



## NOTICE OF MEETING

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### Safer Communities Executive Board

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THURSDAY, 3RD JUNE, 2010 at 11:00 HRS – COUNCIL CHAMBER, CIVIC CENTRE,  
HIGH ROAD, WOOD GREEN, N22 8LE.

**MEMBERS:** Please see the Membership List set out below.

#### AGENDA

**1. APOLOGIES**

To receive any apologies for absence.

**2. URGENT BUSINESS**

To consider any items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be considered under Item 18 below).

**3. DECLARATIONS OF INTEREST**

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

**4. MINUTES (PAGES 1 - 10)**

To confirm the minutes of the meeting held on 18 February 2010 as a correct record.

**GOVERNANCE ITEMS:**

**5. APPOINTMENT OF CHAIR FOR 2010/11**

To appoint a Chair for 2010/11.

**6. APPOINTMENT OF VICE-CHAIR**

To appoint a Vice-Chair to the Board for 2010/11.

**7. APPOINTMENT OF REPRESENTATIVE TO THE HSP STANDING LEADERSHIP CONFERENCE FOR 2010/11**

To appoint a representative to the HSP Standing Leadership Conference for 2010/11.

**8. CONFIRMATION OF MEMBERSHIP AND TERMS OF REFERENCE FOR 2010/11 (PAGES 11 - 18)**

To confirm the Boards Membership and Terms of Reference for 2010/11.

**DISCUSSION TOPIC:**

**9. COMMUNITY ENGAGEMENT**

A presentation will be given.

**BUSINESS ITEMS:**

**10. END OF YEAR PERFORMANCE AND PROJECT EXCEPTION REPORT (PAGES 19 - 30)**

**11. PARTNERSHIP PRIORITY PLAN 2010/11 (PAGES 31 - 36)**

**12. DRAFT COMMUNICATIONS PLAN 2010/11 (PAGES 37 - 64)**

**13. HARINGEY REDUCING RE-OFFENDING PROGRAMME 2010/2011 (PAGES 65 - 78)**

**14. SAFER COMMUNITIES RISK REGISTER (AMENDED) (PAGES 79 - 82)**

**INFORMATION ITEMS:**

**15. ACTION PLANS FOR SUB-BOARDS (PAGES 83 - 146)**

**16. COMMUNITY RESILIENCE PLAN (PAGES 147 - 152)**

**17. THREE YEAR PARTNERSHIP STRATEGY - UPDATE**

A verbal update will be provided.

**18. NEW ITEMS OF URGENT BUSINESS**

To consider any new items of Urgent Business admitted under Item 2 above.

**19. ANY OTHER BUSINESS**

To discuss any items of AOB.

**20. DATES OF FUTURE MEETINGS**

To note the dates of future meetings set out below:

- 7 October 2010, 11am, Council Chamber, Civic Centre
- 27 January 2011, 11am, Council Chamber, Civic Centre
- 21 April 2010, 11am, Council Chamber, Civic Centre

Ken Pryor  
Deputy Head of Member Services  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Xanthe Barker  
Principal Committee Coordinator  
Tel: 020-8489 2957  
Fax: 020-8881 5218  
Email: [xanthe.barker@haringey.gov.uk](mailto:xanthe.barker@haringey.gov.uk)

Published: 24 May 2010

<b>ORGANISATIONS</b>	<b>NO. OF REPS</b>	<b>NAME OF REPRESENTATIVE</b>
Haringey Council	8	<b>TBC</b> , Executive Member for Community Safety and Cohesion * <b>Kevin Crompton</b> , Chief Executive <b>Niall Bolger</b> , Director of Urban Environment <b>Peter Lewis</b> , Director of The Children and Young People's Service <b>Barbara Nicholls</b> , Adult, Culture and Community Services <b>Claire Kowalska</b> , Community Safety Strategic Manager <b>Marion Morris</b> , Drug & Alcohol Partnership Manager <b>Jean Croot</b> , Head of Safer Communities
NHS Haringey	1	<b>James Slater</b> , Director
Haringey Metropolitan Police	1	<b>Dave Grant</b> , Borough Commander
Haringey Fire Service	1	<b>Richard Mills</b> , Borough Commander
Haringey Probation Service	1	<b>Kate Gilbert</b> , Head of Service Delivery, Haringey
Homes for Haringey	1	<b>Paul Bridge</b> , Chief Executive
Mental Health Trust	1	<b>Lee Bojtor</b> , Director
Community Link Forum	3	<b>Saja Mughal</b> <b>Reverend Nims Obunge</b> <b>TBC</b>
HAVCO	1	<b>Pamela Pemberton</b> , Sector Engagement and Communications Manager
Metropolitan Police Authority	1	<b>Joanne McCartney</b> , Independent MPA Member
Haringey Magistrates Court	1	<b>Stephen Carroll</b> , Bench Legal Manager
Haringey Crown Prosecution Service	1	<b>Hywel Ebsworth</b>
<b>TOTAL</b>	<b>21</b>	

*\* This position will be formally confirmed at Annual Council on 24 May 2010*

**MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)**  
**THURSDAY, 18 FEBRUARY 2010**

**Present:** Councillor Nilgun Canver (Chair), Jean Croot, Hywel Ebsworth, Kate Gilbert, Dave Grant, Jennifer James, Claire Kowalska, Enid Ledgister, Marion Morris, Barbara Nicholls.

**In Attendance:** Xanthe Barker, Michael Buraimoh, Chris Hannington, Wayne Longshaw, Rob Mack, Eliza Meechan, Yemisi Onisbere, Sonia Wilson.

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>	<b>ACTION BY</b>
<b>HSP03.</b>	<p><b>APOLOGIES</b></p> <p>Apologies for absence were received from the following:</p> <p>Niall Bolger  Paul Bridge  Jackie Thomas  Peter Lewis - Jennifer James substituted  Joanne McCartney  Dr Ita O'Donovan  Robin Payne  James Slater</p> <p>The Chair noted that Kate Gilbert had recently taken over as the Probation Service's representative for Haringey and welcomed her to the meeting.</p> <p>The Chair requested that the Director of Urban Environment should be asked to arrange for a substitute to be sent in future if he was unable to attend the meeting.</p>	Xanthe Barker
<b>HSP04.</b>	<p><b>URGENT BUSINESS</b></p> <p>There were no items of Urgent Business.</p>	
<b>HSP05.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>No declarations of interest were made.</p>	
<b>HSP06.</b>	<p><b>MINUTES</b></p> <p><b>RESOLVED:</b></p> <p>That, subject to the amendment of paragraph two of minute reference LC156 set out below, the minutes of the meeting held on 19 November 2009 were confirmed as a correct record.</p> <p>'The new representative for Haringey would be <u>Kate</u> Gilbert'.</p>	Xanthe Barker

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HSP07.	<p><b>PERFORMANCE AND PROJECT EXCEPTION REPORT (APRIL TO DECEMBER 2009)</b></p> <p>The Board received a report that provided an overview of performance against key community safety targets, including Local Area Agreement (LAA) targets, during the period April to December 2009.</p> <p>In addition to the information provided via the Council's performance management system, during the period set out above, information recorded within the Police performance scorecard up until 24 January 2010 had also been included.</p> <p>The Board was given an overview of the key highlights and successes achieved during the period including:</p> <ul style="list-style-type: none"> <li>• <u>Overall level of recorded crime</u> – this saw a reduction of 5.6% (up to the end of January compared with the same period during the previous year).</li> <li>• <u>Serious acquisitive crime</u> – this had reduced by 10% in comparison with the same period last year.</li> <li>• <u>Personal robbery</u> – this had reduced by 7.5% in comparison with the same period last year.</li> <li>• <u>Domestic violence</u> – performance against the Stretch Target with respect to sanctioned detections had reached 43% at the end of January and performance was on track to meet the end of year target.</li> <li>• <u>Repeat victims of domestic violence</u> - at the end of the third quarter 117 instances had been recorded and it was anticipated that the Stretch Target with respect to this would be met at the end of the year.</li> <li>• <u>NI 21 – Perception of how well the Police and Local Authority dealt with crime and anti social behaviour (ASB)</u> - this was measured annually via the Place Survey which would be undertaken during the summer. The Home Office had commended the range of interventions in place to help improve perception and confidence.</li> </ul> <p>The Board was advised that the target with respect to NI 40, which related to the numbers of drug users into treatment, remained challenging. Whilst there had been progress in reaching groups who had less severe problems further work was required to tackle harder to reach groups.</p> <p>It was noted that targets relating to the reduction of alcohol consumption were unlikely to be met by the end of the year. In response to a request from NHS Haringey the DAAT had devised an Action Plan setting out how this target would be addressed. In the long term it was considered that more investment was required in Primary Care to develop early interventions.</p> <p><u>Project Highlight Report</u></p> <p>The Board was advised that there had been difficulty in recruiting a</p>
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	<p>CCTV Manager. The funding available for this post had been used to provide interim cover and it was anticipated that future funding would be drawn from existing resources.</p> <p>It was noted that bids to the Problem Solving Fund, totally £8K, had been awarded by the SCEB Performance Management Group (PMG) at its last meeting.</p> <p>Due to additional funding received to deliver the Preventing Violent Extremism programme an under spend had arisen during the third quarter; however it was anticipated that this would be resolved by the end of the financial year.</p> <p>The Board was advised that the Capital Fund awarded to the Partnership for 2010/11 would be approximately £60K, which represented a 50% reduction on the 2009/10 allocation.</p> <p>The Chair noted that that whilst reducing serious violent crime continued to be challenging the progress made in addressing this during the last half-year was encouraging. She noted that she had met with a group that brought together Kurdish and other BME youths and provided a forum for them to improve cultural understanding.</p> <p>She considered that it was important that the Board encouraged young people from these communities to come to together in this way and there was agreement that there should be further discussion outside the meeting to determine how this should be taken forward.</p> <p>In response to a query as to how the Reward Funding attached to the achievement of Stretch Targets would be distributed the Board was advised that the HSP Performance Management Group (PMG) would take an overview and determine how this should be allocated. The Chair noted that it would be essential to maintain projects funded from the Area Based Grant (ABG) that played a key role in achieving LAA targets.</p> <p><b>RESOLVED:</b></p> <p>That the report be noted.</p>	<p>All to note</p> <p>Jean Croot / Claire Kowalska</p>
<p><b>HSP08.</b></p>	<p><b>SAFER COMMUNITIES PRIORITIES 2010 – 11</b></p> <p>The Board received a report setting out the key priorities to be addressed by the Partnership during 2010/11.</p> <p>The Board was reminded that the current Safer for All Strategy was due to expire in March 2011 and that a new strategy would be prepared during the forthcoming year.</p> <p>The proposed priority areas built on those contained within the current strategy and had also been informed by a Strategic Needs Assessment (SNA) carried out in 2009. In addition LAA targets within the Board's</p>	

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responsibility had also been reflected in the proposed priorities.

Once the priorities had been agreed, it was proposed that an Action Plan should be formed and that this should be submitted to the Board for approval at its next meeting in July.

The Board discussed the priorities proposed and it was noted that there was an increasing emphasis on addressing perception; this related not only to perceptions of crime itself, but also to how this was being addressed by the Police and Local Authority.

There was agreement that consideration should be given as to how work being done by the Partnership could be better communicated with a view to improving perceptions. It was suggested that this might include forming a marketing strategy or creating 'branding' around the Partnership.

Claire Kowalska

The Chair noted that perceptions could be improved by utilising existing events and forums to engage with local people. She noted that there were community groups within the Borough that were keen to contribute to improving safety in their local area and suggested that the Community Safety Team should identify and meet with these.

Claire Kowalska

The Chair also suggested that Community Safety Days, which had been held in the past, should be re established and held in different parts of the Borough and there was a general consensus that this would form a useful way of engaging with local residents.

Claire Kowalska

The Board discussed the mechanisms in place for consultation and the need to align these wherever possible. It was noted that the HSP had established an Engagement Group and there was agreement that a report should be submitted to the next meeting setting out how it operated.

Wayne Longshaw

Members of the Board was asked to send any further responses to the suggestions set out in the report to Jean Croot or Claire Kowalska by 26 February.

All to note

**RESOLVED:**

- i. That the Safer Stronger Communities Service should develop the key priorities identified into an Action Plan for 2010/11 to be submitted to the Board in July for approval.
- ii. That the appropriate partnership teams should align their Work Plans for 2010/11 with the priorities agreed.
- iii. That partners should advise Jean Croot or Claire Kowalska of any further suggestions by 26 February 2010.
- iv. That officers should consider how to take forward suggestions made by the Board, with respect to addressing public perceptions

All to note

All to note

Jean Croot / Claire Kowalska



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	<p>around crime and how the work of the partnership could be better communicated and that this should be reflected in the Action Plan.</p>	
<b>HSP09.</b>	<p><b>AREA BASED GRANT RESOURCE PLANS 2010/11</b></p> <p>The Board received a report that set out proposals for the allocation of Area Based Grant (ABG) and Basic Command Unit (BCU) funds for 2010/11, which would achieve efficiency savings of 10%.</p> <p>It was noted that the Board had identified 8% of savings during 2010/11 in order provide a contingency fund for 2011/12. This was considered necessary as it was likely that there would be a significant drop in the level of funding available from 2011/12 onwards.</p> <p>The Chair noted that given the current economic climate it was sensible and appropriate to review the projects in receipt of funding and to plan for likely reductions in funding.</p> <p>All identified efficiency savings are currently being held until the full financial picture for the coming year has been established. At this stage, the HSP PMG will be making a decision about its use.</p> <p><b>RESOLVED:</b></p> <p>That the proposed reduction from the 2009/10 allocations be approved.</p>	
<b>HSP10.</b>	<p><b>PROBATION ROLE AS NEW RESPONSIBLE BODY FROM APRIL</b></p> <p>The Board received a verbal update from Kate Gilbert, the new Assistant Chief Officer (ACO) for Haringey, with respect to the new statutory responsibilities placed on the Probation Service from April 2010.</p> <p>The Board was advised that the Government Office for London (GOL) was holding a conference on 26 March to discuss what the changes would mean in practice. Local Authorities had been invited to nominate three representatives to attend the conference and the Chair requested that officers liaise with Kate Gilbert to ensure that the Council was represented.</p> <p><b>RESOLVED:</b></p> <p>That the verbal update provided be noted.</p>	Claire Kowalska
<b>HSP11.</b>	<p><b>HARINGEY REDUCING RE-OFFENDING PROGRAMME ACTION PLAN 2010/11</b></p> <p>The Board received a presentation on the new Haringey Reducing Re-offending Action Plan (HARP) 2010/11.</p> <p>The Board was advised that:</p>	

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- The overall objective of the programme was to reduce re-offending amongst adult non statutory offenders living in the Borough by 10%
- The programme included a number of projects including:
  - Haringey Reducing Re-offending Network (HARREN)
  - Social Enterprise Scheme
  - ‘Work Works’ – training for employment providers
  - HARRP Mentoring Scheme
  - Haringey Network of Socially Responsible Employers (HANSRE)
- A Delivery Model had been established setting out the process for referring people through the system
- In the future the HARRP may be expanded to include:
  - Ex-offenders on remand
  - Offenders serving community sentences
  - Specific engagement drive aimed at female and Muslim offenders
  - Prolific and other Priority Offenders
  - Self referred ex offenders

The Board discussed the HARRP and it was noted that, as the two largest employers in the Borough, the Council and NHS Haringey would need to ensure that they had policies in place with respect to the employment of ex offenders.

It was noted that there was evidence that people were less likely to re offend when a link was maintained with the family as a whole. There was agreement that there should be further discussion outside the meeting between the Children and Young People’s Service and the Community Safety Team around this.

The Chair requested that officers ensure that the programme was linked into the Council’s ‘Move On’ strategy.

**RESOLVED:**

That the presentation be noted.

Jennifer  
James  
Michael  
Buraimoh

Michael  
Buraimoh

**HSP12.**

**HARINGEY EMERGENCY ALERT SERVICE**

The Board received a report that provided information on a new system being introduced to provide people with information on emergency situations.

The Board was advised that key stakeholders would be approached and asked to sign up for the service and it would also be extended to all local residents who would be able to sign up to it via the Council’s

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	<p>website and other public awareness raising initiatives.</p> <p><b>RESOLVED:</b></p> <p>That the report be noted.</p>	
<b>HSP13.</b>	<p><b>UPDATE SAFER COMMUNITIES EXECUTIVE BOARD RISK REGISTER</b></p> <p>The Board received a report that sought agreement to the drafting of a Risk Register.</p> <p>The Board was advised that if they had any additional suggestions for risks that should be included within the register they should email Jean Croot.</p> <p>Following the meeting a register would be drafted and presented for approval at the next meeting.</p> <p><b>RESOLVED:</b></p> <p>That a Risk Register for the Safer Communities Executive Board should be drafted and presented at the next meeting.</p>	<p>All to note</p> <p>Jean Croot / Claire Kowalska</p>
<b>HSP14.</b>	<p><b>MPA JOINT ENGAGEMENT MEETING - KEY POINTS</b></p> <p>The Board received a verbal update from Chief Superintendent Dave Grant with respect to two MPA Joint Engagement meetings that he had attended.</p> <p>The first meeting had looked at general issues affecting each Borough and he had given a presentation on the key issues affecting Haringey. This had been well received and commended by the MPA.</p> <p>The second meeting had reviewed the approach to Domestic Violence and had been open to members of the public and there had been an opportunity for members of the public to put questions to Police officers.</p> <p><b>RESOLVED:</b></p> <p>That the verbal update provided be noted.</p>	
<b>HSP15.</b>	<p><b>SCRUTINY REVIEW - SUPPORT TO VICTIMS OF CRIME</b></p> <p>The Board received a report that set out the findings of a Scrutiny Review on the support provided to victims of crime and a verbal overview of these was also provided.</p> <p>The Board was advised that a report setting out the findings of the review would be submitted to the Overview and Scrutiny Committee (O&amp;SC) on 15 March for approval. Once agreed this would be considered by the Council's Cabinet, which would commission a formal response to the review.</p>	

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	<p>The Chair raised concern around suggestions included within the report that male victims of Domestic Violence were not sufficiently supported. She noted that this was incorrect and that there were in fact male members of staff in place to support male victims of Domestic Violence.</p> <p>It was contended that the report illustrated a lack of knowledge around the systems in place to support victims of crime. It was noted that unlike the Police, who treated anyone reporting a crime as a victim, the Victim Support Service only worked with people fitting a certain set of criteria.</p> <p>There was agreement that members of the Board should contact Rob Mack following the meeting if there were any issues raised within the report that they had concerns about.</p> <p>The Board was advised that the Council had recently been notified by the Victim Support Service that an individual had been appointed as the contact for Haringey. Details would be circulated to the Board following the meeting.</p> <p><b>RESOLVED:</b></p> <p>That the report be noted.</p>	<p>All to note</p> <p>All to note</p>
<p><b>HSP16.</b></p>	<p><b>OVERVIEW AND SCRUTINY WORK PROGRAMME PLANNING 2010/11</b></p> <p>The Board received a report that sought suggestions for Overview and Scrutiny topics to be reviewed during 2010/11.</p> <p>There was agreement that it would be helpful if the O&amp;SC looked at the package of measures in place to improve public confidence and how the SCEB could build on this.</p> <p>It was also agreed that a review into how aware residents were of Safer Neighbourhoods Teams and their role and how this could be improved would be useful.</p> <p>The Chair requested that members of the Board should email any further suggestions for Scrutiny Review topics to Claire Kowalska.</p> <p><b>RESOLVED:</b></p> <p>That the report be noted.</p>	<p>All to note</p>
<p><b>HSP17.</b></p>	<p><b>FEEDBACK FROM SAFER COMMUNITIES AWARDS CEREMONY</b></p> <p>The Chair advised that the event had been successful and thanked the Community Safety Team for their hard work in organising it.</p> <p>The Board was advised that several local residents had expressed their thanks to the Chair for recognising the role that they had played in protecting their local communities from crime.</p>	

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	<p><b>RESOLVED:</b></p> <p>That the verbal report be noted.</p>	
<b>HSP18.</b>	<p><b>OUTCOME OF PUBLICITY CAMPAIGNS - INCLUDING 'MY SAFER HARINGEY'</b></p> <p>The Board noted that the 'My Haringey' campaign was now focussing on crime and personal safety.</p> <p>The Council's Communications Team had advised that positive feedback had been received on the campaign. An evaluation of its effectiveness and impact would be undertaken and as part of this the level of calls to the numbers publicised would be reviewed.</p> <p><b>RESOLVED:</b></p> <p>That the verbal update be noted.</p>	
<b>HSP19.</b>	<p><b>ANTI SOCIAL BEHAVIOUR SUMMIT - PURPOSE AND PROGRAMME</b></p> <p>The Board was advised that this was being held on 8 March and was targeted at Registered Social Landlords, tenants and residents associations and would look at how housing providers could help tackle Anti Social Behaviour (ASB).</p> <p>The Chair noted that if any members of the Board wished to attend they should advised Claire Kowalska as soon as possible.</p> <p><b>RESOLVED:</b></p> <p>That the verbal report be noted.</p>	All to note
<b>HSP20.</b>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>No new Items of Urgent Business were received.</p>	
<b>HSP21.</b>	<p><b>ANY OTHER BUSINESS</b></p> <p>The Chair took the opportunity to thank members of the Board and officers for their hard work during the last year.</p>	
<b>HSP22.</b>	<p><b>DATES OF FUTURE MEETINGS</b></p> <p>The draft dates for meetings during 2010/11, set out below, were noted:</p> <ul style="list-style-type: none"> <li>• 8 July 2010</li> <li>• 14 October 2010</li> <li>• 26 January 2011</li> <li>• 21 April 2011</li> </ul>	All to note

**MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)  
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The meeting closed at 12.55pm.

