthen as the principal forum for locations, premises, neighbourhood problems and street-scene delivery plans.
Cuckooing and High Harm Panel	Cuckooing and some high-risk or complex ASB.	Public Health chaired.	Retain the cuckooing expertise and define a stronger high-harm function, thresholds, case ownership, review discipline and closure criteria.
ASB Case Review process	Statutory multi-agency review where the local threshold is met.	Administered through the agreed local process.	Add aggregate strategic oversight of demand, timeliness, outcomes, recommendations and recurring systemic issues without compromising individual review independence.

4 Problem statement

The existing arrangements contain many of the necessary components, but the system can still be experienced as a collection of meetings rather than a single delivery pathway. Five connected issues require attention.

4.1 No complete partnership view of ASB demand and harm

No single forum currently appears to hold the full picture of repeat and high-harm locations, problematic premises, repeat victims and perpetrators, complex cases, ASB case-review demand and street-scene concerns. This makes it harder to see cumulative harm, identify displacement, compare demand across neighbourhoods or determine whether partnership activity is reducing repeat reporting.

4.2 Referral routes and thresholds require clarification

PCFF is increasingly considering ASB, repeat addresses and individuals. This is helpful, but without explicit referral rules there is a risk that matters remain in a forum not designed to deliver the required multi-agency plan, or that they are discussed in more than one forum without a clearly identified lead.

4.3 High-harm case management needs further development

The existing Cuckooing and High Harm Panel provides a natural foundation, particularly where vulnerability and exploitation are present. Its wider high-harm remit now needs to be defined:

which cases qualify, who can refer, who leads, how risk is recorded, how often cases are reviewed, when senior barriers are escalated and what constitutes safe closure.

4.4 ASB case reviews are a source of demand and learning

Growing ASB case-review demand is not only an administrative issue. It may indicate repeat harm, fragmented responses, communication failure, unmet expectations, inconsistent thresholds or insufficient grip on cases. Strategic oversight should therefore treat review activity as a source of system intelligence as well as a statutory process.

4.5 Street scene crosses organisational boundaries

The new administration's focus on street scene is directly relevant to community safety. Residents experience drug dealing, drug taking, street drinking, intimidating congregation, litter, waste, noise, graffiti, poorly managed spaces and environmental deterioration as one combined problem. The response may involve policing, ASB, housing, environmental services, licensing, public health, substance-misuse services, outreach, highways, parks, businesses and landlords. Treating these matters as separate service requests risks addressing symptoms without changing the place.

5 Proposed governance model

5.1 Strategic ASB and Street Scene Board

The Board should report to the Community Safety Partnership and provide strategic governance and assurance over the partnership response to ASB and street-scene harm. Its purpose should be grip, accountability, escalation, learning and improvement. It should not become a forum for working through individual operational actions in detail.

The Board should maintain strategic oversight of:

- the pattern, concentration and severity of ASB demand and harm;
- priority locations, premises, repeat victims, repeat perpetrators and high-harm cases;
- the performance and effectiveness of partnership problem-solving arrangements;
- the volume, timeliness, outcomes and themes from ASB case reviews;
- priority street-scene locations and delivery against integrated plans;
- use of ASB powers, including proportionality, consistency and effectiveness;
- delivery barriers, gaps in participation, capacity or legal support, and matters requiring escalation; and
- evidence of impact, public confidence and resident experience.

5.2 Relationship with police-chaired meetings

The governance distinction should be explicit. TTCG and PCFF remain police-led operational or tactical arrangements. The Strategic Board does not approve police deployments or direct police decision-making. It may, however, receive appropriate partnership-level information about demand, referral, progress and outcomes, and it may escalate partnership barriers through the CSP. Police representatives remain accountable through police command arrangements for police decisions and through the partnership for agreed collaborative commitments.

5.3 Core reporting line

Level	Primary function	Information flowing upward	Direction flowing downward
Community Safety Partnership	Sets strategic priorities and holds the partnership to account.	Impact, unresolved strategic risk, systemic barriers and decisions required.	Strategic priorities, risk appetite and senior mandate.

Level	Primary function	Information flowing upward	Direction flowing downward
Strategic ASB and Street Scene Board	Assurance, performance, learning, escalation and system improvement.	Exceptions, themes, delivery confidence, repeat demand and outcome evidence.	Priority locations, improvement actions, referral standards and accountability.
PCFF and referral routes	Identify, prioritise, task where appropriate and signpost to the correct partnership forum.	Demand, emerging threats, referrals and matters not resolved.	Agreed thresholds and referral expectations; no direction of police-only tasking.
PPSG and Cuckooing and High Harm Panel	Develop and deliver multi-agency plans for places, premises, people and complex harm.	Progress, barriers, risk change, outputs, outcomes and closure proposals.	Priorities, escalation decisions and assurance requirements.

6 Referral and allocation model

Issue identified	Principal route	Expected response
Crime series requiring police tactical action	TTCG or relevant police arrangement	Police tasking and operational response, with partnership support where required.
Priority crime or emerging ASB intelligence	PCFF	Initial prioritisation, coordination and decision on the correct delivery route.
Repeat ASB location, problematic premises or neighbourhood concern	PPSG	Named lead and evidence-led multi-agency problem-solving plan.
Street-scene hotspot	PPSG	Integrated place plan covering enforcement, prevention, treatment, environmental action and engagement.
Cuckooing or exploitation	Cuckooing and High Harm Panel	Person-centred safeguarding, disruption and risk-management plan.
Repeat person causing or experiencing serious harm	Cuckooing and High Harm Panel	Lead professional, risk assessment, coordinated interventions and escalation.
Complex or high-risk ASB requiring several agencies	Cuckooing and High Harm Panel	Multi-agency case ownership, review timetable and safe closure decision.
Statutory ASB Case Review	ASB Case Review process	Independent multi-agency review in accordance with the local procedure; thematic reporting to the Strategic Board.
Policy, resource, legal, data or accountability barrier	Strategic ASB and Street Scene Board	Resolve, commission improvement or escalate to the CSP.

6.1 Minimum referral information

A short standard referral form or digital record should prevent cases being repeatedly discussed without the information needed to act. It should include:

- the location, premises or people involved;
- nature, frequency and duration of the behaviour;
- known victims, vulnerabilities, equalities considerations and safeguarding issues;
- harm assessment and escalation factors;
- previous reports, actions and powers used;
- relevant intelligence and evidence, with an information-sharing basis;
- desired outcome and proposed lead agency; and
- reason for referral and urgency.

6.2 Dual-track cases

Some problems will properly require both a place-based and person-focused response. Cuckooing at a residential address is the clearest example. The High Harm Panel may lead the safeguarding, exploitation and perpetrator-disruption plan, while PPSG coordinates the wider location, landlord, neighbour and environmental response. One forum should be designated as lead, with a shared outcome and aligned actions, rather than two unrelated plans.

7 Street scene as a place-based community-safety priority

Street scene should be embedded in the same governance model, not established as a disconnected programme. The Strategic Board should agree a small number of priority locations using quantitative data and community intelligence. Selection should consider recorded crime and ASB, repeat calls, drug-market indicators, environmental reports, housing information, vulnerability, business and resident feedback, and confidence or feelings-of-safety information.

Each priority location should have one plan structured around four complementary components:

Component	Examples
Enforcement and disruption	Visible policing, targeted patrols, warrants, tenancy action, licensing, PSPO or CPN enforcement, dispersal, closure and offender management where lawful and proportionate.
Environmental improvement	Cleansing, waste, lighting, sightlines, repairs, graffiti removal, estate or public-realm design, management of communal spaces and rapid resolution of environmental defects.
Prevention and support	Youth provision, outreach, substance-misuse treatment, safeguarding, housing support, mental-health pathways, diversion and work with businesses or landlords.
Community confidence	Resident involvement in defining the problem, visible communication about action, reporting routes, feedback, reassurance and evidence that conditions have improved.

A location should not be closed solely because an action list has been completed. Closure should be based on a sustained reduction in harm or repeat demand, improved environmental conditions, an acceptable residual-risk plan and evidence from residents or service users where practical.

8 ASB case-review governance

The ASB Case Review, formerly known as the Community Trigger, is a statutory mechanism under the 2014 Act through which victims of persistent ASB can request a multi-agency review where the local threshold is met. It is a review of the agencies' response, not simply another investigation of the behaviour itself.

The Strategic Board should receive an aggregate dashboard, normally quarterly, covering:

- applications received, accepted, declined and withdrawn;
- reasons for decisions and threshold issues;
- time from application to decision and completion;
- types of ASB, locations, tenure and vulnerability;
- agencies involved and recurring coordination problems;
- recommendations, owners, due dates and implementation status;
- victim communication, accessibility, advocacy and satisfaction;
- repeat applications or cases returning to services; and
- themes requiring policy, training, commissioning or governance change.

The Board should not substitute its judgment for the review panel or become an appeal body unless the local procedure expressly gives it that role. Its purpose is to assure the quality and effectiveness of the system, identify recurring weakness and ensure that agreed improvements are delivered.

9 ASB powers and how governance adds value

The legal toolkit is deliberately flexible. The correct response may combine early intervention, support, environmental action, civil powers, criminal enforcement, housing action and safeguarding. Governance should therefore monitor not simply how often a power is used, but whether the chosen intervention was lawful, proportionate, evidence-led, enforced when breached and effective in reducing harm.