COUNCILLOR NILGUN CANVER

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CHAIR



**Meeting:** Safer Communities Executive Board

**Date:** 3 June 2010

**Report Title:** Membership and Terms of Reference

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

#### **Summary**

1. The first meeting of the new Municipal Year provides a timely opportunity for the Board to confirm its Membership for 2010/11 and re-affirm the Terms of Reference as fit for purpose. The membership of the Board and the agencies that they represent are attached at Appendix 1.
2. The Terms of Reference, attached at Appendix 2, were updated in January 2009. The Board may wish to consider whether any changes are required at this time.
3. It should be noted the Haringey Community Link Forum (HCLF) have recently been through an election process to determine the representatives across the HSP including the SCEB Board. These will shortly be formally confirmed and an update will be provided at the meeting.
4. The Council's Cabinet will appoint Councillors to the HSP and each of the Thematic Boards on 15 June. As this agenda was published before the Cabinet meeting takes place there maybe alterations to the membership.
5. An induction pack for new Board members is currently being updated and a briefing session to go through the governance arrangements including roles and responsibilities of Board members will be provided for new members at a convenient time.

#### **Recommendations**

1. That the Board confirm its Membership for 2010/11.
2. That the Board reviews the Terms of Reference and agrees changes as necessary.

#### **For more information contact:**

Name: Xanthe Barker,  
Title: Principal Committee Coordinator.  
Tel: 020 8489 2957  
Email address: [xanthe.barker@haringey.gov.uk](mailto:xanthe.barker@haringey.gov.uk)

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## SAFER COMMUNITIES EXECUTIVE BOARD MEMBERSHIP

ORGANISATIONS	NO. OF REPS	NAME OF REPRESENTATIVE
Haringey Council	8	<b>TBC</b> , Cabinet Member for Community Safety and Cohesion <b>Kevin Crompton</b> , Chief Executive <b>Niall Bolger</b> , Director of Urban Environment <b>Peter Lewis</b> , Director of The Children and Young People's Service <b>Barbara Nicholls</b> , Adult, Culture and Community Services <b>Claire Kowalska</b> , Community Safety Strategic Manager <b>Marion Morris</b> , Drug & Alcohol Partnership Manager <b>Jean Croot</b> , Head of Safer Communities
NHS Haringey	1	<b>James Slater</b> , Director
Haringey Metropolitan Police	1	<b>Dave Grant</b> , Borough Commander
Haringey Fire Service	1	<b>Richard Mills</b> , Borough Commander
Haringey Probation Service	1	<b>Kate Gilbert</b> , Head of Service Delivery, Haringey
Homes for Haringey	1	<b>Paul Bridge</b> , Chief Executive
Mental Health Trust	1	<b>Lee Bojtor</b> , Director
Community Link Forum	3	<b>Reverend Nims Obunge</b> <b>Saja Mughal</b> <b>TBC</b>
HAVCO	1	<b>Pamela Pemberton</b> , Sector Engagement and Communication Manager
Metropolitan Police Authority	1	<b>Joanne McCartney</b> , Independent MPA Member
Haringey Magistrates Court	1	<b>Stephen Carroll</b> , Bench Legal Manager
Haringey Crown Prosecution Service	1	<b>Hywel Ebsworth</b>
<b>TOTAL</b>	<b>21</b>	

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# SAFER COMMUNITIES EXECUTIVE BOARD

## Terms of Reference

### 1. Introduction

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

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

### 2. Guiding principles

The Safer Communities Executive Board will:

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

### 3. Core functions

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

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

#### **4. Membership**

4.1 The Safer Communities Executive Partnership Membership see Appendix 1.

##### **4.2 Chair**

In line with common practice among CDRPs, the Chair will be held by the Local Authority, subject to agreement at the first meeting of the financial year.

##### **4.3 Vice Chair**

The Vice Chair will be held by Haringey MPS. This will be confirmed as in 4.2 above

##### **4.4 Deputies**

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

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

##### **4.5 Representatives**

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

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

##### **4.6 Voluntary and Community Sector**

The Voluntary and Community Sector will be represented on the Partnership through the Community Link Forum (CLF) – the ‘forum of forums’ for the community and voluntary sector in Haringey. The CLF

will have 32 places on the HSP providing representation across the partnership structure as follows:

- HSP Board – HAVCO Chair + 6 elected community representatives
- HSP PMG – HAVCO Chief Executive
- 6 Theme Boards – 1 HAVCO representative + 3 elected representatives for each board.

**4.7 Co-opting**

The Partnership may co-opt additional members by agreement

**4.8 Observers**

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

**4.9 Performance Management Group (PMG)**

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

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

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

**4.10 Meetings**

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

**5. Proceedings**

**5.1 Decision-making / voting**

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

5.2 **Conflict resolution**

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

5.2 **Accountability**

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

5.3 **Access of information**

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

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

5.4 **Agendas**

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

6. **Rules of conduct**

6.1 **Interest**

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



haringey strategic partnership

**Meeting:** Safer Communities Executive Board (SCEB)  
**Date:** 3 June 2010  
**Report Title:** End of Year Performance and Project Exception Report  
**Report of:** Claire Kowalska, Community Safety Strategic Manager

**1. Purpose of the report (That is, the decision required)**

To inform the Board of performance for FY 2009/10 against the key community safety targets and responsibilities

**2. State link(s) with Other Plan Priorities and actions and /or other Strategies:**

2.1. Addressing the prevention and reduction of crime, the fear of crime, the harm caused by drugs and alcohol and anti-social behaviour are all key parts of the cleaner, greener and safer priority. Collectively, these remain top priorities for residents

**3. Recommendations**

That SCEB note the highlights and the mitigating actions to address the areas of concern

**4. Summary – See purpose of the report above**

**5. Chief Financial Officer Comments (N/A)**

All planned actions are deliverable within agreed and existing budgets, primarily, through the Area Based Grant.

**6. Head of Legal Services Comments (N/A)**

There are no areas of obvious concern from a legal perspective

Head of Procurement Comments – [Required for Procurement Committee] – **N/A**

**7. Equalities & Community Cohesion Comments**

People from black and ethnic minority communities, and young people, have a disproportionately high risk of becoming a victim of crime. In addition, women and older people tend to suffer from higher levels of anxiety about crime. There are several actions which have directly addressed this over the year and these include: Targeted interventions of the most vulnerable streets and houses in the borough; an increase in outreach to young people by Victim Support; development of the third

party reporting process for hate crime; delivery of the Preventing Violent Extremism agenda; increased response by the YOS to ethnic changes in their caseload; additional support with resettlement for non-statutory offenders. A Scrutiny Review of support to victims is nearing completion in the borough.

## **8. Consultation**

All issues relating to performance are shared and discussed with the multi-agency Performance Management Group (PMG), reporting to the SCEB

## **9. Service Financial Comments**

A high proportion of the Safer Communities Service is funded externally and through the Area-Based Grant (ABG). This leaves the Service without the security of stable and ongoing funding. Reductions on external grants (e.g. National Treatment Agency funds for drug treatment services) result in some areas of work being particularly vulnerable.

## **10. Use of appendices /Tables and photographs**

A project/budget highlight report is attached

## **11. Local Government (Access to Information) Act 1985**

11.1. Background papers are as follows:

Cutting Crime: Home Office Strategy 2008-2011  
Safer for All Strategy 2008-2011  
National Drug Strategy 2008-2011

## **13. Background**

13.1 The Safer Communities Partnership is responsible for a number of key targets under the Local Area Agreement (LAA). These are:

NI 15 – serious violent crime  
NI 16 – serious acquisitive crime  
NI 21 - perception of how well the police and local authority deal with crime and ASB in the local area  
NI 35 - preventing violent extremism  
NI 40 - numbers into effective drug treatment  
NI 111 – reduction in young people (aged 10-17) entering the youth justice system

There are two further local priorities to reduce re-offending and increase support to young victims of crime.

## **14. Key highlights and successes from Q4 2009/10**



- 14.1 Haringey police recorded 6.2% fewer total recorded offences (25,677 against 27,382) in 2009/10 compared with 2008/09; this compares favourably with the 1.9% reduction in the MPS performance. Haringey has now seen seven consecutive years of reduction for total recorded offences (since 2003/04)
- 14.2 By the end of the financial year 2009/10 a reduction of 10% in serious acquisitive crime (NI 16) was recorded, compared with 2008/9. This achievement exceeded the corporate MPS target of 1.4% and the Local Area Agreement target of 3%.
- 14.3 Residential burglary is a sub-category of serious acquisitive crime and has been a long term problem in Haringey. A partnership burglary action plan has been delivered during 2009/10 (building on work carried out in 2008/9), this work was based on sophisticated analysis and included target hardening, programmed patrolling and a communications campaign. This approach has been recognised by the Home Office as good practice and was short listed for a Safer London Foundation Problem Solving Award.

#### Robbery stretch target

- 14.4 There were 946 personal robbery offences during 2009/10, comfortably within the stretch target of 1,557. This represents a 4.7% decrease compared with 2008/09 and is the fourth consecutive year-on-year reduction since 2006/07. Haringey is the top in the MPS for personal robbery sanctioned detections (this is recorded when at least one person responsible for a crime that has been reported to the police is either charged with the offence, cautioned, reprimanded, finally warned, given a penalty notice, or has the offence taken into consideration by a court while being sentenced for another offence). This is an excellent achievement and is a direct result of the investigation process adopted in Haringey and delivered by the Q Cars.

#### Domestic violence stretch targets

- 14.5 There were 733 DV sanctioned detections during 2009/10 in Haringey. This represents a rate of 46.4% comfortably achieving its stretch target of 38%.
- 14.6 There were 110 repeat victims of domestic violence in 2009/10 comfortably within the annual target of 142. In 2008/09 there were 102 repeats (24% lower than the annual target of 135) and 119 repeats during the second year 2008/09 (5% lower than the annual target of 125). Haringey had a total of 331 repeat victims, comfortably within the three year target of 371<sup>1</sup>.
- 14.7 Perceptions of how well the council and police deal with crime and ASB (NI 21) are measured annually in the Place Survey. Haringey has delivered an exceptional package of interventions this year and has been highly commended by the Home Office for innovative practice. This includes successful parenting interventions, published court outcomes, Community Payback schemes, a street drinking review, recruitment of a Victim and Witness Support Officer for ASB cases in the civil court and distribution to all households of the first community safety newsletter focusing on confidence and achievement.

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<sup>1</sup> Using the revised baseline of 142 repeat victims (agreed with GOL)

- 14.8 In addition, ASB issues of concern are being dealt with through local problem-solving groups and there are plans to increase positive publicity from this activity and from successful enforcement action. The primary focus for 2010/11 will be targeted work including 'before and after' tracker surveys, newsletters, quick communications and information campaigns around local services such as police (SNT), ASBAT and Enforcement Services. The Home Office recently confirmed funding for 2010-11.
- 14.9 NI 35 – Preventing Violent Extremism has met level 3 , as required, based upon the Home Office self assessment Framework. Training has been piloted with Police colleagues and the Haringey race & equalities council and this is being evaluated before being rolled out further. An independent evaluation was commissioned in line with recommended good practice from DCLG and this has reported that the PREVENT programme is in good shape. It has recommended that the separate projects work more collaboratively in the next year and this will be addressed. The DCLG select committee report into PREVENT was published late in the financial year and this is being reviewed to direct actions for 2010/11. Finally a new guidance document on Channel, a multi agency process to provide support to those who may be vulnerable to being drawn into violent extremism, was published in March 2010. The MPS are working closely with Council staff to establish how we might embed this into our safeguarding processes around vulnerable individuals.
- 15.0 Haringey has achieved its challenging target this year for prevention of first time entrants to the Youth Justice System aged 10-17 (NI 111). There were 1,491 new entrants recorded against a final target of 2,313. A key success factor has been the prevention work of trained youth offending staff working in custody suites as part of the 'triage' programme. Further intensive intervention programmes are running as part of the Challenge and Support scheme and the Intensive Intervention Project. It must be noted that the official figures always await full confirmation from the Youth Justice Board and these can vary slightly from the police generated figures above.
- 15.1 The percentage of 16-18 year olds who are not in education, employment or training (NEETS/ NI117) has achieved its target. The 2009/10 outturn was 6.8% comfortably within the target of 10.4%.
- 15.2 During Q4 continual improvements were recorded by Victim Support services for young people. There were 25 one to one appointments arranged with young victims during Q4, although a slight decrease on Q3 only 3 appointments were missed or cancelled. All young people referrals continued to be contacted throughout Q4. Victim Support continued to offer out-of-hours service provision, extending opening hours on Thursdays to 7pm and ran 10 sessions in Q4. In Q4 VS delivered a Knife/Crime Awareness workshop in St Thomas More School to Year 11 pupils. The young person workers also delivered Knife/Crime Awareness workshops to Year 10 pupils in Fortismere School, Greg City Academy and Gladesmore School. Further dates have also been arranged throughout 2010

**16. Issues and areas of concern**

- 16.1 The rate of most serious violent crime (NI15) has been a significant concern throughout 2009/10 and will continue to be a priority in 2010/11. By the end of the financial year 2009/10 an increase of 14.7% was recorded against a

reduction target of 4%. This figure has, however, reduced by *more than double* from a 45% peak in August 2009. Partnership work to address serious violence is on-going and includes; cross borough work with Enfield, the delivery of a community –led gang intervention project, the co-ordination of a Gang Action Group and the recruitment of a Youth Inclusion Project Gang Action Worker.

- 16.2 The Other Violent Crime Partnership has developed and approved a plan for 2010/11 which focuses on performance and intelligence, prevention and mainstreaming activity. Funding to support activity targeting serious youth violence has been secured from the Home Office Tackling Knives Action Programme (TKAP) for 2010/11.
- 16.3 Haringey’s performance on the number of drug users in effective treatment (NI40) is currently at 1,015 against the year end target of 1068<sup>2</sup>. There is a significant risk of not meeting the target as the number of new clients coming into drug treatment has declined by 111 since last year<sup>3</sup>. Acquisitive crime is down (see section 14.2) which counts for some of the reduction in new clients coming through the Drug Interventions Programme.
- 16.4 Treatment effectiveness<sup>4</sup> has however increased from last year (from 82% to 88%<sup>5</sup>), and Haringey’s rate is above the London average (84%). The NI40 trend and the additional action plan are being monitored on a monthly basis by the DAAT together with the drug treatment agencies. Examples of additional activity include: improving communication with pharmacies and GPs to increase referrals; training housing workers and Job Centres on screening and referral pathways; and BUBIC, a peer support service, is doing extra outreach at night. The DAAT has also commissioned BUBIC to run a retrieval service which aims to re-engage clients who have dropped out of drug treatment. If performance drops any further the DAAT also requires a monthly exception report from the treatment agencies for each client who has dropped out.
- 16.5 NI39 – The target for decreasing alcohol related hospital admissions is unlikely to be met in 2009/10. Provisional figures for the first half of the year 2009/10 show a rate of 916 per 100,000 population<sup>6</sup> against the mid year target rate of 827 (year-end target is 1,654 per 100,000 population). It should however be noted that new investment to tackle alcohol related hospital admissions only became available in 2009/10. Therefore outcomes from the new investment are likely to be seen more in the longer term (and this target aims to reduce the upward trend, which implies looking at the admission rate over a number of years).
- 16.6 In addition a large number of admissions are a result of long term drinking and this target also includes admissions that could be said to be partially

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<sup>2</sup> The latest performance data for the number of problematic drug users in effective treatment (NI 40) relates to the 12-month rolling period from Jan09 – Dec09. The delay is due to how the target is constructed (ie. clients in the cohort need to remain in treatment for 3 months to be counted as effective).

<sup>3</sup> The number of new clients decreased from 582 ( in the 12 month period between Apr08 – Mar09) to 471 (Apr09 – Mar10). Published statistics available from: <https://www.ndtms.net/performance.aspx>

<sup>4</sup> Effectiveness is defined as clients staying in treatment for 12 weeks or more, or completing treatment drug fee.

<sup>5</sup> From the 12 month period between Jan 08 to Dec 08 and Jan09 – Dec09. Published statistics available from: <https://www.ndtms.net/performance.aspx>

<sup>6</sup> Data published by the North West Public Health Observatory. Data available from: <http://www.nwph.net/alcohol/lape/nationalindicator.htm>

attributable to alcohol as well as wholly attributable. For example, conditions like falls and hypertensive disease are included – which clearly may or may not be due to alcohol and are, therefore, more difficult to control.

16.7 Significant activity is taking place in the borough to address these problems. This includes brief interventions at A&E, new detoxification facilities, peripatetic nursing, enhancements to the COSMIC service for children and families, and plans to enhance alcohol screening by GPs. The Alcohol Strategy Action Plan (2010-11) is currently being developed.

17. **Project and budget up-date (copy appended)**

17.1 All allocated expenditure under the year's Area Based Grant was spent and quarterly monitoring was provided by all recipients of funding

17.2 A more sophisticated project evaluation system is currently under development and this will be used for future reporting

18. **Future reporting**

18.1 Future reports will include progress against all reducing re-offending targets

# Project Highlight Report

## Period: January 2010 - March 2010

QUARTER 4 PROJECT HIGHLIGHT REPORT - SAFER COMMUNITIES																				
Projects	Project Manager	Monitoring Return	People at the Heart of Change	An Environmentally Sustainable Future	Economic Vitality and Prosperity Shared by All	Safer for All	Healthier People with a Better Quality of Life	Last Quarter	This Quarter	Timescale	Resources	Issues	Risks	Budget	Total Budget 09/10	Spend To Date	Budget Left to Spend	Project objectives/targets 09/10	Year to date	Comments
Community Safety CCTV Management	Ann Cunningham					✓		G	G	G	G	G	G	G	£31,300	£31,000	£300	To manage the operation, monitoring and evaluation of the Council's public area, traffic management and other CCTV systems, according to the CCTV strategy, code of practice and protocols. To achieve and maintain high professional and technical standards in all aspects of the CCTV operations, using up to date knowledge of relevant legislation, guidance and technical standards. To be the main source of advice, expertise and provide practical support to Council departments and its partners for CCTV and related matters. To have in place comprehensive and effective performance management systems to ensure that service delivery meets corporate and business plan priorities and targets and agreed working procedures, service levels and contractual requirements.		<b>Budget Complete - £300 under spend identified</b>
Problem Solving	Claire Kowalska					✓		A	G	G	G	G	A	£205,000	£198,072	£6,928	Problem solving methodology to be widely implemented across all partners Problem solving projects to be evaluated to identify and promote success and learn from mistakes Problem solving initiatives to reflect borough and local (ward) priorities		<b>Budget: Spend Complete -£6,928 underspend identified Variance: 2 Projects awarded funds but Projects did not go ahead</b>	
Haringey Police Provision	Ian Kibblewhite (Met Police)					✓		G	G	G	G	G	G	£365,000	£364,990	£10	Reduce crime types in line with targets set by MPS, GoL and the agreed targets under the LAA Deliver enhanced and additional police response to relevant crime types in order to meet the required reductions Continue to develop the problem solving approach to identified problems and issues as they arise Direct work based on intelligence and information trends as identified by the Partnership Data Report and Police Borough Intelligence Unit Problem Profiles			

# Project Highlight Report

## Period: January 2010 - March 2010

Projects	Project Manager	Monitoring Return	Sustainability Indicators								Total Budget 09/10	Spend To Date	Budget Left to Spend	Project objectives/targets 09/10	Year to date	Comments				
			People at the Heart of Change	An Environmentally Sustainable Future	Economic Viability and Prosperity Shared by All	Safer for All	Healthier People with a Better Quality of Life	Last Quarter	This Quarter	Timescale							Resources	Issues	Risks	Budget
Safer Communities Provision	Claire Kowalska					✓					G	G	G	G	G	R	£430,000	£382,546	£47,454	<p>Deliver monthly monitoring to the partnership around the relevant crime types and trend analysis</p> <p>Contribute to the "Safer for All" strategy outcomes</p> <p>Budget: Spend Complete - £10 underspend identified</p> <p>To prevent and reduce serious violent crime (non-domestic).</p> <p>To prevent and reduce serious acquisitive crime (residential burglary, theft of and from motor vehicles and robbery.</p> <p>To reduce re-offending through improved and co-ordinated rehabilitation and resettlement services for adults (especially short term prisoners not subject to probation support)</p> <p>To measurably improve perceptions of how the local authority and police deal with anti-social behaviour and increase confidence in the CJ agencies locally</p> <p>To co-ordinate engagement and marketing activity across key partners</p> <p>To maximise resources and value for money in delivering agreed partnership priorities</p> <p>To promote and embed a problem-solving and intelligence-led approach</p> <p>To regularly monitor and respond to changes in performance</p> <p>Budget: Spend Complete - £47,454 underspend identified</p> <p>Variance: This variance is due to the fact that the Home Office funded one Policy Officer post(Crime and Justice) centrally this financial year to the tune of £50K</p>
Anti-Burglary Support Project	Steve Fallon (Care & Repair)					✓					G	G	G	G	G	G	£40,000	£40,000	£0	<p>To provide a home visiting service to persons aged 55yrs plus.</p> <p>To conduct security and safety audits at the homes of burglary victims and to implement the recommendations.</p> <p>To follow up security survey and ensure recommendations have been maintained</p> <p>By the end of the financial year 2010 the project would have received 200 enquires, visited 150 clients and improved security and safety to 150 households.</p> <p>Budget Spend completed in Jan 2010</p>
																				<p>Increase women and children's safety</p> <p>Hold abusers accountable</p>

# Project Highlight Report

## Period: January 2010 - March 2010

Projects	Project Manager	Monitoring Return	Sustainability Indicators										Total Budget 09/10	Spend To Date	Budget Left to Spend	Project objectives/targets 09/10	Year to date	Comments	
			People at the Heart of Change	An Environmentally Sustainable Future	Economic Viability and Prosperity Shared by All	Safer for All	Healthier People with a Better Quality of Life	Last Quarter	This Quarter	Timescale	Resources	Issues							Risks
Addressing and Reducing Domestic Violence	Eve Featherstone					✓												Undermine social tolerance/approval of Domestic Violence and Gender Abuse or actions which challenge inaction by either individuals or organisations Provide children and young people with the knowledge and skills to build relationships based on respect, mutual understanding, with shared power and a commitment to non-violence Combat gender abuse <b>Budget: Spend Complete</b>	
Anti-Social Behaviour Action Team	Mike Bagnall					✓												To investigate all cases of ASB in both the public and private sector as well as non tenure specific incidents (e.g. public spaces). To work closely with other partners, particularly the police to tackle community issues To carry out a programme of education for young people on the effects ASB on others and what to do if subjected to incidents of harassment or bullying. The parenting programme will continue to offer support to more prolific families engaging in ASB activity to change behaviour and improve parenting skills. To undertake the 'triple track' approach in dealing with ASB as outlined by the DCSF/Home Office. <b>Budget Spend Complete - over spend to be recorded</b>	
Community and Victim Work	Tessa Newton (Victim Support Haringey)																	To deliver key services to victims in partnership with the statutory and voluntary sector. To contribute to key national and local priorities and targets, especially through reducing repeat victimisation and the prevention of victim turned perpetrator. To deliver specialised support to young people, BME and young victims of crime with an emphasis on serious crime <b>Budget: Spend Complete</b>	
																		<b>Learning Mentor:</b> Support maximum caseload of 20 young people of secondary school age to contribute to N1.45. Co-facilitate motivational education group	

# Project Highlight Report

## Period: January 2010 - March 2010

Projects	Project Manager	Monitoring Return	Sustainability Indicators							Total Budget 09/10	Spend To Date	Budget Left to Spend	Project objectives/targets 09/10	Year to date	Comments				
			People at the Heart of Change	An Environmentally Sustainable Future	Economic Viability and Prosperity Shared by All	Safer for All	Healthier People with a Better Quality of Life	Last Quarter	This Quarter							Timescale	Resources	Issues	Risks
Specialist Youth Crime Prevention	Linda James					✓			G	G	G	G	G	G	G	£115,500	£115,500	£0	<p><b>Drugs Work:</b> Assess all relevant young people coming to the attention of the YOS via the courts. Contribute to Triage project by assessing those arrested on drug offences and divert away from Criminal Justice System. Facilitate cannabis and alcohol awareness sessions as necessary.</p> <p><b>Foreign National Work:</b> NO OBJECTIVES GIVEN</p>
Preventing Violent Extremism	Sean Sweeney					✓			G	G	G	G	G	G	G	£228,158	£237,000	£8,842	<p>Understanding of, and engagement with, Muslim communities.</p> <p>Knowledge and understanding of the Preventing Violent Extremism agenda.</p> <p>Effective development of an action plan to build the resilience of communities and support vulnerable individuals.</p> <p>Effective oversight, delivery and evaluation of projects and actions.</p> <p><b>Budget:</b> Spend complete - £8,842 underspend identified <b>Variance:</b> £16,000 carry forward was added to budget. In Q3 GoL sent an additional £18,000 to Haringey for this work. The funds were not confirmed by the budget line until March 2010. The programme manager was cautious about spending against an unconfirmed budget.</p>
Drug and Alcohol Misuse	Marion Morris					✓			G	G	G	G	G	G	G	£186,000	£186,000	£0	<p>To build the capacity of the partnership to lead on the delivery of the Adult Drug Treatment Plan</p> <p>To develop meaningful carer/user involvement in the planning, commissioning and monitoring of adult treatment services</p> <p>To ensure that DAAT is delivering services which offer value for money</p> <p>To improve the partnership structures for planning and commissioning of Young People's Substance Misuse prevention and treatment services</p> <p>To improve local needs assessment process by ensuring that it is in line with nationally agreed guidance in order to improve the knowledge base for commissioning young people's substance misuse services</p> <p>To ensure that the Children's and Young People's treatment model is widely understood and works as an integrated, holistic system rather than a collection of individual services</p> <p>To reduce alcohol-related health harm</p> <p><b>Budget:</b> Spend Complete</p>





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**PART A**

**Draft SAFER COMMUNITIES PARTNERSHIP PRIORITIES 2010-2011**

Linked NIs	Objective	Key Actions	Delivery Responsibility (Lead)
NI 21	1 Increase satisfaction and needs-based, community-focused services. Improve perceptions of responses to crime, drugs and ASB and increase confidence in the Criminal Justice System	<ul style="list-style-type: none"> <li>• Produce and monitor Area Priority Plans linked to Regeneration and Greenest Borough Strategies.</li> <li>• ASBAT to meet and publicise Key Performance Indicators: Contact with victim within 24 hours (90%) Stage 1 tasks (70%) Satisfaction levels (70%)</li> <li>• Deliver the ASB Communications and Hate Crime Action Plan</li> <li>• Deliver the DAAT Communities and Availabilities Plan 2010-11</li> <li>• Deliver key Justice Seen Justice Done priorities</li> <li>• Establish an effective structure to facilitate 'Community Call to Action'</li> </ul>	Council/Neighbourhoods Council/ASBAT/DAAT
NI 15 NI 16 NI 30 (PPOs)	2 Prevent and reduce serious priority crime (acquisitive, violent crime) and adult re-offending	<ul style="list-style-type: none"> <li>• Embed and develop intelligence-led planning, marketing, problem-solving and performance monitoring. To further develop Area Based Working and Borough Joint Tasking Arrangements</li> <li>• Deliver and develop the work of the Gang Action Group (13 - 24 years)</li> <li>• Implement partnership action plan to reduce residential burglary</li> <li>• Reduce re-offending among adult, non-statutory offenders (initial cohort)</li> <li>• Establish an integrated Offender Management Model</li> <li>• Develop further work to maintain and improve current work to reduce robberies</li> <li>• Produce the next 3-year Community Safety Strategy</li> </ul>	Police and Community Safety
NI 32	3 Reduce Repeat incidents of domestic violence	<ul style="list-style-type: none"> <li>• Consolidate work of the newly established Multi-Agency Risk Assessment Conference(MARAC) and hold monthly MARAC meetings</li> <li>• Review the local perpetrator programme</li> </ul>	Domestic Violence Co-Ordinator (DVC) supported by Community Safety, DVPB., Hearthstone, Children and Young People's Service.
NI 34	4 Reduce Domestic violence – murder	<ul style="list-style-type: none"> <li>• Reduction in repeat rates and increase in satisfaction rates.</li> <li>• High risk victims supported even when not willing/able to engage with Criminal Justice services.</li> <li>• IDVA service will work in partnership with Police, Witness Service Officers and</li> </ul>	Domestic Violence Co-Ordinator (DVC) supported by Community Safety and DVPB.

<p>NI 21 NI 17</p>	<p>5 Deliver key actions in the Anti-Social Behaviour and Hate Crime Strategies</p>	<p>Outreach service provided by Supporting People funding.</p> <ul style="list-style-type: none"> <li>• Deliver parenting support to the most prolific families engaging in ASB</li> <li>• Train key teams in availability and use of all ASB tools and powers. Improve outcomes for victims and witnesses of ASB</li> <li>• Address and co-ordinate responses to lower-level ASB in partnership with Housing Services</li> <li>• Support and develop the use of localised problem-solving for ASB issues, accessing relevant funding opportunities</li> </ul>	<p>Community Safety</p>
<p>NI 111</p>	<p>6 Prevent and reduce the number of young people involved in crime and re-offending. Promote a positive future for young people, increasing skills, educational achievement and contributing to reductions in child poverty</p>	<ul style="list-style-type: none"> <li>• Deliver youth justice services in line with YJB National indicators, identifying risks and actions to address these</li> <li>• Reduce the number of first time entrants into the youth justice system</li> <li>• Carry out any actions arising from January 2010 Ofsted inspection and Safeguarding Plan</li> <li>• Commission targeted youth activity and diversion with proven outcomes (e.g. employment and pro-social skills)</li> <li>• Commission Victim Support to increase support, referral and reporting from young victims of crime and anti-social behaviour</li> <li>• Increase the number of children and young people engaged through neighbourhood structures including Area Assemblies; further develop the Young Advisors Network; and increase numbers of Access to Service events for young people</li> <li>• Deliver workshops to address anti-social behaviour in primary and secondary schools</li> </ul>	<p>Youth Offending Service</p>
<p>NI 7 NI 14</p>	<p>7 Promote Community Cohesion, Engagement, Access to culture and leisure facilities and Active Citizenship</p>	<ul style="list-style-type: none"> <li>• Increase intergenerational activities in neighbourhoods</li> <li>• Improve Area Assemblies with increased community representation and engagement/involvement/consultation of residents Continue the development of Area Assemblies, increasing residents involvement, community consultation and service accountability</li> <li>• Develop the role of the community in neighbourhoods including identifying and developing community champions and active citizens - focusing on young people and hard to reach communities</li> <li>• To develop the LINKS project and ensure residents influence the development</li> </ul>	<p>Neighbourhood Management</p>

		<ul style="list-style-type: none"> <li>of health/social care services.</li> <li>Develop and expand the West Green Road 'Supporting Business Project' and extend model to other areas of the Borough</li> <li>To assist in the work of the Regeneration and Greenest Borough Strategies and Better Haringey Programmes</li> <li>Improve the urban environment through participation in the development of the Clean Sweeps</li> </ul>	
<p>NI 40</p>	<p>8 Reduce the harm caused through drug misuse. Tackle health inequalities</p>	<ul style="list-style-type: none"> <li>Increase the number of Problematic Drug Users (PDUs) recorded as being in effective drug treatment</li> <li>Increase number of adults (18 years+) recorded as being in effective drug treatment to 1369.</li> <li>Maintain an effective treatment rate of 80% for clients retained in, or successfully discharged from treatment for 12 weeks.</li> <li>Achieve successful discharge rate from drug treatment (60%+)</li> <li>To undertake robust and regular local needs assessments that establishes a full understanding of current and future local drug treatment, recovery and reintegration needs.</li> <li>To develop and implement Integrated Care Pathways</li> </ul>	<p>DAAT</p>
<p>NI 39</p>	<p>9 Reduce the harm caused through alcohol misuse. Tackle health inequalities</p>	<ul style="list-style-type: none"> <li>Reduce the trend in the increase of Alcohol Related Hospital admissions</li> <li>Agree a commissioning framework for alcohol treatment and prevention, to include service user involvement</li> <li>To continue to ensure that the housing needs of people with alcohol problems are addressed by SP, RSLs and Homes for Haringey.</li> <li>To develop and implement an information sharing agreement with North Middlesex and Whittington A&amp;E departments.</li> </ul>	<p>DAAT</p>
<p>NI 38 NI 30</p>	<p>10 To reduce the harm caused by drugs through reducing offending</p>	<ul style="list-style-type: none"> <li>Reduce re-offending amongst drug misusing offenders</li> <li>To review and align Offender Management Group to the principles of Integrated Offender Management</li> <li>To review and improve the functionality of the PPO team</li> <li>Complete DIP Needs Assessment 2010/11 and device action plan</li> </ul>	<p>DAAT/Community Safety</p>

<p>NI 7</p>	<p>11 Manage and integrate the Voluntary and Community Sector to support key HSP objectives</p>	<ul style="list-style-type: none"> <li>• Work towards the desistance from crime of 30 non-statutory offenders through the Haringey Reducing Re-offending Partnership</li> <li>• To ensure all organisations commissioned or grant funded are working within the remit of LSCB and LASB. To encourage voluntary organisations (grant aided, or engaged within NMS infrastructure) to work across all communities.</li> <li>• To assist all funded voluntary organisations in capacity building and to access further external funding opportunities.</li> <li>• To support HAVCO to develop the Community Links Forum to ensure community engagement at HSP level. To consult VCO regarding the impact of reduced government funding</li> <li>• Through regular monitoring and the promotion of quality assurance measures, ensure all grant aided organisations continue to develop high quality services that meet local needs.</li> <li>• To lead for the Council on Haringey Compact Implementation Group. To promote the Compact and ensure the Compact tool kit is consistently applied.</li> <li>• To increase the activity of the community and voluntary sector at Area Assemblies. To increase the role of the voluntary sector at Access to Services events.</li> <li>• To make the voluntary sector an intrinsic element of local problem solving through the Area Based Working initiative</li> </ul>	<p>Council/ Voluntary Sector Team and Neighbourhood Management</p>
<p>NI 37</p>	<p>12 Ensure that the Borough is prepared for emergencies and business continuity</p>	<ul style="list-style-type: none"> <li>• Review and update of the Council's Business Continuity Plans</li> <li>• Develop and deliver a series of initiatives to inform the public and businesses about preparing for emergencies</li> <li>• Deliver a programme of training and exercising for Council officers</li> <li>• Comply with the Minimum Standards for London Tranche 2</li> <li>• Review the Council's response to swine flu and severe weather</li> <li>• Protect key sites from terrorist attacks</li> </ul>	<p>Emergency Planning and Business Continuity</p>
<p>All</p>	<p>13 Develop leadership around partnership work</p>	<ul style="list-style-type: none"> <li>• Clearly assign Lead Partnership roles across responsible agencies</li> <li>• Promote partnership working across organisational cultures (inc. in appraisals, information and data sharing, problem-solving practice etc)</li> <li>• Maximise resources and avoid duplication across the partnership</li> </ul>	<p>Performance Management Group</p>

Related strategies and plans: Safer for All 2008-2011; Youth Justice Plan; ASB Strategy 09-11; Sustainable Community Strategy; Local Area Agreement Hate Crime Action Plan; Wellbeing Strategic Framework; Alcohol Harm Reduction Strategy; Young Persons Substance Misuse Plan; Safeguarding Children Plan; Child Poverty Strategy; Children & Young People's Plan; Community Engagement Framework; Greenest Borough Strategy; Adult Drug Treatment Plan 2010-11; COMPACT (Voluntary Sector); Influenza Pandemic Contingency Plan

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**Meeting:** Safer Communities Executive Board

**Date:** 3 June 2010

**Report Title:** Draft Communications Plan

**Report of:** Elaine Cunnea, Neighbourhood Crime and Justice Co-ordinator

#### **Summary**

Communicating for confidence has been both a Home Office expectation and a locally adopted priority for the past two years. Whilst some progress has been made to streamline communications' materials across the Council and Police in Haringey, there is a need for the wider partnership to agree on key messages on an annual basis and to have a view on the proposed vehicles and methods

#### **Purpose of the report/recommendation:**

For SCEB to agree the recommendations at point 7.