Power or mechanism	Principal purpose	Key governance consideration
Civil injunction under the 2014 Act	Prohibits specified conduct and may include positive requirements; available through the civil court framework.	Evidence, proportionality, legal capacity, suitability of requirements, monitoring and response to breach. The adult framework is affected by the introduction and piloting of Respect Orders.
Criminal Behaviour Order	Order following conviction to prevent further ASB; may include prohibitions and positive requirements.	Early identification of suitable cases, prosecution liaison, enforceable conditions and breach management.
Community Protection Notice	Addresses persistent or continuing conduct that is unreasonable and has a detrimental effect on quality of life.	Quality of warning and evidence, authorised officers, reasonable requirements, support for compliance and consistent enforcement.
Public Spaces Protection Order	Addresses activities in a public place that have, or are likely to have, a detrimental effect on local quality of life and meet the statutory tests.	Evidence, consultation, equality and proportionality, clear signage, authorised enforcement, data on warnings and penalties, and periodic review.
Dispersal power	Police power to direct people away from a specified area to prevent or reduce crime, disorder or ASB.	Authorisation, geographic and time limits, safeguarding, community impact, repeat use and whether longer-term problem solving follows short-term respite.
Closure power	Restricts access to premises associated with nuisance, disorder or criminality, initially through a notice and potentially a court order.	Joint evidence, legal thresholds, displacement, welfare of occupants, housing and safeguarding consequences, and a recovery plan for the location.
ASB Case Review	Requires relevant bodies to review the response to persistent ASB when the local threshold is met.	Accessibility, independence, timeliness, victim communication, recommendations and thematic learning.
Absolute ground for possession and other housing remedies	Enables social landlords to pursue possession or other tenancy enforcement where statutory conditions are met, alongside wider tenancy tools.	Proportionality, vulnerability, safeguarding, evidence, alternatives, legal oversight and coordination between landlords.
Complementary powers	Licensing, environmental protection, statutory nuisance, planning, highways, waste, safeguarding, housing and public-health interventions may be relevant.	A shared problem definition should determine the blend of powers rather than each service acting on its own symptom.

10 Crime and Policing Act 2026

The correct title is the Crime and Policing Act 2026. It received Royal Assent on 29 April 2026. During its passage it was, of course, the Crime and Policing Bill. The Act amends and supplements the existing framework, but commencement dates and implementation arrangements differ between provisions. Haringey should therefore maintain a commencement and readiness tracker rather than assume that every measure is immediately available.

10.1 Key ASB changes

Change	Practical effect	Implication for Haringey
Respect Orders	A new civil behavioural order for adult ASB. Courts may impose prohibitions and positive requirements. Breach is a criminal offence,	Agree referral and legal pathways; identify suitable cases; commission or map services capable of delivering positive requirements; define monitoring and breach arrangements; train relevant officers.

Change	Practical effect	Implication for Haringey
	allowing rapid police enforcement. National rollout follows piloting.	
Longer dispersal directions	Maximum exclusion period increases from 48 to 72 hours, with a mandatory review at 48 hours.	Update authorisation and recording processes; plan the 48-hour review; link extended respite to PPSG problem solving so displacement or recurrence is addressed.
Higher fixed penalties	Maximum fixed penalty for breach of a PSPO or CPN increases from £100 to £500.	Review local penalty levels and decision-making; ensure proportionality, equality analysis, communication, collection arrangements and enforcement policy; avoid measuring success solely through notices issued.
ASB Case Review amendments	The Act amends the statutory review framework. Detailed local procedure must reflect commenced provisions and updated statutory guidance.	Complete a legal and procedural check of thresholds, responsible bodies, publication, victim communication, data capture and governance reporting.

10.2 Strategic significance

The Act increases the range and potential force of the partnership response, but it also increases the need for disciplined governance. Respect Orders will require credible positive requirements, service capacity and monitoring. Stronger penalties require consistent and proportionate policy. Extended dispersal powers can provide respite but will not solve an entrenched location without follow-on problem solving. ASB case-review reform reinforces the need for visible assurance and learning.

The Strategic Board should therefore oversee readiness rather than direct individual legal decisions. A six-month readiness programme should cover the legal framework, commencement, policy, delegated authority, workforce training, evidence standards, information sharing, equality impact, communications, service capacity for positive requirements, enforcement and performance reporting.

11 Suggested terms of reference

Element	Proposed position
Purpose	Provide strategic governance, assurance and improvement of Haringey's partnership response to ASB and street-scene harm.
Accountability	Report to the Community Safety Partnership; escalate material risks, unresolved barriers and decisions requiring CSP authority.
Scope	ASB demand and harm; repeat locations, premises and people; high-harm and complex cases; street scene; ASB case-review assurance; powers readiness and effectiveness.
Exclusions	No direction of police operational tasking; no routine rehearing of individual cases; no duplication of PPSG or High Harm Panel action management.
Chair	Senior council officer with authority across community safety and relevant services, supported by a named vice-chair from a principal partner.
Core membership	Community Safety, Police, Housing, Public Health, Environmental Services, Legal, Adult and Children's Safeguarding, Licensing, substance-misuse services and relevant housing providers. Others attend according to agenda.
Frequency	Initially every six weeks while the model is established, moving to quarterly once referral routes, reporting and delivery discipline are embedded.
Decision rights	Set partnership assurance requirements; agree priority locations; commission improvement activity; resolve ownership; escalate barriers; require recovery plans within partners' lawful responsibilities.

Element	Proposed position
Information	Concise performance dashboard plus exception reports. Personal data only where necessary, lawful and proportionate to the Board's function.

12 Performance framework

The Board should use a limited set of measures that connect activity with change. Measures should be disaggregated by location, tenure and relevant equality or vulnerability characteristics where lawful and meaningful.

Outputs showing delivery	Outcomes showing change
Priority locations and high-harm cases with named leads and agreed plans.	Reduction in repeat ASB reports, crime or calls at priority locations.
Referrals accepted, redirected or returned within the agreed standard.	Reduced harm and improved safety for repeat or vulnerable victims.
Multi-agency plans agreed and reviewed within timescale.	Reduced repeat victimisation and perpetration.
Actions completed, overdue or escalated.	Fewer repeat ASB case-review applications and fewer cases returning after closure.
ASB case reviews completed and recommendations implemented.	Improved victim satisfaction and confidence in agency response.
Powers used, complied with, breached and enforced.	Improved environmental conditions and resident feelings of safety.
Cases and locations closed against an agreed closure test.	Reduced avoidable demand across police, council, housing and partners.

The central assurance question should be: What has changed for the victim, location and community? Completion of activity is necessary, but it is not itself evidence of impact.

13 Implementation plan

Timing	Action	Lead or participants
First 60 days	Confirm sponsor and chair; map all meetings and reporting; agree interim definitions for place, premises, high harm and complex case; establish baseline ASB case-review demand.	Community Safety with Police, Public Health, Housing and relevant council services.
Days 61-90	Draft terms of reference and referral protocol; agree panel thresholds; design dashboard; identify two or three pilot street-scene locations; map ASB powers and authorisations.	Task and finish group reporting to the proposed Board.
Months 4 to 6	Launch Board; begin exception reporting; implement standard referrals; commence pilot location plans; agree High Harm Panel development plan; start Crime and Policing Act readiness tracker.	Board members and operational forum chairs.
Months 4 to 6	Review duplication and throughput; audit a sample of referrals and closures; report ASB case-review themes; assess early location outcomes; address capacity or legal barriers.	Strategic Board, with assurance to CSP.
	Provide CSP with an evaluation and recommendations on permanent frequency, membership, thresholds, performance measures and resources.	Board chair and Community Safety lead.

14 Risks and safeguards

Risk	Safeguard
The Board becomes another operational meeting.	Use exception reporting; prohibit routine line-by-line case discussion; require operational matters to remain with the appropriate delivery forum.
Perceived governance over police activity.	State explicitly that police tasking remains within police command; focus partnership assurance on agreed collaborative outcomes and referrals.
Duplicate ownership between PPSG and High Harm Panel.	Assign one lead forum, one accountable lead and one shared outcome for dual-track cases.
Overuse or inconsistent use of enforcement powers.	Require lawful thresholds, proportionality, equality consideration, legal advice where appropriate and outcome review.
Street-scene activity focuses only on visible enforcement.	Require each plan to consider enforcement, environment, prevention and support, and community confidence.
Personal information is shared too widely.	Define lawful purpose, minimum necessary information, membership and secure reporting arrangements.
Increasing ASB case-review demand overwhelms the process.	Monitor capacity, timeliness and recurring causes; use thematic learning to reduce repeat system failure.
Success is measured by activity alone.	Pair every output measure with an outcome measure and require evidence-based closure.

15 Conclusion

Haringey has the foundations of an effective delivery system. The opportunity is to connect them more deliberately. A Strategic ASB and Street Scene Board would create a clear line from CSP priorities to partnership delivery, without displacing police operational leadership. Clear referral routes would allow PCFF to direct problematic locations and premises to PPSG and high-harm or complex individual cases to the Cuckooing and High Harm Panel. Aggregate oversight of ASB case reviews would convert growing demand into organisational learning. Embedding street scene in the same model would align enforcement, environmental improvement, prevention, support and community confidence around the places residents experience as unsafe.

The test of the model should not be whether more meetings take place or more actions are recorded. It should be whether repeat harm reduces, places improve, victims receive a more coordinated response and communities can see and feel the difference.

Sources and legislative references

Anti-social Behaviour, Crime and Policing Act 2014: <https://www.legislation.gov.uk/ukpga/2014/12/contents>

Crime and Policing Act 2026: <https://www.legislation.gov.uk/ukpga/2026/20/contents>

Home Office Crime and Policing Bill antisocial behaviour factsheet updated 5 June 2026:

<https://www.gov.uk/government/publications/crime-and-policing-bill-2025-factsheets/crime-and-policing-bill-antisocial-behaviour-asb-factsheet>

Home Office Circular 004 2026 Crime and Policing Act 2026 commencement information:

<https://www.gov.uk/government/publications/circular-0042026-crime-and-policing-act-2026>

Home Office statutory guidance for frontline professionals on ASB powers:

<https://www.gov.uk/government/publications/anti-social-behaviour-crime-and-policing-bill-anti-social-behaviour>

Haringey Council borough-wide Public Spaces Protection Order:

<https://haringey.gov.uk/community/community-safety-anti-social-behaviour/public-spaces-protection-orders>

Legislative position checked on 17 September 2026. Operational use must follow the provisions in force at the relevant time, current statutory guidance and local legal advice.

Appendix C – Hate Crime Highlight report

Report to	e.g. Haringey CSP			
Report covering	Hate Crime			
Date	September 2026			
Author	Elvan Asutay			
RAG Assessment (Red(R), Amber(A), Green(G))	April – June	July – Sept	Oct-Nov	Dec-Jan
Summary of key areas.	In accordance with 'No Place for Hate' Haringey's strategy for tackling hate crime 2024-2027 1) Raise awareness, 2) Consult and build understanding, 3)Increase reports, 4) Improve support for victims and witnesses, 5) Multi agency approach			
Performance update Against KPIs	1. Consult with residents and community groups to build our understanding of hate crime: Continued engagement with residents, community organisations and faith groups across the borough to better understand their experiences of hate crime and hate incidents, including barriers to reporting. 2. Increase reporting of hate incidents: A six-week borough-wide communications campaign ran during August and early September to address underreporting. Using the image of a missing puzzle piece, the campaign explained how unreported incidents leave gaps in our understanding of hate crime across Haringey. In response to increased graffiti, a targeted poster and information for park users set out how to report hateful graffiti. Community partners were also briefed through Multi-Faith Forum meetings on reporting routes and why every report matters. 3. Improve support for victims and witnesses of hate crime to enhance trust and confidence in the process: Continued engagement with Jewish and Muslim communities in response to reported antisemitic and Islamophobic incidents. Worked with the police and Anti-Social Behaviour (ASB) teams on neighbourhood disputes involving hate incidents, with a focus on identifying appropriate support for those affected. 4. Adopt a multi-agency approach with community safety partners: Worked with Community Safety and council teams, including Waste, Parks, Communications, ASB and Prevent, to coordinate responses to hateful graffiti and other hate incidents and help manage community tensions.			

Highlights – Matters of Note (Achievements or noteworthy requiring action)	-The increase in antisemitic graffiti in Markfield Park prompted a coordinated response from council and community safety partners. The campaign encouraging residents to report hateful graffiti has been welcomed by park users. -A six-week communications campaign ran over the summer to encourage reporting and reinforce Haringey's zero-tolerance approach to hate crime. Contributions from the Leader of the Council, Cllr Blake, and the lead member for communities, Cllr Aksit, helped give the campaign visibility and demonstrate a proactive approach to communicating with residents. -Planning began in May 2026 for lunchtime awareness sessions on anti-Muslim hostility and antisemitism for council staff during Hate Crime Awareness Week. The sessions have been promoted internally to support staff understanding of these forms of hate crime.
Short term risks and Inhibitors	-Low confidence in reporting processes among some affected communities may discourage people from reporting hate crimes and incidents, limiting our understanding of their scale and impact. -Ongoing tensions in the Middle East may heighten anxiety among residents with personal or family connections to the region and contribute to community tensions in Haringey. Monitoring concerns, engaging with communities and coordinating responses with partners require sustained officer time and attention.
Medium-long term emerging risks.	-Underreporting may continue to obscure the scale of hate crime in Haringey. -Low trust in public institutions may reduce engagement from affected communities. -Growing intolerance online and locally may normalise hate incidents. -Conflict in the Middle East may continue to cause distress locally and increase the risk of antisemitic and anti-Muslim hate incidents/graffiti.
Funding opportunities	
Priority areas for next Quarter	Hate Crime Awareness Week 2026 -12 October: An online lunchtime session for Haringey Council staff on understanding antisemitism and being an ally delivered by the Community Security Trust. -13 October: An online lunchtime session for council staff on anti-Muslim hostility, delivered by the British Muslim Trust.

	-Throughout the week: School assemblies and resources on different forms of hate crime. Faith leaders from the Haringey Multi Faith Forum will visit schools to introduce themselves and discuss inclusion and community cohesion. -14 October: A Groundswell Project workshop on countering hate at a voluntary and community sector network meeting. -15 October: The Three Boroughs, One Message community engagement event with Haringey council, Islington council and Hackney council outside Finsbury Park Station. The event will promote hate crime reporting and raise awareness of LGBTQI+ and disability hate crime. -16 October: A Follow Your Art community art session at Hornsey Library focusing on online hate. -Throughout the week: Communications will reinforce hate crime awareness, reporting routes and the importance of reporting every incident.
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HATE CRIME AWARENESS WEEK
OUR PLAN

Building safer, stronger and more united communities in Haringey.

Haringey COUNCIL
Challenge hate. Build together.

Understanding Anti-Muslim Hostility
All Haringey Council staff

13th October
12pm – 1pm
Teams

Lunchtime training session conducted by the British Muslim Trust for all staff at Haringey Council.

BRITISH MUSLIM TRUST

Understanding Antisemitism:
Awareness and Allyship for All Haringey Council Staff

12th October
12pm – 1pm
Teams

Lunchtime awareness raising session conducted by Community Safety Trust for all staff at Haringey Council.

COMMUNITY SAFETY TRUST

Schools / Education (All week)

- Assemblies and resources for students and staff in schools on all forms of hate crime.
- Faith leaders from Haringey Multi Faith Forum will visit schools to introduce themselves and highlight the importance of inclusion and community cohesion.

Follow Your Art – Hornsey Library Session

16th October
3pm – 5pm
Hornsey Library

An interactive community art session with local artists that will focus on Online Hate throughout the art session with members of the community.

HORNSEY LIBRARY

Groundswell Project – VCS Network Countering Hate Session

14th October
12pm – 2pm
VCS Network Meeting

Communities countering hate workshop at a Voluntary Community Sector meeting.

Groundswell Project

THREE BOROUGH, ONE MESSAGE EVENT
Haringey, Islington and Hackney Council Community Engagement Event

15th October
3pm – 6pm
Outside Finsbury Park Station

A collaborative event bringing our three boroughs together to stand against hate, promote reporting of hate crime and raise awareness of LGBTQI+ and Disability hate crime.

Haringey COUNCIL | ISLINGTON | Hackney

FINSBURY PARK

ALL WEEK: SCHOOLS OFFER

- Assemblies for students
- Resources for students & staff
- Covering all forms of hate crime

COMMUNICATIONS & AWARENESS

- General comms from mid August that will tackle underreporting of hate crimes.
- During the awareness week we will have:
 - General hate crime awareness comms
 - Comms that will target residents and housing areas

Help us understand the bigger picture.

In an emergency always dial **999**.
For non-emergencies dial **101** or report online at report-it.org.uk

Appendix D – Serious Violence Highlight report

Report to	Haringey Community Safety Partnership			
Report covering	Serious Violence			
Date	Highlight Report October 2026			
Author				
RAG	Oct-Dec 25	Jan – March 26	April-June 26	July-Sept 26
Assessment Red(R), Amber(A), Green(G)				
Summary of key areas	At the start of the financial year, a comprehensive review was undertaken of the Violence Reduction Action Plan. (VRAP) The Violence and Vulnerability Reduction Action Plan 2025/26 demonstrates a broad and increasingly mature whole-system approach to violence reduction. It contains significant activity across governance, enforcement, education, safeguarding, neighbourhoods, vulnerability, diversion and Violence Against Women and Girls. A particular strength is that the plan extends well beyond a narrow focus on knife crime or enforcement. It recognises the relationship between violence and educational exclusion, trauma, exploitation, inequality, housing instability, online harms, neighbourhood conditions and access to protective relationships and opportunities. There is particularly strong activity relating to children and young people, including school inclusion, transition, persistent absence, contextual safeguarding, disproportionality, adultification, care experience, online harms and the risk of young people becoming NEET. The increasing use of trusted adults, mentoring, youth work, community organisations and place-based interventions also provides a strong foundation for prevention. The principal opportunity is not about creating additional activity but bringing the existing activity together into a clearer violence-reduction framework, strengthening accountability and demonstrating impact. See Appendix for Full report on VRAP that has a series of recommendations A presentation on some of the work in relation to the Young People at Risk Strategy links to this highlight report			

Performance update Against KPIs	Data from MPS Tableau¹. <table><tr><th></th><th>Robbery</th><th>Violence Against Person</th><th>Sexual Offences</th><th>Possession of Weapons</th></tr><tr><td>Haringey</td><td>-11.6%</td><td>+7.8%</td><td>+2%</td><td>+2%</td></tr><tr><td>Enfield</td><td>-6.2%</td><td>+9.8%</td><td>+15.9%</td><td>+15.9%</td></tr><tr><td>Barnet</td><td>+ 27.6%</td><td>+13.7%</td><td>+6.9%</td><td>+21%</td></tr><tr><td>Hackney</td><td>-8.8%</td><td>+2.3%</td><td>+2%</td><td>+1.5%</td></tr><tr><td>Islington</td><td>+1.7%</td><td>+12.4%</td><td>+14.7%</td><td>+14.7%</td></tr></table>		Robbery	Violence Against Person	Sexual Offences	Possession of Weapons	Haringey	-11.6%	+7.8%	+2%	+2%	Enfield	-6.2%	+9.8%	+15.9%	+15.9%	Barnet	+ 27.6%	+13.7%	+6.9%	+21%	Hackney	-8.8%	+2.3%	+2%	+1.5%	Islington	+1.7%	+12.4%	+14.7%	+14.7%
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Hackney	-8.8%	+2.3%	+2%	+1.5%																											
Islington	+1.7%	+12.4%	+14.7%	+14.7%																											
Highlights: Matters of Note (Achievements)	Funding - LBH has successfully bid for several funding streams that are designed specifically in relation to serious violence. - LAST F/YEAR : Additioal CCTV + enviro improvements in Seven Sisters delivered <u>before the end of the f/year.</u> (was very challenging to achieve - £160) - NEW: Op Poros (Knife Crime Reduction for Wood Green £71k (Outreach and enviro improvements), Seven Sisters £170k (Outreach and enviro improvements) & Finsbury Park £100k – enviro improvements) - NEW: Robbery (£71k) (Outreach + Patrols) – Wood Green + Seven sisters - LCPF (£552k) – Gangs Team, VAWG, Substance Misuse - VRU funding (£200k) – ASB Cuckooing, Outreach - My Ends Funding Links to Exploitation - The partnership recognises the links between exploitation, vulnerability and risk. A new strategic MACE has been introduced that is already yielding results in respect of joint working																														
Short term risks and Inhibitors	- Opportunity to ensure focus on repeat offenders, and ensure vulnerable cohort transitioning from childhood to adulthood progresses - Staff changes has moved through career development. Recruitment underway for replacement.																														
Medium-long term emerging risks.	Complexity of need! The system is seeing greater levels of complexity in respect of those at risk of/perpetrating violence. This is a feature of the overall community safety landscape.																														