#### **Financial/Legal Comments:**

N/A.

#### **For more information contact:**

Name: Elaine Cunnea  
 Tel: 0208 489 6900  
 Email: [Elaine.cunnea@haringey.gov.uk](mailto:Elaine.cunnea@haringey.gov.uk)

## 1. Background

In 2007, the work of local authorities and their partners was brought under a new set of national indicators with an emphasis on public perceptions of crime and disorder as well as actual crime reduction targets.

These include overall satisfaction with the local area (NI5) and specific satisfaction with how the police and council, in particular, deal with local concerns about crime, anti-social behaviour (NI21, 24, 41 and 42).

In addition, all Community Safety Partnerships are now expected to raise confidence among residents of the criminal justice system and police forces now have a single, high-level confidence in policing target.

Despite the significantly falling crime rates (34% drop in overall crime since 2003 in Haringey) and the improvements to people's feelings of safety in the latest Residents' Survey (up to 34% from 26%), criminal activity and general disorder still remain high in the **public's perception and list of personal concerns**. This alerts us to the need to further develop the area of communications to tackle public perceptions of crime and disorder.

The current Safer Communities Partnership spans a wide range of statutory and community partners and every partner brings unique skills, experiences, and, most importantly, key audiences together.

## 2. Aims and Objectives

The Safer Communities Partnership strategy sets out the priorities and key targets for 2008-2011 and this is due for renewal later for this year. Underlying all these and future targets is a requirement to **communicate** the achievements of our priorities and activities for the purposes of **raising confidence**. Informing our residents and continuing to engage with them now and in the future regarding community safety should be standard practice.

It is proposed that a Communications Plan will aim to:-

- Deliver robust and consistent messages
- Innovate and build on existing communications methods and tools
- Provide a rational framework to reinforce key messages and partnership involvement across all areas of work
- Develop a connected and balanced programme with an appropriate mix of materials and activities
- Support programme delivery
- Raise the profile of the partnership's work in the community
- Gain community support and involvement
- Further reduce and sustain lower levels of fear of crime
- Raise confidence, helping change attitudes and behaviour
- Build relationships with key stakeholders, local community groups and staff within the partner agencies.

- Facilitate effective two-way communication with key audiences -
- Provide a benchmark to monitor and review communications

### 3. Approach and good practice

Evidence suggests that the **more local** the identified audience and the more local the anti-crime activity message, the **more impact it has on raising confidence**. (See Appendix 1)

There are six key purposes of communicating around crime, the criminal justice system and the response to crime. These are summarised below:-

**To inform** - To tell people what action is being taken, what has happened and is happening: how teams are responding to crime and ASB and spending time and resources, and what has been the impact and consequences of efforts.

**To explain** - To put in plain words who we are, how we work, why we are doing something, and what the procedures are: focusing on transparency, fairness and accountability, and providing one consistent dialogue on crime and ASB.

**To reassure** - This is about being straightforward and realistic: showing that we are concerned, that we are responding, and have the interests of local people at heart.

**To engage** - Encouraging the public to feed in their views on the crime and ASB issues that matter to them, encouraging reporting, providing opportunities for public involvement: helping us to gain a greater understanding of community priorities and concerns; and a way to consult and measure satisfaction.

**To provide a supportive resource** – for victims, witnesses, and anyone else who might need advice or assistance?

**To help prevent crime** - By highlighting safety measures: signposting help with parenting, community involvement, and youth activities, and providing a route to other resources.

In addition, it is vital that all services deliver what they say they will deliver and respond swiftly and efficiently to public concerns.

### 4. Our Audiences

Vital to the strength of any communications plan is identifying the right audience or audiences. In Haringey, we have a wide variety of communities, but common to all is the need to feel safe and secure and to see justice being done.

There is a need to target audiences by geographical location i.e.-

- crime hotspots
- where fear of crime is highest and

- where **confidence is lowest** (*Appendix 2*)

Interest groups that can also carry the partnership messages are :-

- Safer Neighbourhood Teams and Ward Panels
- Neighbourhood Watch Schemes.
- Residents Associations
- Voluntary Organisations
- Young people
- Attendees of the local Area Assembly
- Local businesses (eg. Landlords. Pubs Licensed Betting shops)

Members of staff across the partnership organisations are also trusted message bearers - How staff communicate about Haringey in day to day conversations with the public has a real impact!

## **5. Key Messages**

The communicating for confidence plan is designed to promote the work of the Haringey Safer Communities Partnership and to bridge the gap between perceived crime levels and the reality that most residents live in a safe and secure borough.

The message is that by working together, we can beat crime and anti-social behaviour and keep Haringey Safe, telling the situation as it is and regularly distributing our results.

A simple three-point communications plan is at the heart of **Communicating for Confidence**.

1. Communicate our priorities
2. Communicate planned activities
3. Communicate what has been done and show how it has made a difference.

### **Proposed key messages**

- Overall crime has reduced significantly (but we have more to do)
- Haringey is a safe place to live, work and visit
- People have told us that they are feeling safer
- Most young people live positive and fulfilling lives
- We are diverting young adults away from violence and into constructive activity
- A small minority of the population are responsible for crime and disorder
- We can only be effective if you work with us

- Street drinking has been tackled successfully
- Life has improved for people with drug and alcohol problems and their families (Positive recovery messages)
- We are helping former offenders to help themselves for the long-term

## **6. Methods of communicating**

It is proposed to deliver localised, targeted messages, based on crime intelligence from the data team and local officer intelligence. Use will be made of the new Haringey Officers Tasking Group (HOT). This will be done through short, simple Newsletters (2 sides A4).

To pilot this work, areas currently experiencing high level of crime and low levels of confidence will be targeted, for example, West Green or Northumberland Park. See appendix 3 for a timetable.

In addition, we propose continuing an Annual Newsletter with a round-up of the year's partnership activities and achievements to support and reinforce partnership messages. We will use before and after surveys to evaluate and monitor the impact.

It is also proposed to look at the setting up of a specific programme of presentations/roadshows at Area Assemblies or Neighbourhood Justice Panels (The Coalition: Our programme for Government) to facilitate two-way communication with our residents.

Recognising the contributions from the community and front-line staff remains important. We will look at opportunities for this over the coming year.

## **7. Resource commitments and governance**

- a) We are seeking a contribution from statutory partners towards the annual publication (£4K per statutory partner)
- b) We propose a Communications Working Group and ask partners to commit a suitable Lead Officer from their organisation

## **Use of Appendices**

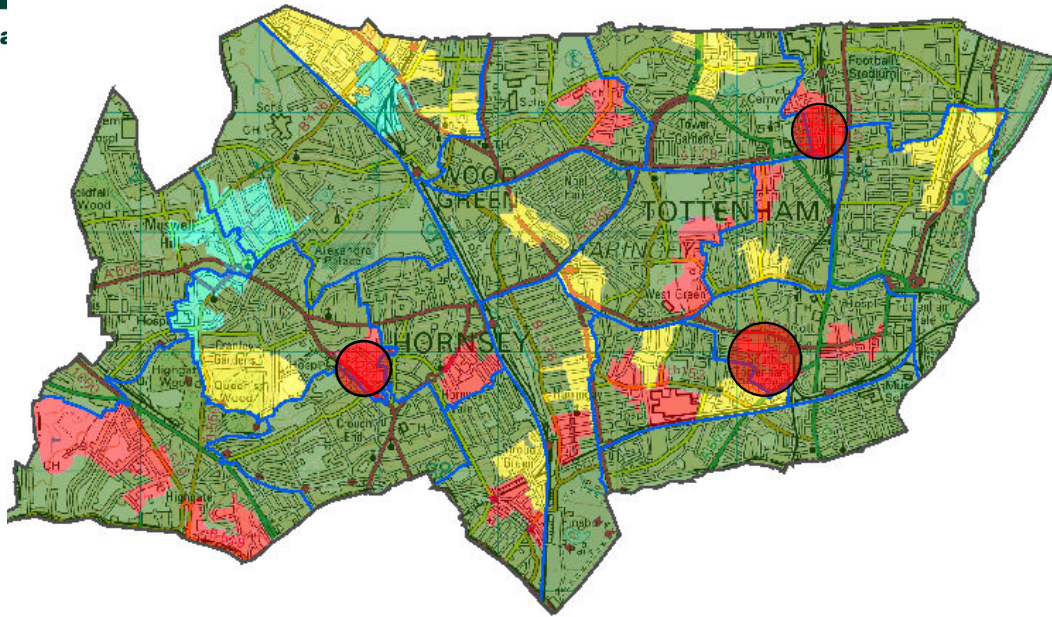
**Appendix 1** - Local Newsletters about crime and anti-social behaviour  
Evidence-based recommendations (see attached separate document)

- Appendix 2** – Public Confidence Map
- Appendix 3** – Schedule of Activity
- Appendix 4** - Partners priorities MET Comms

**Appendix 2**



## Public confidence (PAS)



Working together for a safer London

### Appendix 3 – Schedule of Activity

Quarter	Objective	Lead
1	Agree pilot Neighbourhood with Neighbourhoods Strategic Manager HOTS team	EC, PL , HOTS lead
	Design short before and after survey	EC and Corp Consultation
	Collate data for publication	EC
2	Draft publication and appropriate contents based on local officer intelligence and crime data and circulate with survey	EC, CS data team.HOTS
3	Collate responses to survey adapt/amend as advised by response	EC
3/4	'Community Safety Matters' Newsletter	EC



## Appendix 4

### Partners priorities MET Comms

- Police will consider every tactic and work with the council to protect the public and keep the streets of Haringey safe for the law-abiding majority.
- Police are dedicated to working with the council and other partners to keep the community safe.
- Police work with the council to intervene at the earliest opportunity to support and protect victims of crime and to catch perpetrators and hold them to account.
- Police are working with the council to ensure that premises associated with the illegal supply and misuse of drugs are closed as quickly as possible in order to improve residents quality of life.
- Anyone with information about crime and disorder can phone Crimestoppers anonymously on 0800 555 111. Alternatively, call your Safer Neighbourhoods police team. To find out the details of your local Safer Neighbourhoods team call the police non-emergency number on 0300 123 1212 or visit [www.met.police.uk/saferneighbourhoods](http://www.met.police.uk/saferneighbourhoods). Safer Neighbourhoods do not provide a 24/7 emergency response, this is provided by the borough's 24 hour response teams, in an emergency always dial 999
- Safer Neighbourhoods teams are working with the council to address local concerns about anti-social behaviour, crime and disorder and those officers are being supported by the wider and specialist units of the MPS.
- Police are committed to working with the council to address community concern about dangerous dogs / burglary / violent crime / antisocial behaviour (as appropriate).....
- Local communities should be reassured that the police and council are committed to tackling antisocial behaviour, crime and disorder and we will act on information where appropriate to protect them.
- Police are working with the council, the community and other partners to reduce crime and bring more criminals to justice.
- Police are listening to the needs and concerns of Haringey's community and responding as we strive to provide the best possible service.

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**Appendix 1**

**Local newsletters about crime and anti-social behaviour**

*Evidence-based recommendations*

**Contents**

- 1. Introduction**
- 2. Key sources of evidence**
- 3. The importance of communicating with the public**
- 4. Delivery – how and how often**
- 5. Content**
- 6. General features**
- 7. Presentation**
- 8. Summary of recommendations**

## Introduction

This is the third of a series of briefings on different aspects of **Justice Seen, Justice Done**, a Government programme to increase public confidence in how crime is tackled and justice is delivered. It is a national campaign but with the focus on local delivery – raising awareness and understanding of what the public can expect from the police; that the police are tackling the issues that matter to the public and that offenders face consequences for their actions.

This is a practical guide for Pioneer Area co-ordinators based on the findings of research about what the public want from local information about crime and anti-social behaviour.

Good quality information should reflect the expectations, needs, concerns, and interests of the recipients. It is one thing to produce information *available* to the public, but another to produce information with the public *in mind*. This guide presents evidence-based recommendations for producing **public-oriented** information.

People want information that is useful, clear, honest, and reflects their concerns and experiences. People are most interested in local information which tells them what action is being taken, what has happened as a result of that action, and how to get in contact if they want or need to.

You will be already be using a variety of ways of getting information across to the public about what you are doing to tackle crime and anti-social behaviour. However, this guide specifically focuses on the use of newsletters and leaflets as the evidence shows that these are important and trusted sources of information, yet relatively underused.

Information and communication about crime is very important in building public confidence in criminal justice services. Communications of course do not replace practical action to tackle the crime and anti-social behaviour which the public expect to address the real concerns they have. But they can build on action ensure that the public is properly connected to the criminal justice response to crime and disorder.

Research has shown that providing the right kind of communication and information is a driver public confidence in the police, their partners, and the wider criminal justice system. More information on factors affecting public confidence and the role of communications on crime can be found in a forthcoming Home Office document for partnerships which will provide insight, evidence and practical advice on how communications can play an important role in increasing public confidence.

## Key sources of evidence

The document makes frequent reference to several key studies:

- Ipsos MORI *Communications Research Study*, conducted on behalf of the Metropolitan police (referred to in this guide as '**the Met study**')
- Ipsos MORI *The Role of Communications in Tackling Anti-social Behaviour*, conducted on behalf of the Respect Task Force at the Home Office (referred to in this guide as '**the Manchester study**')
- Office of Criminal Justice Reform (OCJR) *Inform, persuade, and remind: an evaluation of a project to improve public confidence in the Criminal Justice System* (referred to in this guide as '**the OCJR study**')
- *Engaging Communities in Fighting Crime: a review by Louise Casey* (referred to in this guide as '**the Casey review**')

### **The Importance of communicating with the public**

Communicating with the public about crime and anti-social behaviour serves a variety of important purposes in providing a service to the public:

- Communication provides *access* to the police and their partners, for victims, witnesses, and anyone else who might need assistance or advice.
- Communication can *reassure* people – not in an ‘everything is fine’ sense - but by making it clear that the police and their partners are working to tackle crime and anti-social behaviour and that they have the interests of local people at heart.
- Communication *informs* people what has been done, what is being done, and what will be done about crime. It lets people know how the police and their partners are spending their time, what the impact of their efforts has been, and what service people can expect.
- Communication *explains* to people how the police and their partners work, why they are doing something in particular, and what their various procedures mean for people. It helps to make their work transparent, fair and accountable.
- Communication can *engage* local people, by encouraging reporting, learning about what matters to people, showing how people can help or get involved, and checking whether they are satisfied.

### **Delivery - how and how often**

Communication about crime and safety can range from a PCSO stopping to chat to residents in the street, to a website mapping crime figures, to a local or national awareness campaign. The most direct way to reach people is to talk to them face-to-face. The increasing use of the internet (particularly to search for information) means it is helpful to have a good website. Many people read local papers and it is sensible to develop strong links with the local media. But leaflets and newsletters remain one of the best ways to reach a large number of local residents directly.

- In a survey of the public conducted by Ipsos MORI, newsletter information from the police was among the most trusted sources of information, but among the least received.

Whilst this guide is focussed on newsletters and leaflets, many of the principles and features are relevant to other forms of communication such as websites or information provided at local meetings. Types of communication are also linked, for example in the way that a newsletter can promote a website or public meeting.

### **Frequency**

The public preference for receiving crime information seems to be to receive something on a monthly basis. Depending on the amount of information included, if newsletters are difficult to produce on a monthly basis, then they should be produced at least quarterly, perhaps supplemented by leaflets on a monthly basis.

- The Casey review found that the public tended to say they preferred monthly information about crime (45%) or quarterly information (25%).
- Similarly the Met police leaflet research found that over half (62%) of people felt that the police should produce local leaflets on a monthly basis with a further 29% saying quarterly. Respondents stated that anything less than quarterly information was too infrequent.

### **Delivery**

Newsletters and leaflets should be delivered to as many homes as possible in an area, as well as being available at other public spaces. However, research shows that recall of a newsletter or leaflets can be enhanced by hand-delivery or in combination with door-knocking, for example by PCSOs or wardens. Other methods to boost recall may include delivering the information alongside other important or interesting information. Where residents do recall receiving leaflets or newsletters on crime, the evidence suggests they find them useful and interesting to read.

- In the Met leaflet study, of those that had recalled/looked at the leaflet, more than half said they read most or all of it.



- In the Manchester study, around one in six (16%) residents recognised the leaflet after the initial leaflet-drop. This increased to two in five (42%) when PCSOs hand delivered the leaflet.
- The OCJR research found that personally handing a booklet to people, either with or without providing an explanation, made it more likely they will read the booklet as well and resulted in more of an increase in people's confidence in the Criminal Justice System, compared with sending the booklet through the post

*"Mine was handed to me by somebody that came to the door which puts more of an emphasis on it. It's more meaningful because somebody's actually given you this. They've gone out of their way to come to your door and give it to you"*

[OCJR research respondent]

- In the Met study one set of neighbourhood policing leaflets were delivered alongside the widely read local newspaper (recall of the leaflet in that neighbourhood was 57% compared to around 25% for the normal door drop)
- The OCJR also recommended that consideration be given to emulating or piggy-backing the practice of local authorities who provide annual statements to rate-payers which include details of the proportion of the budget dedicated to police services.

## Content

This section describes important elements to include in a newsletter or leaflet, based on research conducted with the public about what they want to know about crime and anti-social behaviour in their local area.

### **A clearly defined area and map**

Areas are often defined in administrative terms such as local authority areas, basic command units, wards, or neighbourhood policing areas. However, residents tend to understand their area in more meaningful terms. It is therefore important to define the area or neighbourhood the newsletter covers in clear and easy-to-understand ways. A map is a helpful way of achieving this, but should be clear enough to make out the street names involved.

- Research by the met found that 15% of London residents visiting the Met website did not know the name of their ward.
- The Manchester leaflet research found that people liked a map to be included in a leaflet or newsletter so that they could understand the relevance to them.
- Respondents in Manchester tended to identify their area using main street names, parks, supermarkets, and other recognisable local features.
- In addition to defining the area, maps can also be included to show the location of local police stations, and/or information about crime in the area (see section on local crime figures)

### **Contact details and how to report**

All newsletters and leaflets should have a section indicating clearly and simply how to contact the police and their partners so that people are able to report crime (emergency and non-emergency) and anti-social behaviour, or to make contact for another reason. The newsletter should also include details of the neighbourhood team, including names and photographs.

- The information on reporting crime and anti-social behaviour should spell out clearly how to report emergency crime, non-emergency crime, and anti-social behaviour. The Casey review found that people felt they knew more about safety precautions than they did about how to report non-emergency crime.
- In the Manchester research all participants thought it was essential to include instructions of how to report anti-social behaviour. Whilst people pointed out that they might not actually report something they liked knowing that they could, and found that empowering.
- Contact information can be useful for people to keep after having read the material. The Met research found that people said they were more likely to keep leaflets where contact numbers and information were all on one page (or in a section they could tear off).

- The Met research also found that in one case people said they specifically appreciated knowing the details of the local policing team and how to contact them, because they had been concerned about police station closures.

Email and postal addresses are useful to include, as are the location and opening times of nearby police stations.

### **Action**

*“What we want is a safer community so...how are we getting on? What are we doing?”*

[Manchester resident]

The most common theme to emerge across all of the evidence on what people want from local communications is that people want to hear about action to tackle crime and anti-social behaviour. Perhaps the key recommendation of this guide is that newsletters and leaflets should predominantly be concerned with what the police and their partners *are doing*. However, the evidence is that this is one of the hardest things to get right, as the public think that newsletters and leaflets tend to talk too much about ‘successes’ without talking about current action.

- The Met research found that residents did not feel the leaflets delivered in their area were very good at telling them what their local police are doing to tackle crime. Residents commented that ‘it was not good enough to just state how well the police *think* they are doing. They want to know *what* they are doing.’
- Information about successes and achievements is not the same as action being taken, because it is focussed on the past rather than the current, may come across as singing your own praises, and may not acknowledge current problems.
- The Met research found that residents in one area were disappointed that the section entitled ‘doing our bit’ in their local newsletter was not concerned with fighting crime, but rather boasted about the police’s green credentials.

*“Sometimes they tell you about what you should be doing but they’re not actually really telling what they’re doing. They tell you, don’t put your handbag on the seat in the car and all this sort of stuff...but they’re not really saying what they’re doing”*

[London resident]

- Similarly in the Manchester research residents said they wanted localised information about what is being *done* and *when*. They wanted to be informed of progress and outcomes of efforts and action in their neighbourhood.

This last point about progress is also a key point in considering the content of newsletters and leaflets. The interest in feedback about progress means

information provided should, where possible, relate to the information in *previous* newsletters and leaflets, rather than be an isolated snapshot. In other words newsletters should represent an ongoing dialogue with the public.

Closely-related is the recommendation that newsletters and leaflets should clearly include information about **local priorities** i.e. what the police and their partners are concentrating in a particular month, based on the concerns raised by local residents.

- Residents concerns, in turn creating local priorities, in turn triggering action, should be linked where possible. This approach was taken in the Manchester research where information in the leaflet was spelled out using clear headings 'we've listened', 'you said' and 'we are doing'. This was based on an approach taken by South Tyneside council which adopted a 'we asked', 'you said', 'we did' approach to public information<sup>1</sup>.

### **Consequences, sentences and punishments**

Nine in ten respondents to the Casey review felt they were not told enough about what happens to those people who commit crime. However, incidences, or even any reductions of crime and anti-social behaviour, are frequently communicated with little reference to what happened to those involved.

*'Why do criminals suddenly become invisible when they are caught? We have a right to know what happens to them, but the powers that be conspire to keep us in the dark'.*

[Casey review, Have your say respondent]

Research with members of the public finds that people are interested in knowing what the consequences of action to tackle crime have been. So, for example, if one month's newsletter describes action to tackle robbery, a subsequent newsletter should describe any consequences of that action, such as any arrests made.

- In the Met research the residents of one area were pleased to find out that the police were tackling knife crime in their area, but also wanted more detail. They wanted the leaflet to say what happens to the people they catch, and felt that the information should be more direct. They suggested that the leaflet should be used as a way to identify criminals by showing photographs of them. They wanted to know who was committing the crimes, as they thought criminals can walk around unrecognised.

Information about arrests, convictions, sentences and punishment can be conveyed in a variety of ways, such as:

- Information about anti-social behaviour powers used.

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<sup>1</sup> An approach previously used by the supermarket chain Tesco.

- Information about arrests made
- Information about sentences handed out by local courts
- Information about punishment, such as community payback being carried out in the area.
- Information, where possible, about those convicted, such as names or photographs.

*If you put out some sort of advert somewhere that said 'Last month so many hours of Community Service were done in this town. We did this patch, painted this fence, scrubbed this graffiti', that sort of thing, and you could actually see it for yourself, that's when you're going to start believing it.*

[OCJR study respondent]

Generally, the public don't differentiate between parts of the Criminal Justice System. Just as they expect to hear about policing in their area, they expect to hear about justice relevant to their area as well. Newsletter and leaflets should communicate the consequences of action to tackle crime.

*The public like to read: crimes committed, crimes solved, who committed them, what was the sentence*

[Casey review, Have your say respondent]

### **Local crime figures**

There is some interest from the public in knowing about crime figures for their local neighbourhood, although it is a focus on action that people are most interested in. Crime figures should be as local as possible because people tend to mistrust general crime statistics. They should also be presented in an easily understandable way and make comparison with the previous month or quarter.

- The Manchester research found that statistics need to be reported in context so readers are aware of whether the figure is better or worse than last year, or better or worse than a similar area.
- People tend to prefer real numbers to percentages.

*Our [local police] report to us with actual figures not percentages. He tells us how many more/less crimes in each category. I think this is the sort of information people are interested in*

[Casey review, Have your say respondent]

Crime figures can also be presented on a map and/or the newsletter can provide a web address to access online crime-maps.

### **How to have a say or get involved**

Newsletters and leaflets should contain information about how the public can voice their opinions or, for those that wish to, become involved in helping to

tackle crime in their area. The most obvious of these is advertising the date, time and location of the next public meeting.

- The Met study found that invitations to forthcoming meetings should make clear the purpose of the meeting and bear in mind that people might not understand the difference between, for example, a ward panel meeting and a street briefing.

As well as public meetings, other ways of involving the public which can be conveyed in a newsletter or leaflet include providing information about:

- Support for victims of crime and anti-social behaviour
- How to make a complaint or challenge the way crime and anti-social behaviour is being tackled locally
- How to get involved in residents associations or Neighbourhood Watch schemes
- How to nominate community payback projects.
- Parenting support, activities for young people, or crime-prevention information.

## General Features

This section summarises the kinds of things that improve the quality of newsletter or leaflet content, and is based on research with members of the public about what they like and dislike about communications on crime and anti-social behaviour.

### Provide an ongoing dialogue

As mentioned in the content section, people are interested in knowing that information provided to them is not just a 'one-off snapshot' but rather that efforts to tackle crime and anti-social behaviour are ongoing and have consequences. Therefore, stories described in newsletters should be continued in further newsletters.

Similarly, people tend to want coherent messages on crime, anti-social behaviour and justice. Wherever possible, people should not be bombarded with different information from different agencies.

### Be specific

Information should be as specific as possible, which makes it more relevant for the reader. For example, when describing locations it helps to use street names or landmarks. Names of local officers should be used, and meetings should have specific (and accurate) meeting dates. Information about arrests and sentences should also be as specific as possible as well.

*"[It says] 'Our next meeting will be later in the year'. That means they haven't had the fore thinking enough to actually say our next meeting will be on the 7<sup>th</sup> May...that just doesn't say anything really"*

[London resident – Met research]

### Avoid jargon

The evidence indicates that people do not like to read language which uses jargon, technical terms, abbreviations and too many acronyms. Expressions such as 'problem-solving' 'community safety' and 'partnerships' are likely to be meaningless to most residents. Similarly saying 'the police and council' is clearer than saying 'the CDRP' or the 'partnership'. If acronyms are used they should be spelled out the first time they are used e.g. Police and Communities Together (PACT). Plain, matter-of-fact language is what people appreciate the most. A balance should be struck between a professional yet approachable writing style.

### Provide an honest and realistic account

Although people are interested in hearing about successful outcomes and how things have changed for the better they are sceptical about anything that comes across as 'trumpet blowing' or 'spin'. Again, people appreciated 'matter-of-fact' language that did not try to oversell success, and appreciated an honest account of how efforts were going.

- Participants in the Manchester (and OCJR) research said it would be refreshing to sometimes be informed about initiatives that were not as successful as hoped, and what was going to be done to improve them.

### **Make it locally relevant**

The more local the information in a newsletter or leaflet is, the more relevant and meaningful it is for the reader. This was found in both the Manchester and Met studies, where people preferred a very local focus. One way of maximising local interest, is to include the views of local people in the newsletter or leaflet, as people said they were more interested in listening to the views of people who live in an area (i.e. those who may live with crime or anti-social behaviour), than the views of officials or authority figures.

- The Manchester research found that articles that focus on local people were much more appreciated and considered more credible than those where the focus of the story is not known to them, or not relevant to their area. People mentioned that trusted local spokesperson would add meaning to real-life stories.
- Similarly the OCJR study found that people would like to see information with local people's views included, which they felt would put some flesh on the bones of the statistics and provide human interest.

To summarise the above features, local direct communications such as leaflets and newsletters should use straightforward language and real, specific, local examples. They should be relevant to the interests of residents, present information clearly and tell an ongoing story by relaying the consequences of previous action and explaining current efforts to tackle crime and anti-social behaviour.



## Presentation

This section makes some brief recommendations for the format of local newsletters and leaflets.

### Title and first impressions

One of the best ways to make a newsletter and leaflet stand-out (and to make it distinct from advertising and junk mail) is to make clear that it is information about crime.

- The Met study found that straightforward presentation i.e. not too 'glossy' helped in this regard. However one of the best ways was to make the headline title of the newsletter or leaflet spell out what it contained. The study recommends using words like 'News from your local police team' rather than 'community safety newsletter' (this also shows the need to avoid using jargon).
- Similarly the Manchester study used the title 'Tackling anti-social behaviour in [name of area]' as a way of indicating what the leaflet contained.

### Logos and branding

There are often a number of logos associated with agencies responsible for crime and community safety in an area. However, the public do not, for example, tend to know what a Crime and Disorder Reduction Partnership (CDRP) is, or a Local Criminal Justice Board (LCJB), or a community safety team. They are likely to best understand terms such as the 'police' and the 'council'. So whether the newsletter is from the neighbourhood policing team or from several partners (and given people's interest in one dialogue joint-branding is a good thing) it is preferable where possible to make clear police involvement using their logo prominently for the reasons below. Other logos, if included, should be kept small and to the bottom of the newsletter or leaflet.

- In the Met study a lot of people mentioned they were more inclined to read the leaflet when they realised it was from the police. Where the police logo was not prominent people suggested making it more noticeable.

*There's a lot of rubbish, but I think if it was about the police I think I probably would take the time to read it*

[London resident – Met research]

*First look you think its police, yeah. You pay more attention to it.*

[London resident – Met research]

- The Met research found that 'Safer Neighbourhood Team' branding added little because awareness of the 'brand' was poor and not clearly associated with the police (confusion with neighbourhood watch and the council).

- In the Manchester study (where the leaflet was from the council) groups had mixed feelings about the trustworthiness of any information coming from the council. Residents, however, generally appreciated the fact that the Council was communicating with them, as it showed them that something is being done.
- In the Met study when residents looking at example leaflets realised they were from the local police there was more often than not a change in attitude towards the leaflet (for the better), reflecting a sense that the residents were keen to understand more about crime in their area and how it was being tackled by the police.

### **Layout and format**

The golden rule for newsletters and leaflets in relation to format is that they should be clear and readable. A consistent format can help to foster recognition and familiarity.

- The Met study found (for leaflets) that A5 was the preferred format (and also recommended for newsletters).

### **Photographs and text**

Photographs are generally good to include and colour makes the newsletter attractive. Ideally photos should be locally relevant and related to the information in the newsletter e.g. police on patrol.

- In the Met study photos which showed local area and told a story gained the most approval. Residents preferred to see images of the police in action (rather than idle).

The evidence suggests that leaflets should not be cluttered/have too much text, but should also not waste clear space. As mentioned in the previous section, jargon should be avoided e.g. problem-solving, intelligence-led, and should make clear explanations e.g. 'three things you've told us are a problem that we'll be concentrating on' rather than 'three agreed local priorities'.

- The Met study found people had a preference for text to be laid out in blocks, broken up with pictures and using clear bold headings and consistent font types and sizes.

### **Summary of recommendations**

- Crime information should be provided at least quarterly, and preferably monthly. Quarterly newsletters with monthly leaflets or updates should be the minimum.
- Attention to newsletters or leaflets can be enhanced by hand delivery.
- Newsletters and leaflets should define the area clearly, using a map.
- Contact details should be included, including ways to report crime and anti-social behaviour, and information about the local policing team.
- The content should focus on action being taken to tackle crime and anti-social behaviour.
- The results and consequences of action should also be included including arrest, sentencing and punishment information
- Local crime figures should be presented in a simple way, using numbers and comparisons with previous months.
- Ways for the public to be involved should be highlighted, including forthcoming public meetings, ways to complain, information about joining residents groups, and how to have a say in community payback.
- Newsletters and leaflets should use straightforward language, be honest and matter-of-fact, and represent an ongoing dialogue with the public.
- Information should be locally relevant, use specific names and places, and avoid jargon.
- Titles should make clear what the newsletter or leaflet is about, and ideally use a prominent police logo.
- Photos should show police and partners in action, text should be clear and readable.

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haringey strategic partnership

**Meeting:** Safer Communities Executive Board

**Date:** 3 June 2010

**Report Title:** Haringey Reducing Re-offending Programme 2010/2011

**Report of:** Michael Buraimoh – Reducing Re-offending Officer

### Summary

On the 18 of February 2010, the Reducing Re-offending Officer made a presentation to the board on HARRP (the Haringey Reducing Re-offending Programme). This report summarises the strategic work carried out so far as well as the planned delivery of the programme.

Although the initial funding is for the first year of delivery, the programme is expected to last a minimum of two years for its achievements to be measurable (based on the working definition of re-offending).

### Summary of key Activities to date:

- Reducing Re-offending Action Plan developed and presented to SCEB in February 2010
- The Action Plan was well received and members' suggestion of engagement with Children and Young People's Services carried out accordingly.
- A Reducing Re-offending conference organised and held in March 2010
- The conference brought together key partners in delivering the reducing re-offending plan but also highlighted the absence of mental and physical health agencies, with the engagement of these agencies now being actively carried out.
- Key partnerships developed and the Haringey Reducing Re-offending Network (HARREN) created by April 2010
- Thirty organisations have committed to membership of HARREN
- A Service Level Agreement has been written to facilitate the partnership working of HARREN.
- An online Forum for managing the network has also been set up and will go live in June 2010.
- Recruitment of Reducing Re-offending Case Worker initiated in March 2010
- Delays in recruitment have been experienced owing to HR processes. However the Reducing Re-offending Officer will be taking on some test cases as a contingency arrangement.

- Tenders written and submitted to the Economic Regeneration Team for the delivery of HANSRE (the Haringey Network of Socially Responsible Employers) and the Social Enterprise Scheme

**Planned Future Activities:**

- Completed recruitment of the Reducing Re-offending Case Worker by July 2010
- Training of 5 mentors from among reformed offenders, by September 2010.
- Delivery of HANSRE – with 30 employers signed up and committed to the recruitment of ex-offenders by December 2010
- Recruitment and engagement of 20 clients on the programme by November 2010

**Recommendations:**

- That Board members note the progress to date and the expected outcomes
- That Board members note and support the proposed activity over the coming year with a view to reducing re-offending of non-statutory offenders (see attached Action Plan)

**Financial/Legal Comments:**

Funding has been allocated from the Safer Communities Area Based Grant to cover the salary cost of the Reducing Re-offending Officer. An operating budget has been allocated from the BCU fund, which also covers salary for a Case Worker.

Due to funding restrictions, only thirty ex-offenders will be engaged in the first year. Depending on adequate funding in the future, the programme is expected to extend to various areas including developing projects that will focus on reducing recidivism among ex-offenders on remand, offenders serving community sentences, women offenders, specific Prolific and Priority Offenders.

**For more information contact:**

Name: Michael Buraimoh  
Title: Reducing Re-offending Officer  
Tel: 020 8489 2661  
Email address: [michael.buraimoh@haringey.gov.uk](mailto:michael.buraimoh@haringey.gov.uk)

**Background**

**1. Introduction:** In 2008 the Drug and Alcohol Action Team (DAAT) and Community Safety Team (CST) commissioned research into re-offending and resettlement. The key recommendation of this work was to establish a project management post to work with a multi-disciplinary officer group to produce and

co-ordinate a comprehensive reducing adult re-offending action plan (for offenders serving sentences of less than twelve months).

In April 2010 reducing re-offending, due to its becoming a national priority, became the statutory responsibility of Crime and Disorder Reduction Partnerships or Community Safety Partnerships.

Statistically:

- 67% of people released from prison go on to re-offend within two years.
- In March 2010 the National Audit Office put the national cost of re-offending at £10 billion a year.
- Some 50,000 people are sent to prison for less than six months each year and this group of offenders make up more than 60% of offenders.

## 2. The Haringey Reducing Re-offending Programme (HARRP)

**General Objective:** To significantly reduce the risk of re-offending among non-statutory adult offenders through a case management partnership effort to deliver coordinated resettlement services.

**3. Scope:** The London Borough Offender Profile Report reveals that adult Haringey residents who are non-statutory offenders/ex-offenders sentenced to either custodial (particularly in Pentonville and Holloway prisons) or community sentences make up over 60% of re-offenders in Haringey. The Reducing Re-offending Programme will only target this group, as despite being the majority of repeat offenders, no agency has the statutory obligation to supervise or coordinate efforts to effectively resettle them following their prison terms. HARRP will work with these offenders during and after imprisonment. It will also provide access to services for offenders' families.