¹ Source: [Monthly Crime Data New Cats | Tableau Public](#)

Funding opportunities	• New round of MyEnds fundings • Mayors fund regarding Youth provision
Priority areas for next Quarter	• Progressing recommendations from the VRAP assessment and integrate with the work regarding the new Community Safety Strategy

APPENDIX D1

COMMUNITY SAFETY PARTNERSHIP BRIEFING

Violence and Vulnerability Reduction Action Plan 2025/26

Review, Emerging Findings and Opportunities for Development

October 2026

1. Executive Summary

The Violence and Vulnerability Reduction Action Plan 2025/26 demonstrates a broad and increasingly mature whole-system approach to violence reduction. It contains significant activity across governance, enforcement, education, safeguarding, neighbourhoods, vulnerability, diversion and Violence Against Women and Girls.

A particular strength is that the plan extends well beyond a narrow focus on knife crime or enforcement. It recognises the relationship between violence and educational exclusion, trauma, exploitation, inequality, housing instability, online harms, neighbourhood conditions and access to protective relationships and opportunities.

There is particularly strong activity relating to children and young people, including school inclusion, transition, persistent absence, contextual safeguarding, disproportionality, adultification, care experience, online harms and the risk of young people becoming NEET. The increasing use of trusted adults, mentoring, youth work, community organisations and place-based interventions also provides a strong foundation for prevention.

The principal opportunity is not about creating additional activity but bringing the existing activity together into a clearer violence-reduction framework, strengthening accountability and demonstrating impact.

The existing programme can usefully be understood through a prevention continuum:

Universal Prevention → Secondary/Targeted Prevention → Tertiary/Intensive Intervention

(See Appendix A)

This would help the Partnership demonstrate that violence reduction is not a collection of individual projects, but an integrated system designed to: - prevent vulnerability, identify emerging risk, intervene early, protect victims, disrupt those causing harm and reduce repeat violence.

The CSP is invited to endorse a small number of practical actions to strengthen this approach during 2026/27.

Recommendations

1. **Note** the breadth and strength of the existing Violence and Vulnerability Reduction Action Plan.
2. **Endorse** the use of a Universal–Secondary–Tertiary prevention framework to provide greater clarity to the Partnership's overall violence-reduction approach.
3. **Agree** that the next iteration of the plan should place greater emphasis on outcomes and impact, alongside delivery activity.
4. **Request** the development of a small suite of strategic outcome indicators for consideration by the CSP.
5. **Support** greater focus on repeat perpetrators, repeat victimisation and those individuals generating the greatest harm.
6. **Support** the further development of Housing and Registered Social Landlords as partners within the violence-reduction system.
7. **Endorse** continued development of place-based prevention, including MyEnds and targeted neighbourhood approaches, with particular emphasis on community capacity and long-term change.
8. **Agree** that future reporting should increasingly identify what should be **continued, strengthened, expanded or stopped**, based upon available evidence of impact.

2. Purpose

This briefing provides the Community Safety Partnership with an assessment of the Violence and Vulnerability Reduction Action Plan (VRAP)

- an overview of the principal strengths of the current Violence and Vulnerability Reduction Action Plan;
- an assessment of the emerging prevention model;
- consideration of how impact might be better demonstrated;
- areas where the current approach could be strengthened; and
- a series of achievable actions for consideration by the Partnership.

3. Overall Assessment

The current plan represents a **substantial and comprehensive partnership response** to violence and vulnerability.

27 actions across eight broad areas:	Recognition that serious violence does not occur in isolation.
---	---

	Vulnerability can develop through a combination of:
1. Governance 2. Analysis and Enforcement 3. Reducing Access to Weapons 4. Safeguarding and Educating Children and Young People 5. Communities and Neighbourhoods 6. Victims and Vulnerability 7. Positive Diversion 8. Violence Against Women and Girls	• disengagement from education; • persistent absence and exclusion; • poverty and inequality; • trauma; • exploitation; • exposure to domestic abuse and other violence; • unstable housing; • lack of trusted relationships; • online harms; • involvement in offending peer groups; and • limited access to employment, training and positive opportunities.

The plan therefore increasingly reflects a **public-health approach to violence reduction**, addressing both the immediate manifestations of violence and the conditions which increase the likelihood of violence occurring.

4. Prevention Continuum

Although not presently expressed consistently in these terms, much of the existing activity can be organised within a **Universal – Secondary – Tertiary prevention framework**.

Adopting this approach would provide a clearer strategic narrative and make it easier for the CSP to identify both duplication and gaps.

Much of the existing activity can be organised within a Universal – Secondary – Tertiary prevention framework.

UNIVERSAL PREVENTION <i>Preventing vulnerability</i>	SECONDARY PREVENTION <i>Responding to emerging risk</i>	TERTIARY PREVENTION <i>Reducing harm and recurrence</i>
Strengthen protective factors before vulnerability or violence emerges.	Act when risk is becoming more apparent for people, families, groups or places.	Respond when significant violence, victimisation or offending has already occurred.
CORE ACTIVITY • Healthy relationships and safer attitudes • Inclusion, attendance and safeguarding • Online safety and public awareness • Youth, community and neighbourhood activity	CORE ACTIVITY • Absence, exclusion, SEND and risk of NEET • Vulnerable transitions and care experience • Contextual safeguarding and exploitation • Domestic abuse, trusted adults and mentoring	CORE ACTIVITY • Diversion and intensive safeguarding • Support after serious violence or exploitation • Relocation and intensive youth support • Repeat victims and repeat violent offenders • High-harm perpetrators and offender management

• Belonging, opportunity and feelings of safety	• Targeted neighbourhood, youth and family support	
RESILIENCE • BELONGING • KNOWLEDGE • OPPORTUNITY	EARLIER IDENTIFICATION • EARLIER INTERVENTION	REDUCE HARM • DISRUPT RISK • PREVENT RECURRENCE
WHOLE POPULATION / LARGE GROUPS	IDENTIFIED PEOPLE • FAMILIES • PLACES	SIGNIFICANT OR REPEATED HARM

PROGRESSION OF NEED → increasing focus, intensity and coordination

I

IMPACT ACROSS EVERY TIER: safer communities • reduced vulnerability • less serious and repeated harm • improved confidence

4.1 Universal Prevention – Preventing Vulnerability

Universal activity seeks to strengthen protective factors across the whole population or large population groups before vulnerability or violence emerges.

The central aim is to increase resilience, belonging, knowledge, opportunity and protective relationships, while reducing the conditions within which violence can develop.

4.2 Secondary Prevention – Identifying and Responding to Emerging Risk

Secondary prevention concentrates on individuals, families, groups and places where risk is becoming more apparent.

This is one of the strongest components of the existing plan.

The key principle is **earlier identification and earlier intervention**, before vulnerability develops into serious or repeated harm.

4.3 Tertiary Prevention – Reducing Harm and Preventing Recurrence

Tertiary interventions are required when significant violence, victimisation or offending has already occurred.

See Appendix for full list of Universal, Secondary and Tertiary interventions

5. Strengths of the Current Approach

5.1 Children and Young People

The plan demonstrates particularly strong recognition of the relationship between education and vulnerability to violence. A particular strength is the Young people at Risk Strategy.

There is attention to:

- exclusion;
- persistent absence;
- lost learning;
- transitions between schools;
- reintegration;
- alternative provision;
- elective home education;
- SEND;
- care experience; and
- progression into education, employment or training.

This represents a significant shift from responding only once violence occurs towards tackling some of the conditions associated with later vulnerability.

5.2 Disproportionality and Equalities

The plan appropriately recognises that violence and vulnerability do not affect all communities equally.

The focus on:

- Black and Global Majority young people;
- adultification;
- girls and young women;
- care-experienced children;
- SEND; and
- communities experiencing socioeconomic disadvantage

provides an important foundation for ensuring that intervention is both proportionate and equitable.

5.3 Place-Based Prevention

The plan recognises that serious violence is often highly geographically concentrated. Activity including MyEnds, targeted neighbourhood interventions, hotspot responses and Northumberland Park-related work provides an opportunity to align:

- enforcement;
- youth provision;
- environmental improvements;
- community-led action;

- trusted adults;
- schools;
- housing;
- health; and
- local voluntary organisations.

The longer-term opportunity is to move from addressing incidents in particular locations to **changing the conditions which sustain violence within those places**.

5.4 Protective Factors

The plan increasingly recognises that violence reduction requires more than identifying risks.

Protective factors include:

- trusted adults;
- strong family relationships;
- attachment to education;
- stable housing;
- meaningful activities;
- employment and training;
- positive peer networks;
- community belonging; and
- access to timely support.

This is a particularly important feature of a credible public-health approach.

6. Demonstrating Impact

The plan contains significant activity, but the next stage should place greater emphasis on demonstrating:

What changed as a result?

There is currently a risk that performance is predominantly described through activity, for example:

- meetings held;
- programmes delivered;
- young people engaged;
- staff trained;
- referrals made; or
- initiatives established.

These remain important **outputs**, but they do not by themselves demonstrate whether violence or vulnerability has reduced. A stronger performance framework should therefore distinguish between:

Inputs	Resources, funding, staff and partnerships.
Activities	Interventions, programmes, enforcement and engagement.

Outputs	Numbers engaged, referrals completed, sessions delivered and interventions undertaken.
Outcomes	Changes in behaviour, vulnerability, offending, victimisation, education, employment, safety or engagement.
Impact	Reduction in serious violence, repeat victimisation, repeat offending and inequalities.

For example:

Trusted Adult Intervention

Trusted adults and youth workers

- targeted engagement
- young people completing interventions
- stronger engagement with education/support and reduced risk
- reduced repeat involvement in violence.