## 4. Summary of expected Outcomes

- 70% of beneficiaries do not re-offend within at least two years of engagement on HARRP.
- Clear lines of accountability and infrastructure for managing offenders sentenced to less than 12 months
- Sustainable partnership is developed with statutory and voluntary organisations
- Sustainable and active network of socially responsible employers in Haringey
- A sustainable resource for managing offenders sentenced to less than 12 months
- Improved community involvement in offender resettlement through HARRP

## 5. Risks and mitigating action

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation Summary	Plan
There is a risk that the recruitment process (of case workers) will be slow which would lead to delays in the	H	M	<ul style="list-style-type: none"> <li>• The Reducing Re-offending Officer will cover in as much as</li> </ul>	

project.			is possible to ensure project kicks off as planned.
There is a risk of inadequate funding leading to inability to fully implement action plan, especially with the social enterprise project.	H	M	<ul style="list-style-type: none"> <li>The private sector will be engaged to achieve funding where feasible. However the Social Enterprise Project might become a future project</li> </ul>
There is a risk of a lack of commitment from key partners which could lead to problems with establishing an effective multi-agency approach and sharing information as well as co-funding.	M	M	<ul style="list-style-type: none"> <li>Good practice from other partnership approaches within Haringey and from Tower Hamlets will be implemented where appropriate</li> </ul>
There is a risk that future funding to deliver the action plan may not be available – a risk of discontinuity	H	M	<ul style="list-style-type: none"> <li>An evidence base demonstrating the argument for investment will be developed</li> </ul>



Reducing Re-offending Action Plan 2010/11- Business Unit: Safer and Stronger Communities

Business Plan Objective: (use a separate form for each objective)	Responsibility of: (Identify officer responsible for achieving this objective)			
To Reduce the Risk of Re-offending by Non-statutory Offenders	Michael Buraimoh – Reducing Re-offending Officer			
Council Plan Priorities: (state the Council Plan Priorities that this objective supports)	Creating a Better Haringey: cleaner, greener, safer.			
Description of targets and performance measures relevant to this objective, including all relevant National Indicators; Local Area Agreement targets and key local Performance Indicators.				
<ul style="list-style-type: none"> <li>➢ NI 30 Re-offending rate of prolific and priority offenders HO DSO</li> <li>➢ NI 16 Serious acquisitive crime rate PSA 23</li> </ul>				
Activity to be undertaken: (list key activities or projects that will be undertaken to meet the objective)	Lead Officer	Cost/Funding Source	Due date (state month the activity will be completed by)	RAG Progress
<b>General</b>				
1. To carry out mapping of services available and accessible by non-statutory offenders around the seven pathways.	Michael Buraimoh	Officer Time	February 2010	<b>Green</b>
2. To create an Haringey Reducing Re-offending Network (HARREN) of relevant providers across the 7 pathways	Michael Buraimoh	£200	March 2010	<b>Green</b>

## Reducing Re-offending Action Plan 2010/11- Business Unit: Safer and Stronger Communities

Activity to be undertaken: (list key activities or projects that will be undertaken to meet the objective)	Lead Officer	Cost/Funding Source	Due date (state month the activity will be completed by)	RAG Progress
3. To establish a clear system for achieving seamless cross referrals among identified service providers	Michael Buraimoh	Officer Time	March 2010	Green
4. To carry out detailed analysis of crimes committed by non-statutory offenders, identify emerging patterns (To inform priority in service development and delivery).	Leo Kears/Peter De Bourg	Officer Time	February 2010	Amber
5. To work with the Prisons, police and the Probation Service to establish an effective system for recruiting project beneficiaries.	Michael Buraimoh	Officer Time	March 2010	Green
6. To recruit one case worker.	Michael Buraimoh	£36,600	April 2010	Amber
7. To achieve local community commitment to HARRP core objectives by presenting at all 7 area assemblies as well as ward panels.	Michael Buraimoh	Officer Time	On Going	
8. To organise an inter-borough good practice sharing forum and continually examine good practices from other boroughs.	Michael Buraimoh	£200	January 2011	
9. To develop SLAs with prisons and CONEL	Michael Buraimoh	Officer Time	April 2010	Amber

Education, Training and Employment						
1. To identify existing employability programmes in prisons and facilitate access for offenders through the HARRP Project.	Michael Buraimoh	Officer Time	March 2010	Amber		
2. To develop and deliver a 'Work Works' training package (in partnership with the Haringey Guarantee) to selected providers who deliver employability support to ex-offenders.	Michael Buraimoh & Ambrose Quashie	Officer Time	May 2010	Green		
3. To work within the 'Haringey Guarantee' programme to deliver accredited training and work placements to project beneficiaries	Michael Buraimoh	Officer Time	On Going			
4. To create (and manage) an Haringey Network of Socially Responsible Employers (HANSRE)	Michael Buraimoh & Ambrose Quashie	£200	August 2010			
5. To provide support to 10 non-statutory ex-offenders to achieve college qualifications and improve employability, in partnership with the CONEL.	Michael Buraimoh	Officer Time	March 2011			
6. To provide in-work continuous support to non-statutory ex-offenders to ensure employment sustainability.	Work Works-trained Advisers & Case Workers	Officer Time	On Going			
7. To work with the council's Business and Enterprise Team to develop and deliver a social enterprise project (Success for the Community) to train, support and facilitate grant access for 5 non-statutory ex-offenders (social	Michael Buraimoh	TBC	TBC			

Reducing Re-offending Action Plan 2010/11- Business Unit: Safer and Stronger Communities

entrepreneurs).				
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## Reducing Re-offending Action Plan 2010/11- Business Unit: Safer and Stronger Communities

<b>Attitude, Thinking and Behaviour</b>				
1. To facilitate access for project beneficiaries to existing behavioural courses in prison and in the community.	Michael Buraimoh	Officer Time	On Going	
2. To ensure continuity of behavioural support received in custody through to resettlement of offenders in the community	Case Workers	Officer Time	On Going	
3. To empower delivery partners to incorporate offender motivation and attitude change into frontline delivery, through their participation in the HARRP conference workshops.	Michael Buraimoh	Officer Time	March 2010	Amber
4. To work with the A4E to develop an ex-offender-led mentoring scheme.	Michael Buraimoh	£5,000	August 2010	

<b>Accommodation</b>				
1. To carryout a detailed mapping of housing service providers with referral possibilities and link to HARRP	Michael Buraimoh	Officer Time	February 2010	Green
2. To work with Housing Support and Options Service to minimise loss of accommodation for non-statutory offenders sentenced to 16 weeks or less.	Case Workers	Officer Time	On Going	
4. To provide access to the Housing and Option's rent deposit scheme.	Michael Buraimoh	£15, 000	Feb 2011	

<b>Drugs and Alcohol</b>				
	Case Workers	Officer Time	On Going	
1. To refer and track the progress of relevant non-statutory offenders through DIP.	Case Workers	Officer Time	On Going	
2. To refer and track the progress of relevant non-statutory offenders through Alcohol Treatment programmes in partnership with HAGA.	Case Workers	Officer Time	On Going	
3. Identify and establish a referral pathway to existing prison-based voluntary drug/alcohol treatment organisations.	Michael Buraimoh	Officer Time	April 2010	

Reducing Re-offending Action Plan 2010/11- Business Unit: Safer and Stronger Communities

<b>Mental and Physical Health</b>				
1. To work with existing prison health care system to ensure access to practical advice and treatment while in custody.	Case Workers	Officer Time	On Going	
2. To track, within HARRP, offenders requiring continuity of service and make/track referrals to relevant health care providers	Case Workers	Officer Time	On Going	
3. Identify Healthy lifestyles/health improvement programmes available in the borough and make referrals as appropriate.	Michael Buraimoh/Case Workers	Officer Time	On-going	
4. To work with NHS Haringey (St. Ann's Hospital) to facilitate access to the 'Working for Health project (Health Condition Management).	Case Workers	Officer Time	On-going	



<b>Children and Families</b>				
1. To include offenders families in the Haringey Reducing Re-offending Network to be part of the effort to deliver the reducing re-offending strategy. 2. To capture information about an offender's family circumstances systematically in the HARRP process. 3. To use the IRP to plan interventions for offender families where necessary, working with CHRYSALIS.	Michael Buraimoh	Officer Time	March 2010	
	Case Workers	Officer Time	Ongoing	
	Case Workers	Officer Time	Ongoing	

## Reducing Re-offending Action Plan 2010/11- Business Unit: Safer and Stronger Communities

Finance, Benefit and Debt				
1. To establish a system that allows for priority Jobcentre Plus appointments to be made for soon-to-be-released project beneficiaries	Michael Buraimoh	Officer Time	May 2010	Amber
2. To make referrals to Citizens Advice Bureau (or other relevant financial services)	Case Workers	Officer Time	Ongoing	
3. To create a project fund for immediate financial needs of beneficiaries, such as Interview clothing etc (subject to funds availability)	Case Workers	£3 000	Ongoing	Green
4. To work with the Prince's Trust (and similar organisations) to facilitate access to and monitor disbursement of grants for entrepreneurship	Michael Buraimoh	Officer Time	Ongoing	
5. To develop partnership with an high street bank to provide financial advice and services (including account opening) to project beneficiaries	Michael Buraimoh	Officer Time	August 2010	

## Safer Communities Executive Board’s Significant Risks (March 2010)

This document sets out the Safer Communities Executive Board’s key risks.

### Vision and Key Service Objectives:

<b>Service Vision</b>
Reduce crime and ASB in Haringey and increase confidence in the criminal justice system.
<b>Key Service Objectives</b>
<ol style="list-style-type: none"> <li>1. Agree and monitor the allocation and use of all relevant budgets, encouraging the use of pooled budgets, staff and services where appropriate.</li> <li>2. Oversee the production of annual crime audits and endorse action plans and key strategies ensuring clear links between need and activity.</li> <li>3. Agree a performance and project management framework with regular monitoring and evaluation of outcomes against measurable outputs and baselines.</li> <li>4. Respond to and ensure compliance with Government legislation, new policies and initiatives.</li> <li>5. Agree the strategic framework for any Best Value or Comprehensive Performance assessment process.</li> <li>6. Oversee, monitor and develop the work of all subgroups, undertaking reviews of the structure as required.</li> <li>7. Agree and update a Risk Register annually.</li> </ol>

### **Key to the Risk Register:**

**Ref:** Details the reference number for the risk.

**Risk Identified:** Details the risk identified by management.

**Inherent Risk:** Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored from 1 to 9 according to the schedule in appendix one of this report. The rankings can be tied into the overall Council risk framework.

**Controls:** The actions and processes which are currently in place to manage the risk identified.

**Residual Risk:** Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

**Further Action:** Where there is outstanding residual risk, further actions have been identified by management to reduce the exposure to the risk. A separate action plan, including a timetable for implementation of further actions, will be produced.

Ref	Risk Identified	Controls	Residual Risk		Further Action
			Impact	L.hood	
SCEB1	Inability to appropriately fund services, projects, and work due to significant reductions in funding of individual partners and of the whole Partnership. This would cause inability to achieve targets and hence is also a reputation risk.	<ol style="list-style-type: none"> <li>1. Internal efficiency savings reviews.</li> <li>2. Project evaluation and monitoring process in place.</li> <li>3. Commissioning of projects according to analysis of data and need.</li> </ol>	<b>8</b>	<b>9</b>	<ol style="list-style-type: none"> <li>1. Internal efficiency saving reviews.</li> <li>2. Sharing of resources across Partnership.</li> <li>3. Tightening of commissioning process to focus on priority work</li> </ol>
SCEB2	Sudden increase in gang violence or other violent crime.	<ol style="list-style-type: none"> <li>1. Regular data analysis feeding into action plans of partnership boards and Police weekly tasking group.</li> <li>2. Regular intelligence sharing between YOS/Youth and Police.</li> </ol>	<b>6</b>	<b>5</b>	<ol style="list-style-type: none"> <li>4. To further improve Area Based Working.</li> <li>5. To improve intelligence sharing between schools/ PSC and Police.</li> <li>6. To place a Police Officer in Haringey &amp; Enfield College of NE London.</li> </ol>
SCEB3	Sudden increase in acquisitive crime.	<ol style="list-style-type: none"> <li>1. Regular data analysis feeding into action plans of partnership boards and Police weekly tasking group.</li> <li>2. Regular intelligence sharing between YOS/Youth and Police.</li> <li>3. Planned increase in employment in Haringey particularly for under 25's.</li> <li>4. Effective Reducing Re-offending Management/DIP/PPO schemes</li> </ol>	<b>5</b>	<b>4</b>	<ol style="list-style-type: none"> <li>7. Ensure those at risk of/already involved in offending are included in new employment opportunities.</li> <li>8. To improve intelligence sharing between schools and Police in CONEL..</li> </ol>

Ref	Risk Identified	Controls	Residual Risk		Further Action
			Impact	L.hood	
SCEB4	Sudden increase in anti social behaviour.	<ol style="list-style-type: none"> <li>1. Effective relationship between SNT's and ASB and ASBAT and RSL's.</li> <li>2. Effective use of Youth Service Outreach Team.</li> </ol>	<b>5</b>	<b>3</b>	<ol style="list-style-type: none"> <li>9. To consider co-locating ASBO Team and ASBAT.</li> <li>10. Improve intelligence/data sharing re gender-based violence and ASB issues between Council Departments and Police.</li> <li>11. Progress of Action Plans.</li> </ol>
SCEB5	A critical incident involving a death or serious injury to a vulnerable child or adult.	<ol style="list-style-type: none"> <li>1. SAR Action Plan.</li> <li>2. Safeguarding Adults Action Plan.</li> <li>3. Gender-Based Violence Strategy and Action Plan</li> </ol>	<b>8</b>	<b>3</b>	<ol style="list-style-type: none"> <li>12. Progress of Action Plans.</li> </ol>
SCEB6	Failure to recruit and retain experienced/effective staff.	<ol style="list-style-type: none"> <li>1. Police recruitment system designates Haringey as a priority borough.</li> <li>2. Council advertise staff benefits package.</li> <li>3. Staff training and development opportunities.</li> </ol>	<b>4</b>	<b>6</b>	<ol style="list-style-type: none"> <li>13. Recognition of excellent work of individual staff.</li> <li>14. Performance management of ineffective staff.</li> </ol>
SCEB7	PREVENT adversely reputationally, nationally or locally impacts on community confidence.	<ol style="list-style-type: none"> <li>1. PREVENT board in place and monitoring issues.</li> <li>2. Ongoing community engagement, and strong partnership links.</li> <li>3. Resources available to work with identified individuals.</li> </ol>	<b>6</b>	<b>5</b>	<ol style="list-style-type: none"> <li>15. Monitor national policy developments, and adjust local strategy as needed.</li> </ol>

## Appendix 1.

### Impact and Likelihood Scales - to be used as a guide in assessing risk ratings

Descriptor	Impact Guide	Likelihood Guide
1	No impact	<1% likely to occur in next 12 months
2	Financial loss up to £5,000 or no impact outside single objective or no adverse publicity	1%-5% likely to occur in next 12 months
3	Financial loss up to £10,000 or no impact outside single objective or no adverse publicity	5%-10% likely to occur in next 12 months
4	Financial loss up to £50,000 or minor regulatory consequence or some impact on other objectives	10%-20% likely to occur in next 12 months
5	Financial loss up to £100,000 or impact on other objectives or local adverse publicity or strong regulatory criticism	20%-30% likely to occur in next 12 months
6	Financial loss up to £300,000 or impact on many other processes or local adverse publicity or regulatory sanctions (such as intervention, public interest reports)	30%-40% likely to occur in next 12 months
7	Financial loss up to £500,000 or impact on strategic level objectives or national adverse publicity or strong regulatory sanctions	40%-60% likely to occur in next 12 months
8	Financial loss up to £1 million or impact at strategic level or national adverse publicity or Central Government take over administration	60%-80% likely to occur in next 12 months
9	Financial loss above £1 million or major impact at strategic level or closure/transfer of business	>80% likely to occur in next 12 months

## ALCOHOL STRATEGY ACTION PLAN 2010-11

Reducing alcohol-related health harm		Wellbeing Board							Progress (RAG)
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board		
H1	Explore the possibility of extending NHS Mid life health checks to include alcohol screening and those already diagnosed with CVD.	NHS Haringey Fiona Wright	May 10	Additional resources will be needed	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being		
H2	Target frequent A & E flyers by ensuring A & E staff 'tag' individuals in the notes and refer to alcohol liaison worker based at North Mid.	Joint Commissioning Manager - Substance Misuse	May 10	Within existing resources	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being		
H3	Implement a social marketing awareness campaign targeting key communities.	Joint Director of Public Health/Public Health Strategist in Addictions/ DAAT Strategy Manager	Aug 10	Resources to be agreed	DAAT Partnership Board	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being		

Reducing alcohol-related health harm		Wellbeing Board						
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	Progress (RAG)
H4	Update the 'Rush' model re treatment capacity to more accurately reflect treatment need across the treatment modalities.	Public Health Strategist.	May 10 and Ongoing	Within existing resources	DAAT Partnership Board	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	
H5	Following on from H3 present report to NHS Haringey demonstrating gaps in local alcohol treatment provision with aim of securing new resources.	Drug & Alcohol Strategy Manager	Apr – May 10	Core business	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	
H6	Ensure alcohol is included in all relevant mainstream health promotion strategies (e.g. obesity, sexual health) and activities (e.g. health trainers).	Joint Director of Public Health	Ongoing	Core business	DAAT Partnership Board	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	



Reducing alcohol-related health harm		Wellbeing Board						
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	Progress (RAG)
H7	Agree a commissioning framework for alcohol treatment and prevention, to include service user involvement.	Joint Commissioning Manager for Substance Misuse	Sept 10	Core business to develop commissioning framework.	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	
H8	To commission a piece of work aimed at improving the effectiveness of Alcohol LES + DES (including monitoring of these contracts).	Joint Commissioning Manager for Substance Misuse	Aug 10	Core business	DAAT Treatment Task Subgroup	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	
H9	Update existing borough wide alcohol leaflet and ensure it is put onto NHS Haringey website for easy access to GP's.	DAAT Strategy Manager	May 10	Within existing resources	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	

Reducing alcohol-related health harm		Wellbeing Board							Progress (RAG)
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board		
H10	To continue to ensure that the housing needs of people with alcohol problems are addressed by SP, RSLs and Homes for Haringey.	Assistant Director Housing/ Director HAGA/ DAAT Strategy Manager/ SP Commissioner	Ongoing	Core business	Integrated Housing Board	Homelessness Strategy objectives.	Well-being/ Integrated Housing Board		
H11	Prepare a proposal to research the extent of alcohol problems in older people in Haringey (Links into NHS Haringey falls collaborative).	Public Health Strategist in Addictions	Apr 10 - Proposal Complete Dec 10 - Research Complete	Core business	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being		
H12	Improve existing alcohol screening and brief interventions across A&E and primary care.	Joint Commissioning Manager/Director HAGA	Jun 10 and Ongoing	Core business	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being		

Reducing alcohol-related health harm		Wellbeing Board						
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	Progress (RAG)
H13	To participate in the Workplace IBA Pilot. This will explore the value of the workplace as a setting for IBA	Ranzetta Consulting/Drug and Alcohol Partnership Manager	Ongoing	Core business	DAAT Partnership Board	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	
H14	Explore possibility of extending training in Healthy Lifestyles to include alcohol and consider roll out to wider Tier 1 staff.	Public Health Strategist in Addictions	Oct 10	May require additional resources	DAAT Partnership Board	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	
H15	Deliver a range of events to coincide with National Alcohol Awareness Week	DAAT Strategy Manager	Oct 10	£6k	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	

Reducing alcohol-related health harm		Wellbeing Board						
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	Progress (RAG)
H16	Secure resources to continue to commission HAGA, COSMIC and outreach work with street drinkers	Joint Commissioning Manager/ DAAT Strategy Manager	Apr 10	Core Business	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	
H17	Set up alcohol awareness stalls in key GP surgeries with aim of increasing both awareness and referrals to alcohol services.	Public Health Strategist in Addictions HAGA	Jul 10	Core business	DAAT Partnership Board	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	
H18	To support A&E staff at North Middlesex to screen and provide brief interventions to attendees with alcohol related episodes	Joint Commissioning Manager/	Dec 10	Core business	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	

Reducing alcohol-related health harm		Wellbeing Board						Progress (RAG)
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	
H19	To provide screening and brief intervention and support to clinical staff on key wards in North Middlesex Hospital	Joint Commissioning Manager/	April 10	Core business	DAAT Joint Commissioning Group	NI 39 and VSC26: Alcohol-related hospital admissions (improvement target)	Well-being	