Similarly:

Educational Inclusion

Improved attendance and inclusion activity

- earlier intervention with young people at risk
- fewer lost-learning days and exclusions
- greater engagement with education
- reduced vulnerability to exploitation and violence.

The Partnership does **not need to create large numbers** of new measures. A **small number of meaningful outcome indicators** would provide considerably stronger assurance than a large number of activity measures.

7. Areas for Further Development

7.1 Repeat and High-Harm Perpetrators

Greater visibility should be given to individuals who repeatedly cause significant harm.

This should include consideration of:

- repeat violent offenders;
- probation and licence cases;
- domestic abuse perpetrators;
- individuals associated with repeated exploitation;
- repeat weapon possession; and
- people repeatedly discussed across partnership forums.

The question should increasingly become:

Who is causing the greatest harm, and what is the collective partnership response?

7.2 Repeat Victimisation

The same principle applies to victims.

Repeated victimisation should trigger consideration of:

- cumulative risk;
- previous incidents;
- safeguarding;

- housing;
- exploitation;
- domestic abuse;
- trauma;
- mental health;
- substance misuse; and
- protective relationships.

7.3 Housing

Housing has a potentially significant role within the violence-reduction system.

This could include:

- identifying vulnerability;
- cuckooing and exploitation;
- safer relocation;
- neighbourhood intelligence;
- ASB;
- supporting repeat victims;
- identifying emerging hotspots; and
- engagement with young people and families.

There is an opportunity to strengthen engagement not only with Council Housing, but also with **Registered Social Landlords and other major housing providers operating across the borough.**

7.4 Community Capacity

Programmes such as MyEnds provide an opportunity to build sustainable community capability rather than simply commission short-term interventions.

Future activity should continue to support:

- community and youth co-design;
- grassroots organisations;
- trusted community leaders;
- local intelligence;
- capacity building; and
- stronger relationships between statutory agencies and communities.

7.5 Governance

The plan references a considerable number of boards, panels and partnership arrangements.

The CSP should ensure that the overall system remains clear:

Who owns the problem?

Where is performance considered?

Where is risk escalated?

Who is accountable for delivery?

Simplification and alignment of governance should therefore remain an ongoing consideration.

8. Proposed CSP Actions

The following actions are deliberately intended to be **practical and achievable**, rather than creating another major programme of work.

Action	Recommendation	Key Detail / Outcome	Timescale
Action 1 - Adopt a Prevention Framework	Reframe the Violence and Vulnerability Reduction Plan using a prevention model.	Structure the plan around Universal Prevention, Secondary/Targeted Prevention, and Tertiary/Intensive Intervention . This should provide an overarching framework showing where current activity sits and identify gaps, without requiring a full rewrite of the existing plan.	2027/28 plan refresh
Action 2 - Identify a Small Violence Reduction Outcome Set	Agree a concise set of strategic outcome measures.	Integrate approximately 5-8 high-level indicators to measure impact. Examples include: • Serious violence involving young people • Weapon-enabled violence • Repeat violent offending • Repeat victimisation • Exclusions and persistent absence among identified high-risk cohorts • NEET outcomes • Victim outcomes • Perceptions of safety in priority neighbourhoods Where possible, analyse by age, sex, ethnicity and geography to identify disproportionality.	Ongoing
Action 3 - Strengthen the Focus on Repeat Harm	Review existing arrangements for managing repeat harm.	Examine whether current partnership arrangements sufficiently identify and manage: • Repeat perpetrators • Repeat victims • Individuals repeatedly appearing across multiple partnership systems Build upon existing arrangements rather than automatically creating a new panel.	Ongoing
Action 4 - Strengthen Housing's Role in Violence Reduction	Bring together Council Housing and Registered Social Landlords (RSLs).	Develop a coordinated approach to housing's role in: • Vulnerability identification • Exploitation and cuckooing • Serious violence • Anti-social behaviour (ASB) • Relocation and safeguarding • Neighbourhood intelligence	Ongoing
Action 5 - Connect Place-Based Activity	Develop an integrated neighbourhood violence reduction model.	Use MyEnds and other neighbourhood initiatives to demonstrate how: Enforcement + Prevention + Community Development + Youth Provision + Environmental Improvement can operate as a single place-based model. Northumberland Park could provide an opportunity to demonstrate this approach.	Ongoing
Action 6 - Introduce	Undertake an annual CSP impact review	Review annually: • What did we do?	Annual CSP Review

Action	Recommendation	Key Detail / Outcome	Timescale
an Annual Impact Review	focused on outcomes and learning.	• Who did we reach? • What changed? • What appears to be working? • Where is violence or vulnerability increasing? • What should we stop, continue, expand or change? This will support a more evidence-led commissioning and delivery approach.	

9. Recommendations to the Community Safety Partnership

The CSP is asked to:

- ✚ **Note** the breadth and strength of the existing Violence and Vulnerability Reduction Action Plan.
- ✚ **Endorse** the use of a Universal–Secondary–Tertiary prevention framework to provide greater clarity to the Partnership's overall violence-reduction approach.
- ✚ **Agree** that the next iteration of the plan should place greater emphasis on outcomes and impact, alongside delivery activity.
- ✚ **Request** the development of a small suite of strategic outcome indicators for consideration by the CSP.
- ✚ **Support** greater focus on repeat perpetrators, repeat victimisation and those individuals generating the greatest harm.
- ✚ **Support** the further development of Housing and Registered Social Landlords as partners within the violence-reduction system.
- ✚ **Endorse** continued development of place-based prevention, including MyEnds and targeted neighbourhood approaches, with particular emphasis on community capacity and long-term change.
- ✚ **Agree** that future reporting should increasingly identify what should be **continued, strengthened, expanded or stopped**, based upon available evidence of impact.

10. Conclusion

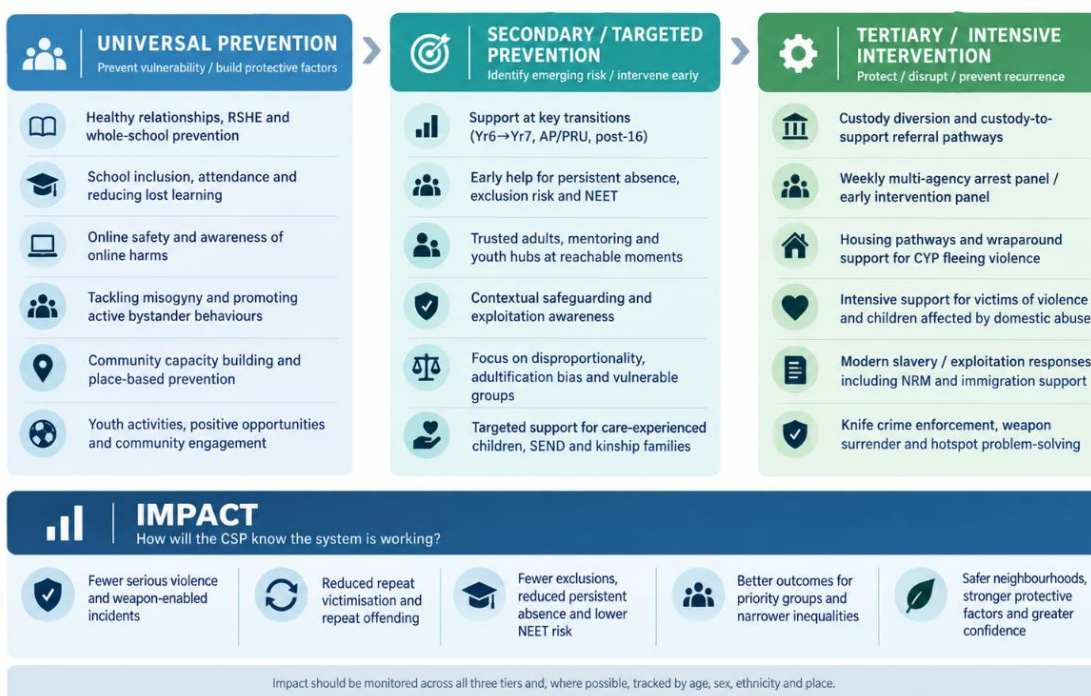
The current Violence and Vulnerability Reduction Action Plan provides a strong platform from which to develop the next phase of Haringey's violence-reduction approach.

The principal opportunity is not necessarily to do more. It is to connect what is already being done, strengthen accountability, fill identifiable gaps and demonstrate whether interventions are changing outcomes.

Appendix

Appendix: Haringey Violence Reduction Framework

Illustrative interventions drawn from the 2025/26 Violence & Vulnerability Reduction Action Plan



Appendix B

Appendix Full Mapping of activity

The examples below retain the complete activity set and distinguish current tertiary provision from areas where the plan could be strengthened.

Prevention tier	Activity examples 1	Activity examples 2	Activity examples 3
Universal prevention	- Healthy relationships and RSHE education - Online safety and awareness - Community engagement - Work to improve feelings of safety	- School inclusion and attendance work - Work to address misogyny and harmful attitudes - Youth activities - Public awareness and education	- Whole-school approaches to safeguarding - Bystander interventions - Neighbourhood-based prevention
Secondary prevention	- Persistent absence and lost learning - Young people at risk of becoming NEET - Contextual safeguarding - Trusted-adult and mentoring programmes - Young people displaying early indicators of offending or victimisation	- School exclusion and alternative provision - Vulnerable school transitions - Exploitation - MyEnds and other targeted neighbourhood activity - Targeted youth and family support	- Children with SEND - Care-experienced children and young people - Children experiencing domestic abuse - Hotspot locations
Tertiary prevention current activity	Custody diversion	Intensive exploitation interventions	- Safeguarding responses - Relocation from violence

	• Support for victims of serious violence • Intensive youth support	• Modern slavery interventions • Interventions following arrest or serious incidents	• Work with those already involved in violence
Tertiary prevention opportunities to strengthen	• Repeat violent offenders • Repeat victims • Testing whether interventions have actually reduced recurrence	• High-harm perpetrators • Serious violence associated with domestic abuse	• Probation and offender management • Individuals repeatedly appearing across partnership systems

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Title: Community Safety Statutory Responsibility Reports

Report for: Haringey Community Safety Partnership

Item number: 9

Title: Quarterly Update on Community Safety Partnership Statutory Responsibilities

Report authorised by : n/a

Lead Officer: Mark Wolski

Ward(s) affected: All

Report for Key/
Non Key Decision: None key decision

1. Describe the issue under consideration

- 1.1 This provides an updated on statutory responsibilities.