<b>Reducing alcohol-related crime and antisocial behaviour</b>		<b>Safer Communities Executive Board</b>						
	<b>Activities to be undertaken</b>	<b>Lead organisation and lead officer's name</b>	<b>When</b>	<b>Resources</b>	<b>Partnership or subgroup</b>	<b>Related target</b>	<b>Thematic board</b>	<b>Progress (RAG)</b>
CS1	To develop and implement an information sharing agreement with North Middlesex and Whittington A&E departments to monitor extent of alcohol related violence.	Policy Officer (violent crime) Community Safety	Aug 2010	TKAP department for Health funding	Other Violent Crime Partnership Board (OVCB)	NI 15: serious violent crime rate	SCEB	
CS2	To conduct a comparative analysis of police and health service data re: violent incidents.	Crime and Data Analyst	Nov 2010	Core business	OVCB	NI 15: serious violent crime rate	SCEB	
CS3	To continue to brief the CCTV control room in order to inform and assist in the detection of violent crime (including alcohol related).	Data Analyst Community Safety	Monthly	Core business	OVCB	NI 15: serious violent crime rate	SCEB	
CS4	Delivery of ASB/Alcohol Research Study Action Plan	Policy Officer (ASB) Community Safety Team	Mar 11	Core business	ASB Partnership Board	NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and	SCEB	

<b>Reducing alcohol-related crime and antisocial behaviour</b>		<b>Safer Communities Executive Board</b>						
	<b>Activities to be undertaken</b>	<b>Lead organisation and lead officer's name</b>	<b>When</b>	<b>Resources</b>	<b>Partnership or subgroup</b>	<b>Related target</b>	<b>Thematic board</b>	<b>Progress (RAG)</b>
CS5	To provide a rolling training programme for enforcement agencies/front line officers on new powers to address alcohol-related ASB/disorder in order to keep up-to-date with legislation.	Assistant Director for Enforcement	Ongoing	Core business	ASB Partnership Board	NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police (improvement target)	SCEB	
CS6	Establish programme of joint enforcement activity targeting (rolling) top ten problem licensed premises.	Assistant Director for Enforcement	Ongoing	Core business	ASB Partnership Board	NI 21: Dealing with local concerns about anti-social behaviour and crime by the local	SCEB	

<b>Reducing alcohol-related crime and antisocial behaviour</b>		<b>Safer Communities Executive Board</b>						
	<b>Activities to be undertaken</b>	<b>Lead organisation and lead officer's name</b>	<b>When</b>	<b>Resources</b>	<b>Partnership or subgroup</b>	<b>Related target</b>	<b>Thematic board</b>	<b>Progress (RAG)</b>
CS7	Agree a joint alcohol enforcement protocol to include new provisions of the Policing and Crime Bill in relation to Yellow Card- Red Card and setting up of a licensing panel to deal with problem premises for inclusion in the council Enforcement Policy.	Assistant Director for Enforcement	Nov 10	Core business	ASB Partnership Board	NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police (improvement target)	SCEB	
CS8	To develop and launch a Responsible Licensee Scheme to help licensees implement best practice and raise awareness	Assistant Director for Enforcement	Dec 10	£5k (needs to be agreed)	ASB Partnership Board	NI 21: Dealing with local concerns about anti-social behaviour and crime by	SCEB	



<b>Reducing alcohol-related crime and antisocial behaviour</b>		<b>Safer Communities Executive Board</b>						
	<b>Activities to be undertaken</b>	<b>Lead organisation and lead officer's name</b>	<b>When</b>	<b>Resources</b>	<b>Partnership or subgroup</b>	<b>Related target</b>	<b>Thematic board</b>	<b>Progress (RAG)</b>
CS9	Out of hours officers to conduct noise and licensing visits and where appropriate police to task CCTV services to use cameras on problem premises.	Enforcement Response Manager	Ongoing	Core business	ASB Partnership Board/DAAT	NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police (improvement target)	SCEB	
CS10	To continually update and implement a multi-agency approach to the alcohol control zones. This will include: ensuring all enforcement officers are clear about their powers; ensuring support	Asst Director Enforcement/Director HAGA/Regional Director St Mungo's Assistant Director for Enforcement	Ongoing	Core business	ASB Partnership Board/DAAT	NI 21: Dealing with local concerns about anti-social behaviour	SCEB	

Reducing alcohol-related crime and antisocial behaviour		Safer Communities Executive Board						
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	Progress (RAG)
	agencies are involved (HAGA, employment, housing etc); CCTV are aware of zones and any particular issues.					and crime by the local council and police (improvement target)		
CS11	ASB/Alcohol related disorder/issues to be picked up through the area based working model for appropriate responses	Neighbourhood Management/ Assistant Director for Enforcement/ Police / CST	Jun 10	Core business	ASB Partnership Board/DAAT	NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police (improvement target)	SCEB	
CS12	Information on the Alcohol Control Zones to be clear, sources of support available (e.g. leaflets/cards to be readily accessible, ensuring enforcement officers have	Asst. Director for Enforcement/Director HAGA/Regional Director St Mungo's Assistant Director for Enforcement	Ongoing	Core business	ASB Partnership Board/DAAT	NI 21: Dealing with local concerns about anti-social	SCEB	

<b>Reducing alcohol-related crime and antisocial behaviour</b>		<b>Safer Communities Executive Board</b>						
	<b>Activities to be undertaken</b>	<b>Lead organisation and lead officer's name</b>	<b>When</b>	<b>Resources</b>	<b>Partnership or subgroup</b>	<b>Related target</b>	<b>Thematic board</b>	<b>Progress (RAG)</b>
	alcohol awareness training.					behaviour and crime by the local council and police (improvement target)		
CS13	Integrate fire safety messages as appropriate into alcohol prevention and information, and improve links between fire service and substance misuse agencies where vulnerable adults are concerned – to help reduce accidental dwelling fire.	Fire Service Borough Commander	Ongoing	Printed materials £800	ASB Partnership Board	Local target: Number of accidental dwelling fires (2007 –2010 stretch target)	SCEB	
CS14	To continue to support survivors of Domestic Violence who have substance use issues by providing surgeries at Hearthstone by an alcohol and Domestic Violence specialist worker.	HAGA/Hearthstone Equalities Team	Ongoing	Core business	Domestic Violence Partnership Board	Local target: Repeat victimisation of domestic violence (2007-2010 stretch target)	SCEB	
CS15	Continue with the rolling programme of test purchasing	Assistant Director for Enforcement	Ongoing	Core business	ASB Partnership board		SCEB	CS15

<b>Reducing alcohol-related crime and antisocial behaviour</b>		<b>Safer Communities Executive Board</b>						
	<b>Activities to be undertaken</b>	<b>Lead organisation and lead officer's name</b>	<b>When</b>	<b>Resources</b>	<b>Partnership or subgroup</b>	<b>Related target</b>	<b>Thematic board</b>	<b>Progress (RAG)</b>
	for alcohol.							
CS16	Development of local reconnections protocol with Thames Reach and/or Barka, UKBA.	DAAT Strategy Manager	Sept 10	To be costed	DAAT Partnership Board		SCEB	
CS17	Explore possibility of CLG/MIF funding for specialist A10 outreach.	DAAT Strategy Manager	Sept 10		DAAT Partnership Board		SCEB	
CS18	Development of communications plan to ensure realistic expectation and informed understanding of street drinking across public/residents and all agencies.	Policy Officer (ASB Community Safety Team)	Sept 10	May require additional resources	Alcohol Strategy Steering Group	NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police (improvement target)	SCEB	

<b>Reducing alcohol-related crime and antisocial behaviour</b>		<b>Safer Communities Executive Board</b>						
	<b>Activities to be undertaken</b>	<b>Lead organisation and lead officer's name</b>	<b>When</b>	<b>Resources</b>	<b>Partnership or subgroup</b>	<b>Related target</b>	<b>Thematic board</b>	<b>Progress (RAG)</b>
CS19	Ensure street drinking action plan ties in with appropriate strategies including Rough Sleeping, Housing, Crime & Drugs etc.	Head of Safer & Stronger Communities	Sept 10	Core business	Alcohol Strategy Steering Group		SCEB	
CS20	Potential explored for greater integration of Domestic Violence into drug and alcohol work, including alcohol arrest referral schemes. DVC to attend DAAT meetings. DAAT co-ordinator to attend DVPB.	Domestic Violence Co-ordinator supported by DAAT/HAGA/DVPB, via substance misuse refuge	Jun 2010 Jul 2010		Report to DVPB Implement report			
CS21	2 surgeries per month provided at Hearthstone by an alcohol and Domestic Violence specialist worker	HAGA supported by Hearthstone	Mar 2010 - Mar 2012			Reduce Repeat Victimization Target 191 Baseline 240		
CS22	Stella project training provided to substance misuse workers and frontline Domestic Violence workers	Stella Project supported by DVC	Jan 2009 - Jan 2012			Reduce Repeat Victimization		

Reducing alcohol-related crime and antisocial behaviour		Safer Communities Executive Board						
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	Progress (RAG)
CS23	All work with perpetrators such as perpetrator programmes to include issues around alcohol misuse					Target 191 Baseline 240		

Reducing alcohol-related harm to children and young people		Children and Young People's Partnership Board						
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	Progress (RAG)
YP1	Cosmic and In-volve to continue to work with primary and secondary schools to deliver programme developed from 2008 Scrutiny Review findings. The programme includes early identification and support programmes for young people affected by familial or their own alcohol (and drug) use and support for schools.	Young People's Substance Misuse Commissioner Children and Young People's Service	Mar 11	Core business	YP substance misuse Commissioning Group	PSA 25 – reducing the harm caused by alcohol and drugs; PSA 14 – increasing the number of children on the path to success; NI 40 – recording the increase in numbers of drug users (including under-18s) in effective treatment; NI 115 (also included in Haringey's LAA) – substance misuse by young	Children's Trust Board	

Reducing alcohol-related harm to children and young people		Children and Young People's Partnership Board						
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	Progress (RAG)
YP2	Agree protocols for child protection where alcohol is involved and ensure training is provided as required e.g. to NHS Haringey, YOS, Adults, Culture and Community Service, Police Public Protection Desk.	CYPS/DAAAT/Deputy Director HAGA, Police/YOS/in-volve	Mar 11	Core Business	Local Safeguarding Children's Board (LSCB)	As above PSA 25, NI 40, N1 115, VSB 14	Children's Trust Board	
YP3	Training for all relevant front line staff in C&YPS in alcohol awareness in identifying parental substance misuse and appropriate sign –posting. This training to be part of rolling	Head of Workforce Development (CYPS)/COSMIC/In-volve	Ongoing	Core Business	YP Commissioning Group	As above	Children's Trust Board	



Reducing alcohol-related harm to children and young people		Children and Young People's Partnership Board						
	Activities to be undertaken	Lead organisation and lead officer's name	When	Resources	Partnership or subgroup	Related target	Thematic board	Progress (RAG)
	programme including YP2 developed and delivered by multi-agency team and approved by LSCB.							
YP4	Alcohol awareness training (including identifying parental substance misuse) and appropriate signposting to be delivered to key target groups in the community, by trained professionals.	Parent Commissioner /CYP/COSMIC/ASBA T/In-volve	Sept 10	See H12	DAAT Partnership Board	As above	Children's Trust Board	
YP5	Ensure alcohol is included in cluster and centre/school based PSHE training for schools.	PSHE advisors	Ongoing	Core business	DAAT Partnership Board	As above	Children's Trust Board	
YP6	Ensure drug and alcohol policies are in place in primary and secondary schools in the borough.	PSHE / Citizenship Manager (CYPs)	Ongoing	Core Business	YP substance misuse Commissioning Group	As above	Children's Trust Board	
YP7	Ensure effective joint working between CYPs, police and trading standards re new licensing applications to support new licensees to be responsible traders in regard to	Police/Licensing/Trading standards/ CYPs	Ongoing		LSCB	As above	Children's Trust Board	

<b>Reducing alcohol-related harm to children and young people</b>		<b>Children and Young People's Partnership Board</b>						
	<b>Activities to be undertaken</b>	<b>Lead organisation and lead officer's name</b>	<b>When</b>	<b>Resources</b>	<b>Partnership or subgroup</b>	<b>Related target</b>	<b>Thematic board</b>	<b>Progress (RAG)</b>
	their safeguarding responsibilities.							
YP 8	Ensure Test Purchasing programme operating throughout the year to combat underage purchasing of alcohol.	Police/trading standards	Ongoing		LSCB	As above	Children's Trust Board	
YP 9	Ensure wide range of positive activities are on offer to young people and services open at key times, e.g. evenings and weekends to young people throughout the year, especially during the school holidays to combat boredom and lure of alcohol and drugs.	Youth Service/ voluntary organisations/ schools/community centres/young people's substance misuse services	Ongoing	Core business	Young People's Commissioning Group	As above	Children's Trust Board	

<b>Business Plan Objective:</b> <i>(use a separate form for each objective)</i>	<b>Responsibility of:</b> <i>(Identify officer responsible for achieving this objective)</i>		
Reducing serious acquisitive crime	Eliza Meechan, Community Safety Policy Officer		
<b>Council Plan Priorities:</b> <i>(state the Council Plan Priorities that this objective supports)</i>	Creating a Better Haringey: cleaner, greener, safer.		
<b>Description of targets and performance measures relevant to this objective, including all relevant National Indicators; Local Area Agreement targets and key local Performance Indicators.</b>			
NI16 Serious Acquisitive Crime rate			
<b>Activity to be undertaken:</b> <i>(list key activities or projects that will be undertaken to meet the objective)</i>	<b>Lead Officer</b>	<b>Due date</b>	<b>Expected Outcomes / Monitoring</b>
<b>1. Performance and intelligence</b>			
1. 1.To respond to performance against LAA Improvement Indicator	ACPB	Quarterly at board meetings	LAA Target: 11% reduction over 3 years against 2007/08 baseline of 8971 offences
1.2. To contribute to the fortnightly Tactical Tasking and Co-ordination Group (TTCG) and brief partners where appropriate	Eliza Meechan Leo Kearse	Fortnightly	Appropriate tasking of partner agencies <u>Monitoring:</u> TTCG minutes
1.3. To task the CCTV Control Room when sufficient intelligence provides the need for public space surveillance	Julian Pepper	Monthly or when needed	Improved use of CCTV to detect acquisitive crime. <u>Monitoring:</u> briefing outcomes (e.g. N° of arrests)
			<b>RAG Progress</b>
			On-going
			On-going
			On-going

Activity to be undertaken: (list key activities or projects that will be undertaken to meet the objective)	Lead Officer	Due date	Expected Outcomes / Monitoring	RAG Progress
<b>2. Prevention and communication</b>				
2.1. To provide after school patrols as part of the Youth Crime Action Plan (YCAP)	Aidan Gibson	Weekly	Reduction in acquisitive crime during the after school period (3pm-6pm). <u>Monitoring:</u> ACPB monthly crime update, and YCAP quarterly reports – N° and location of patrols, referrals etc	<b>AMBER</b> Intel-led patrols carried out on a wkly basis
2.2. High visibility presence in Wood Green and Turnpike Lane	Safer Transport Team	On-going	Reduction in acquisitive crime in the Wood Green Turnpike Lane corridor. <u>Monitoring:</u> ACPB monthly crime update	<b>AMBER</b> 2 day operation resulting in 10 arrests (April 2010)
2.3. To promote IMMOBILISE through the use of Apollo and Hermes at Council Offices, Youth Centres and Schools, residents associations, ward panels etc	Chris Weston-Moore	From April 2010	Increased use of IMMOBILISE by Haringey residents <u>Monitoring:</u> use of Apollo & Hermes systems Recovery of stolen goods.	<b>AMBER</b> SNTs trained. 212 items registered by 142 people.
2.4. To deliver seasonal and targeted anti-burglary communications information	SNT Police Cadets	April 2010 September 2010	Reduction in residential burglary. <u>Monitoring:</u> TP scorecard and analysis of changes in burglary in targeted areas including methods of entry and attempted burglaries	<b>AMBER</b> Burglary information cards being delivered to near repeat victims.

Activity to be undertaken: (list key activities or projects that will be undertaken to meet the objective)	Lead Officer	Due date	Expected Outcomes / Monitoring	RAG Progress
2.5. To develop a motor vehicle crime awareness pack and deliver it to residents in motor vehicle crime hotspots	Eric Childs Andy Snape	July 2010	(ACPB monthly crime update)  Reduction in theft from motor vehicles. <u>Monitoring:</u> TP scorecard, analysis of changes in theft from vehicles and visual audits in hotspot areas (ACPB monthly crime update)	<b>AMBER</b> West Green SNT MVC 302 proposes piloting of MVC awareness pack.
2.6. To review and assess the impact of communications campaigns and crime prevention advice	Eliza Meechan Julian Pepper	July 2010 February 2011	Understanding of the impact and improvement of communications and crime prevention advice. <u>Monitoring:</u> Completion of review and assessment reports, presentation to ACPB	
2.7. To assess the impact of the 2009/10 target hardening project	Julian Pepper	March 2011	Understanding the impact of the project and learning lessons for future projects <u>Monitoring:</u> Completion of assessment report, presentation to ACPB	
2.8. To access relevant local and national resources to support targeted crime prevention projects	Eliza Meechan	On-going	Reduction in acquisitive crime <u>Monitoring:</u> TP scorecard and via ACPB – N° of projects funded / amount of funding	

Activity to be undertaken: (list key activities or projects that will be undertaken to meet the objective)	Lead Officer	Due date	Expected Outcomes / Monitoring	RAG Progress
<b>3. Mainstreaming activity</b>				
3.1. To review the Planning / Crime Prevention Officer surgery	Andy Snape	June 2010	Integration of Crime Prevention Design principles into planning policy. <u>Monitoring:</u> approved planning applications	
3.2. To deliver Crime Prevention workshops for the Planning Team	Andy Snape	On-going	Integration of Crime Prevention Design principles into planning policy. <u>Monitoring:</u> N° of workshops delivered. Feedback from participants	
3.3. To review the supplementary planning guidance (SPG) re: 'safety by design' *outcome*	Eric Childs	January 2011	Integration of Crime Prevention Design principles into Housing and Planning policy <u>Monitoring:</u> completion of review, adoption of SPG.	
3.4. To establish a system for sharing information about rogue landlords	Steve Russell	April 2010	Reduction problems associated with rogue landlords in the borough. <u>Monitoring:</u> establishment of information sharing system	<b>GREEN</b> Rogue Landlord Forum has been established

Activity to be undertaken: <i>(list key activities or projects that will be undertaken to meet the objective)</i>	Lead Officer	Due date	Expected Outcomes / Monitoring	RAG Progress
			and via N° of actionable intelligence items shared.	