2. Recommendations

- 2.1 That the Partnership
- a) Note the overall assessment in relation to the statutory responsibilities
 - b) Ensure that matters of concern, barriers/risks to progress are subject to partnership discussion in order to identify solutions.

3. Reasons for decision

- 3.1 Local authorities, working through their **Community Safety Partnerships (CSPs)**, have a statutory responsibility under the **Crime and Disorder Act 1998** to work with key partners, including the police, health, fire and rescue services and probation, to develop and implement strategies to tackle crime, disorder and anti-social behaviour. This responsibility is supported by the **Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007**, which require partnerships to undertake a strategic assessment of local community safety issues and develop a partnership plan setting out their priorities and approach. [\[gov.uk\]](http://gov.uk), [\[legislation.gov.uk\]](http://legislation.gov.uk). The priorities under consideration result from the current Community Safety Strategy.

4. Alternative options considered
n/a

5. Background information

- 5.1 The update on progress in relation to statutory responsibilities enables partnership discussion, to ensure visibility of progress and the identification of barriers/risks. This enables solution identification that takes into account the complex nature of challenges.
- 5.2 The statutory responsibilities reported on this quarter to the CSP include; - Reduction of Re-offending, - Prevent and a recently introduced partnership delivery group in respect of Protect & Prepare.
- 5.3 Reduction of Re-Offending on this occasion is subject to a written report in relation to Integrated Offender Management, followed by a presentation at the partnership from the probation service
- 5.4 Prevent and the NEW Protect and Prepare work is subject to a Red-Amber-Green rated highlight report. Commentary is made in respect of highlights, risks/inhibitors and plans for the next quarter.

❖ **Red – High Risk / Critical Concern**

- Definition: Immediate action required. The issue is severe and may impact objectives, safety, or compliance.

❖ **Amber – Medium Risk / Caution**

- Definition: Some progress. Monitoring or mitigation is needed to prevent escalation.

❖ **Green – Low Risk / On Track**

- Definition: Good/satisfactory progress.

- 5.4 This approach of assessment has been in place for 1 year only and seeks to ensure that all priorities are subject to effective partnership assurance and governance.
- 5.5 The progress against these priorities should be seen against a backdrop of the local strategic assessment that is presented at the CSP separately.
- 5.6 Additional appendices / reports are also included within the highlight reports as follows.
 - Integrated Offender Management
 - Prevent
 - Protect and Prepare

6. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes’?

- 6.1 The statutory areas reported upon, contribute to the statutory responsibilities of the Partnership, including the councils Corporate Delivery Plan and ongoing commitment to safety.

7. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

7.1 Finance and Procurement
n/a

7.2 Legal
n/a

7.3 Equality

7.3.1 The development of plans and strategies are required to take into account the protected characteristics of our communities, as well as the intersection of other factors such as social deprivation and health that risk marginalisation and disproportionate impact. These matters are subject to continued assessment and at the point of strategy formulation.

8. Use of Appendices

- Appendix A Integrated Offender Management
- Appendix B Prevent
- Appendix C Protect and Prepare

9. Background papers

It is noted that all relevant papers will be presented and or summarised via PowerPoint.

Key decisions and action points will be highlighted on the presentation at CSP

Appendix A

**INTEGRATED OFFENDER MANAGEMENT
Performance Dashboard Report**

Haringey | 2026 Q2 (April to June)

1. Introduction

This report summarises the Haringey Integrated Offender Management (IOM) dashboard for 2026 Q2-(see Appendix 1). The dashboard reports a cohort of **45 nominals**, representing a 2.3% increase compared with the previous quarter.

The phase analysis indicates lower annualised offending and estimated crime cost after the IOM period than before it.

However, the most recent charge indicators shown on the dashboard identify continued reoffending within the cohort, and the dashboard itself notes that charge-based change data is deliberately lagged to allow offences time to progress to charge.

2. Key Dashboard Position

Measure	Position
Reporting period	2026 Q2 (April to June)
Total IOM nominals	45 (up 2.3%)
Male nominals	86.0%
Average days on IOM	1,167 days (down 24.0 days)
Charge reference quarter	2025 Q4 (October to December)
Charged offences	26 (up 73.3%)
Offenders charged	8 (no change)
Offenders charged in cohort	57 up 1.8%)

3 Cohort and Charge Profile

The dashboard records 45 nominals in Haringey for 2026 Q2. Men account for 86.0% of the cohort. In the charge profile visible on the dashboard, drugs account for 5 charged offences (35.7%), followed by a category recorded as “Non-compliance” with 3 (21.4%), and criminal damage and arson with 2 (14.3%). The source image is partially degraded for some category labels and values, so this report only reproduces figures that can be read with reasonable confidence.

3. Phase of Cohort Analysis

- a) The dashboard compares annualised offending across three phases: before, during and after IOM. The figures suggest a progressive reduction

in both offences per case and the estimated annual cost of crime across the three phases.

Measure	Before	During	After
Offences per year per case	4.9	3.6	2.1
Offences per year	1,372	1,005	474
Estimated cost of crime per year	£4,208,455	£3,197,149	£1,767,761
Estimated cost per year per IOM case	£15,138	£11,501	£7,686
Cost of crime per offence	£3,065	£3,181	£3,733

- b) On the dashboard figures, offences per year per case fall from 4.9 before IOM to 3.6 during IOM and 2.1 after IOM. Annualised offences fall from 1,372 to 1,005 and then 474.
- c) Estimated annual crime cost similarly reduces from approximately £4.21 million before IOM to £3.20 million during IOM and £1.77 million after IOM.
- d) These are descriptive dashboard comparisons and should not, on their own, be interpreted as proof that IOM caused the reductions.

4. Reoffending and Charges

The reoffending section relates to charges in 2025 Q4 (October to December). It records 26 charged offences, shown as a 73.3% increase, involving 8 offenders charged. Seven offenders are recorded as having been charged during the cohort period, a reduction of 12.5% on the comparator shown. These indicators point to continued offending risk among a smaller subset of the cohort and support continued case-level scrutiny of repeat or escalating offending.

5. Interpretation and Strategic Considerations

- a) The phase analysis presents a positive overall direction, with lower annualised offending after IOM than before or during the intervention period.
- b) The charge indicators show that reoffending remains a live issue within the cohort. Aggregate improvement should therefore be considered alongside the behaviour and risk profile of individual nominals.
- c) The rise in charged offences shown for the charge reference quarter warrants further examination to identify whether the increase is concentrated among a small number of individuals, offence types or locations.

- d) The long average time on IOM, reported as 1,167 days, may merit review alongside local exit criteria, case progression and the balance between intensive management and transition to mainstream arrangements.

6. Recommended Next Steps

- Review the nominals responsible for the 26 charged offences in the 2025 Q4 charge period and identify repeat, high-harm or escalating cases requiring partnership action.
- Examine the drivers behind the increase in charged offences, including offence type, concentration by individual and any recurring locations or victimisation patterns.
- Review cases with extended time on IOM to confirm that continued inclusion remains appropriate and that exit or step-down plans are in place where risk can be managed through other arrangements.
- Continue to triangulate dashboard data with operational intelligence, probation and police case information, safeguarding considerations and local performance measures before drawing conclusions about impact.
- Present future quarterly updates with a short narrative explaining significant movements and the actions taken in response.

7. Data Notes and Limitations

The dashboard states that Metropolitan Police Service data is sent quarterly and downloaded on 1 January, 1 April, 1 July and 1 October. It uses calendar quarters. Where change data is provided, the dashboard states that it is at least six months old to allow offences a defensible and reasonable period to progress to charge. Comparisons are made with the previous quarter. Because the supplied PDF is a dashboard image and some small text is not fully legible in extraction, figures in this report have been limited to values that can be read with reasonable confidence.

8. Conclusion

The 2026 Q2 Haringey IOM dashboard indicates a cohort of 45 nominals and an overall pattern of lower annualised offending and crime cost across the before, during and after phases. At the same time, the charge data highlights continuing reoffending among part of the cohort, including an increase in charged offences in the reference period. The operational priority should therefore be to sustain the apparent longer-term reduction while focusing partnership attention on individuals and patterns driving current offending.

Joe Benmore

Appendix 1. MOPAC IOM Dashboard



APPENDIX B PREVENT HIGHLIGHT REPORT

Report to	Haringey Community Safety Partnership			
Report covering	July-Sept 2026			
Date	18/09/2026			
Author	Ele Girling (Strategic Lead for Communities)			
RAG Assessment (Red(R), Amber(A), Green(G))	October-December 2025	January – March 2026	April – June 2026	July-Sept 2026
Summary of key areas	1. Participate in the yearly and quarterly performance review with the Home Office - completed for 2025/26 and feedback received 2. Capture and report on all Prevent related activity 3. Intervene early to support people susceptible to radicalisation 4. Enable people who have already engaged in terrorism to disengage and rehabilitate			
Performance update Against KPIs	1) We are now exceeding in all areas for Benchmarking – this will need to be maintained over the coming year with lower resource than the year 2025/26 2) Community tensions reduced compared to the previous quarter, which had required increase responses following the North London Arson Attacks, and Golders Green Terrorist Attacks was the primary outreach response required to support communities. 3) A Channel Panel runs monthly with representation from all statutory partners. Projects are being run with a variety of stakeholders for 2026/27, with projects focused on engaging young people, parents, professionals and communities. Topics will focus on Mental Health Nuance, Adult Social Care awareness, Fascination with Violence, Online Radicalisation and Risk, Ideological Narratives, and Conflict Resolution Skills. 4) Community engagement was targeted towards communities experiencing increased vulnerability and concern arising from national incidents and divisive narratives. Prevent works alongside other safeguarding initiatives to move people away from radicalisation or terrorism if they have engaged, including MAPPA and other safeguarding mechanisms.			

	5) Channel has been subject to Home Office inspection. Best practice has been noted and opportunities for development will be progressed.
Highlights – Matters of Note (Achievements)	- New Chair for Prevent Delivery Group – Director for Schools and Learning - New Protect and Prepare Board held 3 initial meetings to identify area's of risk and to develop the Council's resilience around the Protection of Premises (Martyn's Law) due to come in 2027. - Increased concern of terrorism risk, with the terrorism threat level increasing to Severe following arson attacks on a variety of North London settings, including Synagogues, and Persian news outlets. Communications sent to faith settings, internal staff and engagement planned with VCS around youth risk and the increase in risk over the summer. - Our Growing Hope Event with the Multi-Faith Forum in Haringey engaged over 60 individuals on the day, community leaders, councillors, faith groups and other local residents to stand against hate and extremism, to remember the Battle of Wood Green and reflect on the increase in targeted attacks up and down the UK. This was in response to the Terrorist Attack in Golders Green, to show that our communities stand together, but also was a space for all communities to be heard, and represented. - Community tensions remain heightened and continue to require significant officer time and partnership coordination.
Short term risks and Inhibitors	- Training is showing as a potential strategic risk. Prevent training is not mandatory across all sectors and services, resulting in inconsistent levels of awareness, confidence and referral capability. Whilst uptake is positive where training is offered, coverage remains dependent on local leadership priorities rather than a mandate. - Reduced team capacity continues to create delivery risk. Available resources are focused on statutory responsibilities

	and highest-risk activity, reducing capacity for broader engagement, communications and workforce development. - Staff / resource challenges: (a) Schools will move to a 'self-serve' model from December 2026. A plan is being put into place to prepare schools for the reduced capacity, with a focus on Projects delivering support and workshops, and referral support being streamlined through the main Prevent inbox. (b) Home Officer funding ends 31st March, and borough awaits details of 26/27 funding grant - Increase in case work nationally has raised concerns about delayed decision making and information sharing and feedback between partners.
Funding opportunities	- Increase Prevent training coverage across the partnership teams to future proof the service and safeguarding functions. - Mitigate the impact of reduced team capacity through prioritisation and partnership-led delivery models. (e.g. self-serve for schools and prioritising risk) - Collaborative regional bids have been developed with North London partners to maximise impact and achieve economies of scale.
Priority areas for next Quarter	- Resource plan to address next 3 months, and following f/year continuity owing to likely further reductions in funding - Community and VCS engagement around Prevent, Extremism, Online Safety and Radicalisation, and Venue Hire processes. - Engagement around Supplementary Schools and safeguarding practices. · - Work alongside joint agencies to ensure school support, community engagement and wider preventative work is able to be continued with changes in funding.

APPENDIX C

Report to	Haringey Community Safety Partnership			
Report covering	Protect and Prepare – Martyn's Law/Protection of Premises Act Q2 2026-2027			
Date	Sept 2026			
Author	Ele Girling (Strategic Lead for Communities – Prevent Lead)			
RAG Assessment (Red(R), Amber(A), Green(G))	April – June	July – Sept	Oct-Nov	Dec-Jan
	Not Tested			
Summary of key areas	- Recently established the Protect and Prepare board, with regular Board meetings and an agreed action plan focusing on Council Premises, Council Processes, and External and Public Realm Premises - Completed initial mapping of council premises, with further assessment against Martyn's Law requirements required. - Identified Haringey's priority public realm and crowded places with partners in attendance at the board. - Beginning the development of a communications and awareness strategy focused on businesses, schools, faith groups, event organisers and council staff. - Strengthened engagement with Counter Terrorism Policing and established links to protective security networks, training opportunities and emerging national guidance.			
Performance update Against KPIs	- Monthly Protect and Prepare Boards are driving activity and continuing to keep this on the agenda of relevant teams - Martyn's Law implementation period is until April 2027. Our action plan is currently in progress. More is required to feel ready for this implementation timescale. - Strong partnerships and relationships with our NATSCO colleagues and CT colleagues allows for intelligence and threat and risk update to be shared. - There is no resource for trainings or delivery around this, however we will be signposting to other organisations (e.g. CST) who deliver Martyn's Law awareness.			
Highlights – Matters of Note (Achievements)	- Protect and Prepare maturity has improved with clear governance and delivery structures now in place. On target for satisfactory progress against targets - Council premises review completed ahead of legislation implementation, providing a clear understanding of potentially qualifying sites. - Comprehensive mapping exercise undertaken to identify Haringey's highest-risk and highest-footfall locations. - Strong partnership established with Counter Terrorism Security Advisers and Protect Officers. - Active consideration of wider Protect and Prepare risks beyond Martyn's Law compliance, including public realm vulnerabilities and transport hubs.			

Short term risks and Inhibitors	• Limited clarity from the Security Industry Authority regarding future regulatory, inspection and enforcement arrangements. • No dedicated Protect and Prepare resource or officer capacity currently allocated to coordinate delivery. • Significant communications and engagement challenge due to the volume of businesses, venues, faith settings and event organisers requiring awareness raising. • Ongoing uncertainty regarding future workload implications for Licensing, Enforcement, Community Safety and operational services. • Inconsistent availability of national templates, risk assessment tools and implementation guidance.
Funding opportunities	
Priority areas for next Quarter	• Complete detailed assessment and reporting on qualifying council premises. • Develop risk assessment and prioritisation framework for the Board's identified top locations. • Launch communications and awareness programme for businesses, faith groups, schools, event organisers and community organisations. • Deliver member briefings and increase political awareness of Martyn's Law implications. • Deliver an ACT Operational tabletop exercise involving council services and partners. • Embed Protect and Prepare requirements into SAG arrangements, event planning and relevant assurance processes. • Strengthen collaboration with neighbouring boroughs and share emerging practice on Protect and Prepare governance. • Establish a public-facing webpage and self-service information hub to support borough-wide preparedness.

Title: Haringey Community Safety Strategy 2027-2031 Development

Report authorised by: Mark Wolski, Head of Community Safety

Lead Officer: Joe Benmore, IOM / Community Safety Strategic Lead

Ward(s) affected: Key crime wards

**Report for Key/
Non Key Decision:** Non key decision

1. Describe the issue under consideration

1.1 This report provides the Community Safety Partnership (CSP) with an overview of the proposed programme for the development of the new **Community Safety Strategy 2027–2031**.

1.2 The report sets out the proposed approach and timetable for:

- public consultation and community engagement;
- analysis and evaluation of consultation findings;
- development and drafting of the new strategy;
- engagement with partners and key stakeholders;
- CSP and internal governance;
- the formal Cabinet and Full Council approval process; and
- communications, design and publication of the final strategy.

1.3 The programme is intended to ensure that the new strategy is informed by the experiences and priorities of residents, partners and other stakeholders, while providing sufficient opportunity for the CSP to shape and oversee its development before it progresses through the Council's formal governance arrangements.

2. Recommendations

2.1 That the Board:

- a) Note the overall programme and key milestones for the development of the Community Safety Strategy 2027–2031.
- b) Note that the Crime and Disorder Survey launched on **14 September 2026** and will run for **12 weeks, until 20 December 2026**.
- c) Support the wider programme of community and stakeholder engagement accompanying the survey, including themed workshops, library engagement sessions, internal workshops and engagement with partner organisations.

- d) Endorse the proposed approach to evaluating the consultation findings and collaboratively developing the draft strategy with partners and stakeholders.
- e) Agree that the CSP should have an opportunity to consider and influence the emerging strategy as part of the proposed governance process, with a CSP Board review currently anticipated for **January 2027**, subject to confirmation.
- f) Note the proposed route through internal governance and statutory sign-off arrangements.
- g) Note the intention to seek Cabinet approval in **April 2027**, followed by Full Council ratification and publication of the final strategy in **July 2027**.
- h) Identify any additional areas of engagement, governance or partnership assurance that members consider should be incorporated into the development programme.

3. Reasons for decision

- 3.1 Local authorities, working through their **Community Safety Partnerships (CSPs)**, have a statutory responsibility under the **Crime and Disorder Act 1998** to work with key partners, including the police, health, fire and rescue services and probation, to develop and implement strategies to tackle crime, disorder and anti-social behaviour. This responsibility is supported by the **Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007**, which require partnerships to undertake a strategic assessment of local community safety issues and develop a partnership plan setting out their priorities and approach. [\[gov.uk\]](http://gov.uk), [\[legislation.gov.uk\]](http://legislation.gov.uk)

4 Alternative options considered

n/a

5. Background information

- 5.1 Work is underway to develop the Community Safety Strategy for the four-year period **2027–2031**. The programme is structured to move from evidence gathering and public engagement through consultation analysis, strategy development, partnership and corporate governance, political approval and final publication.
- 5.2 An important element of the development process is ensuring that the new strategy is informed not only by crime and disorder data and the wider strategic evidence base, but also by the experiences, perceptions and priorities of local communities and organisations working across the borough.
- 5.3 The Crime and Disorder Survey and associated engagement programme therefore represent an important first phase of strategy development. The findings will complement the wider evidence used to identify priorities and inform the direction of the final strategy.

- 5.4 The development process will also provide opportunities for members of the CSP and wider stakeholders to contribute to the strategy before it enters the formal Council governance process.

6. Crime and Disorder Survey and Public Consultation

- 6.1 The Crime and Disorder Survey was launched on **21 September 2026** and is being undertaken as a **12-week consultation, closing on 20 December 2026**.
- 6.2 The consultation is intended to provide residents and stakeholders with an opportunity to share their views on crime, disorder and community safety and to help identify the issues that should inform future priorities.
- 6.3 It is important that the consultation obtains views from as broad a cross-section of the borough as practicable. The online survey will therefore be supported by additional engagement activities intended to increase accessibility and provide alternative opportunities for people to participate.
- 6.4 The programme currently includes:
- approximately six themed workshops;
 - library drop-in sessions across **east, central and west localities**;
 - internal workshops; and
 - wider stakeholder engagement.
- 6.5 CSP partners have an important role in promoting participation through their networks and helping the partnership to reach communities and groups that may be less likely to engage through conventional online consultation methods.

7. Consultation Evaluation and Strategy Development

- 7.1 The evaluation and drafting stage is scheduled to take place between **November 2026 and January 2027**. The programme therefore deliberately provides some overlap between the latter stages of consultation and preparatory work associated with evaluating and drafting the strategy.
- 7.2 Following completion of the consultation, the intention is to complete the evaluation of the consultation findings within approximately **four weeks**.
- 7.3 The evaluation should provide the partnership with an understanding of:
- the principal community safety concerns raised by respondents;
 - differences in concerns or experiences between communities and localities;
 - themes emerging from workshops and other qualitative engagement;
 - stakeholder and partner perspectives;
 - areas of alignment between public concerns and the strategic evidence base; and

- issues requiring further consideration as the strategy is developed.

7.4 Consultation feedback will then inform development of the draft strategy. ***The programme proposes that the strategy is developed collaboratively with relevant partners and stakeholders***, rather than being produced solely through an internal Council drafting process.

7.5 This collaborative approach will be important in ensuring that the final strategy reflects the partnership nature of community safety and provides a framework around which agencies can align their respective activities and priorities.

8. Partnership and Internal Governance

8.1 Governance activity is scheduled primarily across **December 2026 to February 2027**, with some activity taking place in parallel with evaluation and drafting.

8.2 The programme currently anticipates that the CSP Board will consider the emerging strategy in **January 2027**, although the specific meeting date remains to be confirmed. Additional boards may also be engaged where required.

8.3 The CSP review will provide an important opportunity for partners to:

- consider the evidence arising from consultation;
- review the proposed strategic priorities;
- assess whether the strategy appropriately reflects partnership responsibilities;
- identify gaps or areas requiring strengthening;
- consider deliverability and partnership dependencies; and
- provide assurance before the strategy moves into the later stages of formal approval.

8.4 The proposed internal approval route includes review by the **Head of Service, Lead Member and Director**, alongside the wider internal governance requirements.

8.5 The programme indicates that statutory comments and relevant sign-offs should be secured by **15 February 2027**.

9. Cabinet and Full Council Approval

9.1 Following consultation, drafting and partnership governance, the strategy will progress through the formal political decision-making process.

9.2 The programme currently identifies the following milestones:

Date	Proposed milestone
4 January 2027	Cabinet pro-forma submitted
15 February 2027	Statutory comments requested
1 March 2027	Formal sign-off completed
19 March 2027	Informal Cabinet pack deadline
28 March 2027	Informal Cabinet session
1 April 2027	Final amendments completed
13 April 2027	Planned Cabinet approval
22 April 2027	Decision live date
July 2027	Planned Full Council ratification
July 2027	Final strategy publication

- 9.3 The programme therefore identifies **13 April 2027** as the planned Cabinet approval date, while separately identifying **22 April 2027** as the decision live date. These milestones should continue to be distinguished clearly through programme management and governance documentation.
- 9.4 Following Cabinet approval, the current intention is for the strategy to proceed to **Full Council in July 2027**, with final publication also planned for July 2027.

10. Communications and Publication

- 10.1 Communications activity forms an important part of the development programme, with communications involvement intended from the outset.
- 10.2 Initial communications activity should support awareness of and participation in the consultation and associated engagement opportunities.
- 10.3 Between **April and July 2027**, communications activity will increasingly focus on preparation of the final strategy, including design and branding.
- 10.4 The programme also provides for:
- updating relevant webpages;
 - production of the final published strategy;
 - preparation of printed copies; and

- distribution of printed material to libraries and other appropriate public spaces.

10.5 Communications planning should ensure that the publication of the new strategy explains how consultation findings have influenced the final priorities. This will help demonstrate to residents and stakeholders that participation in the consultation has had a meaningful role in the development process.

11. High-Level Programme Timeline

11.1 The overall programme can be summarised as follows:

Period	Programme phase
September to December 2026	Consultation and engagement
December 2026 to January 2027	Evaluation and strategy drafting
December 2026 to February 2027	Governance and sign-offs
January to April 2027	Cabinet process
July 2027	Full Council ratification and publication

11.2 There is deliberate overlap between a number of programme stages. This is necessary to meet the proposed approval timetable but means that effective programme management and timely decision-making will be particularly important.

12. Key Risks and Dependencies

12.1 The programme operates to a relatively structured timetable, with dependencies between consultation, analysis, drafting, CSP consideration, internal approvals and political governance.

12.2 The principal programme risks and dependencies include:

- a) **Consultation participation** Ensuring that the consultation generates sufficient participation and reaches a broad range of communities will be important to the robustness of the evidence used to develop the strategy.
- b) **Consultation analysis** The proposed four-week period for completing the evaluation will require appropriate analytical capacity and early preparation for coding, thematic analysis and reporting of both quantitative and qualitative feedback.
- c) **Governance timetable** Delays at the drafting or internal approval stages may place pressure on subsequent Cabinet deadlines. Governance

requirements should therefore continue to be monitored against the programme.

- d) Partnership engagement** The strategy is intended to be developed collaboratively. Timely input from CSP organisations will therefore be required, particularly around the proposed strategic priorities, partnership commitments and deliverability.
- e) CSP review** The proposed **January 2027 CSP Board review date remains to be confirmed**. Early confirmation is advisable to ensure that sufficient time is protected for the partnership to consider and influence the draft before subsequent sign-offs.
- f) Publication** Sufficient time will need to be retained following approval for final design, accessibility checks, communications preparation, webpage updates and production of any printed versions.

13. Equalities and Community Engagement Considerations

- 13.1 A central consideration throughout the consultation and strategy development process should be ensuring that engagement is inclusive and provides reasonable opportunities for different communities to participate.
- 13.2 The use of a combination of survey responses, workshops, stakeholder engagement and library-based activity provides different routes through which residents can contribute.
- 13.3 As the consultation progresses, participation should be monitored so that gaps in engagement can be identified and, where practicable, addressed through targeted activity.
- 13.4 The resulting strategy should also consider whether particular crime and community safety issues have disproportionate impacts on particular communities or groups, supported by the available evidence and consultation findings.

14. Partnership Implications

- 14.1 Community safety is inherently cross-cutting and the effectiveness of the new strategy will depend on coordinated action across CSP partners.
- 14.2 Partner organisations are therefore encouraged to:
 - promote the consultation through their own communication channels and networks;
 - support engagement with communities with whom they have established relationships;
 - participate in relevant workshops;
 - contribute data, intelligence and professional insight where appropriate;

- support development and challenge of the emerging strategic priorities; and
- identify opportunities for joint delivery once the strategy moves towards implementation.

14.3 As drafting progresses, consideration should also be given to how the strategic priorities will translate into clear outcomes, actions, partnership responsibilities and appropriate measures of progress.

15. Financial and Resource Implications

15.1 The programme will require officer capacity across consultation, engagement, analytical, policy, governance and communications functions.

15.2 Specific financial implications are not identified within the development programme presented to the CSP. Any additional resource requirements arising through development or implementation of the strategy should therefore be identified and managed through the appropriate governance and budget arrangements.

16. Next Steps

16.1 Subject to CSP consideration, the immediate next steps are to:

- a) Continue delivery and promotion of the Crime and Disorder Survey through to its scheduled closure on **20 December 2026**.
- b) Continue the wider programme of workshops, library-based activity and stakeholder engagement.
- c) Confirm the themes and arrangements for the proposed themed workshops.
- d) Prepare for structured evaluation of the consultation findings so that analysis can be completed within the proposed timeframe.
- e) Continue collaborative work with partners and stakeholders on development of the draft strategy.
- f) Confirm the **January 2027 CSP Board** review arrangements.
- g) Progress the required internal governance, statutory comments and sign-offs.
- h) Maintain oversight of the Cabinet timetable, with approval currently planned for **13 April 2027**.
- i) Prepare the strategy for Full Council ratification and final publication in **July 2027**.

17. Matters for CSP Discussion

17.1 Members are particularly invited to consider:

- whether the proposed consultation and engagement programme provides sufficient reach across Haringey's communities;
- whether there are specific communities, cohorts or stakeholders that would benefit from further targeted engagement;
- what role individual CSP partners can play in increasing participation;
- whether the proposed governance arrangements provide sufficient opportunity for CSP oversight and challenge;
- whether any additional partnership boards or governance forums should consider the emerging strategy; and
- how CSP partners should be involved in translating the final strategic priorities into measurable partnership activity.

18. Conclusion

18.1 The programme provides a structured route for developing the Community Safety Strategy 2027–2031, beginning with public consultation and stakeholder engagement and progressing through evaluation, collaborative drafting, partnership governance and formal political approval.

18.2 The current timetable anticipates completing the 12-week consultation in **December 2026**, progressing evaluation and drafting through the winter, obtaining **Cabinet approval in April 2027**, and taking the final strategy through **Full Council ratification and publication in July 2027**.

18.3 Active involvement from the CSP throughout this process will be important in ensuring that the final strategy is evidence-led, reflects community priorities, has strong partnership ownership and provides a clear basis for coordinated community safety activity over the period 2027–2031.

19. Contribution to strategic outcomes

19.2 This work contributes to the Mayor of London's Policing and Crime Plan and the Haringey Community Safety Strategy. It will also help to deliver Haringey's Borough Plan, Young People at Risk strategy, as well as the Violence and Vulnerability Reduction Action Plan (VVRAP). Officers and partners work strategically across related work areas and boards such as the Community Safety Partnership, Youth Offending, Safeguarding Children and Adults, Health and Wellbeing, Regeneration, Early Help.

20. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

n/a

20.1 Finance and Procurement

The LCPF funding supports existing Community Safety workstreams. Quarterly returns are required which give considerable detail about our expenditure and performance to date. Haringey has an excellent reputation for compliance on both fronts.

20.2 Legal

n/a

21. Use of Appendices

Appendix 1: Attached PowerPoint Presentation

22. Local Government (Access to Information) Act 1985