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# ASB Action Plan - 2010/11

Objective	Action	Milestones	Current risk	Lead Agency / Owner	Timescale	Current Status	Spend	Anticipated Outcomes
<b>ASB Improvement</b>								
1. Targeted neighbourhood action	<ul style="list-style-type: none"> <li>Neighbourhood Area working groups identify issues and apply the prescribed SARA problem solving process where necessary</li> <li>Continually improve collection, mapping and use of data and Intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Fully embedded area based working model in operation; Haringey Officer Tasking Group (HOT) framework to be applied</li> <li>Ensure an effective link between neighbourhood policing and neighbourhood management</li> </ul>	On-track HOT model to be embedded	Com Safety	September 2010	<ul style="list-style-type: none"> <li>Hotspots Identified and working groups for specific issues set-up</li> <li>YCAP initiatives operating in hotspot areas (e.g. after school patrols and youth response team sent to hotspot areas under YCAP)</li> </ul>	Existing budgets	<ul style="list-style-type: none"> <li>Intelligence based joint working through pooled resources</li> <li>Governance of area based working through HOT</li> <li>Reduce perceptions of ASB (NI17) through improved confidence (NI21: 34% by March 2011)</li> </ul>
2. Tools and powers training	Training being devised for Homes for Haringey (HfH) staff and Private Sector Team	Gaps and needs to be identified re tackling low level ASB	On-track	ASBAT	July 2010	<ul style="list-style-type: none"> <li>Training will include HfH staff/ Housing Advice/ Noise Team, ASBAT and the SNT Sgt's. It is</li> </ul>	<ul style="list-style-type: none"> <li>Tackling Not Tolerating ASB Budget £54k</li> </ul>	<ul style="list-style-type: none"> <li>Clear process for tackling low level ASB</li> <li>More confident/ informed officers</li> </ul>

## ASB Action Plan - 2010/11

Objective	Action	Milestones	Current risk	Lead Agency / Owner	Timescale	Current Status	Spend	Anticipated Outcomes
						anticipated there will be 3 sessions		<ul style="list-style-type: none"> <li>Reduced number of escalating issues (e.g. measured through before and after assessment of case figures following training process</li> </ul>
3. Increase cross-tenure cooperation with social and private landlords	Collate policies and procedures and update details of lead ASB officers from all relevant RSL contacts	<ul style="list-style-type: none"> <li>Regular attendance at local RSL ASB Meeting</li> <li>Best practice sharing</li> <li>Consistent practice</li> <li>HMO/ Conversion Action Plan</li> </ul>	On-track	Otis Williams – CST  Steve Russell - Private Sector Hsg	August 2010	<ul style="list-style-type: none"> <li>Rogue Landlord group has met on two occasions and meets every six weeks. Membership and actions being developed</li> </ul>	Existing budgets and additional funding through Migration Impact Fund	<p style="text-align: right;">Page 11 of 15</p> Reduce perceptions of ASB (NI17) through improved confidence (NI21: 34% by March 2011)
4. ASB Prevention / Early Intervention	Reducing impact of alcohol & ASB related incidents (through enforcement and support)	New tools and powers - Police and Crime Act – training and use of new powers	On-track	Keith Betts – Enf	June 2010	Initial planning meeting set for Feb 2010	Existing budgets	Clearer enforcement approach in line with H.O. guidance

## ASB Action Plan - 2010/11

Objective	Action	Milestones	Current risk	Lead Agency / Owner	Timescale	Current Status	Spend	Anticipated Outcomes
		Work in supporting migrant workers –	Funding support	Strategic and Community Housing / Partners	April 2011	Problem Solving Group in progress capturing work surrounding support network for victims of crime and ASB with alcohol a linked theme	To be determined	Improve access and support to services for new migrant communities  Incorporate recs of local Migration Impact Fund research study
	Parenting support	Support to the most prolific families engaging in ASB	On -track	ASBAT	Ongoing	141 families engaged to date without further action required	DCSF/Existing budgets	Intensive support to families via week parenting programme and 121 support
	Family Intervention Project (Think Family approach)	Aims to support up to 20 families (DCSF longer term target is 24)	Funding beyond 2011	CYPs/Youth Offending Service	Ongoing until 2011	Governance structure finalised – FIP criteria now includes families whose tenancies are at risk (originally a youth crime FIP)	YCAP funding £175K	Think Family approach embedded with in all Haringey Services, including adults and health
	YOS Triage Project	Diverting young people from CJS	On Track Funding available to	YOS	2011	Work in progress in police custody suite	YCAP funding	NI 111  Provision of

## ASB Action Plan - 2010/11

Objective	Action	Milestones	Current risk	Lead Agency / Owner	Timescale	Current Status	Spend	Anticipated Outcomes
			March 2011			Part of YCAP project work		assessment and diversion by trained professionals
	Citizenship	Deliver ASB workshops in Primary and Secondary Schools	On track	ASBAT	16 primary schools engaged with for 09/10. For 10/11 a new programme for an additional 15 primary schools Secondary schools	New programme being devised – on track for 10/11	Existing ASBAT Budgets	To educate /raise awareness amongst young people and reduce ASB activity
	Improving the urban environment: <ul style="list-style-type: none"> <li>▪ Launch a responsible trader initiative</li> <li>▪ Launch responsible dog ownership scheme and implement recommendations</li> </ul>	To deliver area based solutions to environmental and safety issues	Reduction in Area Based Grant	Enforcement Service	May 2010  September 2010	On-Track  On-Track	Existing Budgets	To promote positive behaviours  Deliver Priority 1 of the Greenest Borough Strategy – Improving the urban environment

# ASB Action Plan - 2010/11

Objective	Action	Milestones	Current risk	Lead Agency / Owner	Timescale	Current Status	Spend	Anticipated Outcomes
	<ul style="list-style-type: none"> <li>of the Animal Welfare Scrutiny report</li> <li>Launch responsible land owner schemes to promote standards for care of open land</li> <li>To evaluate and review the success and extent of street drinking control</li> </ul>				<p>September 2010</p> <p>December 2010</p>	<p>On-Track</p> <p>On-Track</p>		
<b>Local Minimum Standards</b>								
5. Local minimum standards for Haringey	<ul style="list-style-type: none"> <li>Leaflets, posters, banner, and publicity plan to be developed further</li> <li>Leaflets to be placed in Victims and Witnesses Information Packs</li> </ul>	<ul style="list-style-type: none"> <li>Promote local minimum standards</li> <li>ASBAT Standards / standards across the whole of the CDRP to be developed</li> </ul>	Completed	<p>Michael Bagnall - ASBAT</p> <p>CST</p>	Publicised end of March 2010	Completed / distributed. Further copies to be distributed as an when appropriate	Tackling Not Tolerating ASB - £54k budget	Public awareness of services available and standard they can expect
6. Increasing resilience in local communities	Community Intelligence: continue to encourage communities to take ownership of ASB	Focus through Neighbourhood Watches already in place – further emphasis to be	To be agreed	Pauline Syddell – Police/ ASBAT	March 2010 onwards	<ul style="list-style-type: none"> <li>We have had some success from Watches with information on</li> </ul>	Existing Budgets	More community members having the confidence

## ASB Action Plan - 2010/11

Objective	Action	Milestones	Current risk	Lead Agency / Owner	Timescale	Current Status	Spend	Anticipated Outcomes
	issues and provide investigating agencies with information, e.g. when ASBO breaches occur	placed on providing contact details for investigating agencies				drug addresses and pirate radio; both were closed down by police acting on this information. <ul style="list-style-type: none"> <li>We have also had arrests for motor scooter theft, bogus sponsorship, fly tipping as a direct result of Watch information</li> </ul>		and knowledge to report ASB
	ASB Champions Project	Increasing resilience amongst local communities	Ensuring project delivery group of 10-15 people through life of initiative	N'brhd Mgmt	May 2010 onwards	Residents training sessions scheduled for 24 <sup>th</sup> and 27h May 2010	CLG funding received - £12k	Improved joint working with communities around solutions to ASB
7. Take reported cases of ASB seriously; recording, investigating and keeping victims informed of action taken	ASB Summit Action Plan	To develop our processes for dealing with low level ASB  Summit held during March 2010. Action plan to be	On-track	ASBAT / HfH / CST	June 2010	ASBAT has clear processes and procedures re enforcement action and is above the national average. Still issues with	Existing budgets	Clear process for tackling low level ASB  ASB Summit Action Plan to be considered at partnership

## ASB Action Plan - 2010/11

Objective	Action	Milestones	Current risk	Lead Agency / Owner	Timescale	Current Status	Spend	Anticipated Outcomes
		considered at Partnership Board				investigating low level cases via HA/HfH.		Board (June 2010)
8. Provide residents with a right of complaint to CDRPs/CSPs if effective action is not taken by local agencies through existing channels.	The Council and Police have robust complaints procedures but may need to consider some additional joint publicity	Community Call to Action process to be developed	To be agreed	CST	October 2010	Call to action process to be clarified  Support sought from H.O. on appropriate way to deliver this	Existing budgets	Reduction in perceptions of ASB (NI17) through improved confidence– NI21: 34% by March 2011
<b>Victims and Witnesses</b>								
9. Support for victims and witnesses of ASB	New Victim Support champion appointed December 2009	Improved support for victims and witnesses of ASB going through the civil process to be offered support	On-track	ASBAT Victim Support CST	Ongoing	<ul style="list-style-type: none"> <li>In post since 04/01/10</li> <li>Referrals being made and work has started</li> </ul>	Original funding from 'Justice Done' 2009/10. £20K has been confirmed for 2010/11	Wider range and improved support for victims and witnesses of ASB
	Common referral process	Continue to ensure system works effectively	Ongoing	ASBAT Victim Support	March 2010	<ul style="list-style-type: none"> <li>Support for repeat / vulnerable victims</li> <li>System in place to monitor repeat incidents for vulnerable victims as per OHMS. It links with previous</li> </ul>	Existing budgets	Improved support For victims. Reduced perceptions of ASB (NI17) through improved confidence– NI21: 34% by March 2011

## ASB Action Plan - 2010/11

Objective	Action	Milestones	Current risk	Lead Agency / Owner	Timescale	Current Status	Spend	Anticipated Outcomes
	Awareness raising / briefing for Courts re work of the partnership	Briefing to Court Users Group	Work to be planned	Angela Tryfonos – ASBAT / Otis Williams CST	September 2010	Work to be planned reports	-	Ensure Courts aware of policies and approach of the community safety partnership
<b>ASBO Breaches</b>								
10. Prosecute ASBO breaches	In accordance with new guidance information from Home Office (Feb 2010)	Continued action to prosecute breaches	Ongoing	ASBAT Police	Ongoing	Borough happy to be included as an example of best practice re prosecuting ASBO breaches  Police ASBO Team in place	Existing budgets	Both ASBAT and Police to apply for Orders where appropriate  Police focus on disorder/ violence linked to gangs – see 'Other Violent Crime' Action Plan



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Haringey

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## **Adult drug treatment plan 20010/11**

### **Part 1: Strategic summary, needs assessment and key priorities**

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The strategic summary incorporating the findings of the needs assessment, together with local partnership ambition for effective engagement of drug users in treatment, the funding and expenditure profile, harm reduction and primary care self audits have been approved by the Partnership and represent our collective action plan.

<i>Signature</i>	<i>Signature</i>

## **Section 1 - Overall direction and purpose of the partnership strategy for drug treatment**

### **1.1 Strategic priorities for 2010/11**

Haringey Drug and Alcohol Action Team is a multi agency partnership which sets the direction of and oversees the planning, commissioning and the monitoring of drug and alcohol treatment services for local people. It does this within the context of Haringey Sustainable Community Strategy (HCS) which aims to ensure Haringey is “A place for diverse communities that people are proud to belong to”. The Sustainable Community Strategy is developed across a wide range of public and independent sector partners and is consistent with the NHS Operating Plan. The DAAT reports to the Crime and Drugs Disorder Partnership (CDRP) on progress in delivery of its key targets.

The specific purpose of local drug treatment is: *to reduce the harm caused by drug misuse to Haringey’s residents (Public Service Agreement -PSA- 25)*. The treatment system aims to improve both the health and wellbeing of the community and to reduce drug related crime.

The 2010/11 Adult Drug Treatment Plan aims to embed recent achievements of 12% growth in increasing the number of problematic drug users (PDU) in effective treatment (NI 40). This plan aims to continue to improve access to services for any type of problematic drug use.

During 2010/11 Haringeys’ drug treatment services will continue to drive up the effectiveness of treatment, this is measured by retention over 12 weeks or successful discharge. We will also work on the following new priorities linked to HSC and the National Drug Strategy.

- **Healthy Haringey** - In line with the 2008 Drug Strategy and Think Families : *a key priority for the partnership will be to reduce the negative impact of parental drug use on families.*
- **Safer Haringey for all** – In line with NI 38 : *we will seek to reduce the re-offending of problematic drug users*
- **Economic vitality and prosperity**– In line with Haringey Sustainable Community Strategy: *we will seek to access people into training and employment and off benefits.*

### **1.2 Principles and Priorities of delivery**

Haringey’s drug treatment services are designed to respond to the diverse needs of Haringey’s drug using population; offering to them accessible, timely and appropriate drug treatment, delivered by a skilled and effective workforce. The principles and priorities of the treatment plan have been developed with representatives from service providers, communities, service users and friends and family. Principles and priorities are based upon what we do well, gaps in services and the new threats and opportunities for 2010/11

### 1.2.1 Principles of delivery of drug treatment 2010/11

- Commissioning will be based on World Class Commissioning standards and a robust needs assessment
- Service users and carers will be at the heart of services - we will listen to and act upon the views of partners, service users, friends and family members
- Treatment will be cost effective- we will get maximum impact/results at minimum cost
- We will regard clients as individuals, supporting client involvement and respecting client choice
- We will have high aspirations for what service users can achieve - our treatment will be outcome based
- We recognise our clients have complex needs which are much broader than the use of drugs; treatment will seek to identify and act upon a broad spectrum of risks i.e. poverty, social deprivation, domestic violence, crime.
- We will seek to reduce health inequalities and promote better access to generic health care for drug uses
- Treatment will be based upon evidence based practice (i.e. NICE) and good clinical practice/governance - we will develop a culture of shared learning
- Social reintegration will be a key objective of treatment: supporting families, promoting development of new peer networks, housing, training, voluntary work and employment
- We will 'think family' – we recognise that families can play an important role in obtaining good treatment outcomes. Drug workers have a key role in supporting drug using parents to safeguard the health and welfare of their children. We all have a role in safeguarding the welfare of children and stopping the cycle of addiction.

### 1.2.2 Priorities for 2010 will be set against analysis of Gaps, threats and opportunities

**Gaps - The following have been identified by providers, friends and family and service users as the key gaps in services that will be addressed in the 2010/11 plan**

- A cohesive access and engagement strategy
- A consistent method of working with families
- Service provision for under 25 year olds
- Reaching the treatment naive who are not accessing treatment
- Support for those leaving prison
- Access to relapse prevention, positive peer support, help in getting a daily routine
- Addressing training needs and employment barriers earlier in treatment

**Threats - The following are seen as the key threats to be managed by this plan**

- Reduction in Pooled Treatment Budget of around 13% and DIP around 14% and the impact on service delivery and staff moral

- De commissioning of the Kinesis service, the in house employment service
- Reduction of workers in the dual diagnosis service
- Reduction of access to counselling services at Eban
- Reduction of DAAT team, leading to dilution of strategic focus
- De commissioning of Citizen Advice Bureau service from aftercare provision
- Reduction of other key health and social care budgets
- Local shortage of housing

**Opportunities - The following are the key new opportunities this plan will utilise**

- A new Chief Probation Officer with a national drug strategy background
- Transfer of Senior Probation Officer, with partnership background into Local Offender Management Unit in Probation
- New Service Level Agreements of Drug Intervention Program (DIP) and aftercare.
- Integrated offender management between the community and prisons and a new local Reducing Re-offending post developing pathways for those who are in prison under a year.
- A new harm reduction worker at DASH
- Pharmacists piloting provision of Hepatitis testing and vaccination
- A new parental substance misuse worker based in Children and Young People's services
- Completion of the Integrated Care Pathways program
- Access and engagement steering group maximising outreach capacity
- Area Based Working groups
- Integration of services with Job Centre Plus and Haringey Guarantee
- Development of protocols regarding management of rent arrears
- Development of protocols regarding access to rent deposit schemes
- Supporting People re-tender
- Potential for nurse prescriber and trainee posts at DASH

**Section 2. Key findings of current needs assessment.  
Needs assessment key findings**

**A brief summary of prevalence and penetration levels in the community**

There are still a considerable number of crack and opiate users in Haringey, an estimated prevalence is 2666<sup>1</sup>. A significant majority use crack (80%; 2141) but, partly thanks to our specialist stimulant service Eban

<sup>1</sup> The associated confidence intervals 2338 and 3068. Based on estimates by University of Glasgow  
Adult drug treatment plan 2010/11 – Part 1  
Partnership name: Haringey  
Date of submission to NTA: January 2010

commissioned in 2007, Haringey had the sixth highest proportion of crack users in treatment between 2006/07-2008/09 in London (NTA:2010)<sup>2</sup>. The estimate for opiate users in 2008-9 is 1936. This, alongside with drug treatment data, suggests that a poly use of crack and opiates is common, a trend by no means unique in comparison to rest of London<sup>1</sup>. Problem drug use mirrors the deprivation geographically. Most PDUs come from the more deprived and densely populated north east, the N17 post code area<sup>3</sup>. Three key drug services are now based within this area DIP, BUBIC and Eban so we would anticipate that this aids access into services

### **The characteristics of met and unmet need, attrition rates, and treatment outcomes**

At least 60 different nationalities were represented in treatment last year and a vast majority were non white British (65%) – a need for culturally competent and language resourced workforce is evident. Women made up a quarter of the drug treatment population in 2008-9, a proportion on par with national and regional averages. However the local expert group felt that more investigation on womens needs should be done to overcome any possible barriers such as stigma or lack of childcare offered by services.

Problem drug use is likely to begin between ages 15-24. The younger population is increasingly less likely to use crack and opiates<sup>4</sup> but those who do are more difficult to engage with drug treatment services than the older age groups, with 71 per cent of 18-24 year olds in effective treatment against 81 per cent in Haringey overall. Young people who initially engage with treatment are also more likely to drop out. Latest data show only 20 per cent exited in a planned way against the local average of 40 per cent<sup>5</sup>. Clients aged 18-24 are also more prominent in the criminal justice system than in treatment

<sup>2</sup> NTA (2010) Crack use in London: Analysis of the National Drug Treatment System (NDTMS) and other data sources January 2010. NTA. Although the % of crack using clients in treatment in this financial year has gone down to 32% which is lower than London average of 34%, between 1st July 2008 to 30th June 2009. However the number of drug users coming to treatment in this financial year is down overall, not just crack users.

<sup>3</sup> (28% of primary heroin users and 33% of primary crack users), followed by N15 (20% of crack and heroin primary users) and N22 (19%)

<sup>4</sup> NTA (2009) Annual Report 2008-9. NTA. Available from: [http://www.nta.nhs.uk/publications/documents/nta\\_annual\\_report\\_08-09\\_\(2\).pdf](http://www.nta.nhs.uk/publications/documents/nta_annual_report_08-09_(2).pdf)

<sup>5</sup> Drug Strategy Priorities report for June to September 2009 [www.ndtms.net](http://www.ndtms.net) restricted statistics.

<sup>6</sup> As per Drug Strategy Priorities report for 1st July 2008 to 30th June 2009. Parental status comparison with treatment effectiveness not available for 2008-9.

<sup>7</sup> It should be noted that treatment effectiveness is compared with a limited number of variables, other variables not analysed in NDTMS needs assessment data may be more significant. Furthermore, a difference in outcomes or effectiveness by client characteristics does not necessarily mean that the characteristic is directly correlated to treatment effectiveness. Other confounding factors may be more significant.

<sup>8</sup> NTA (2009) Towards Successful Treatment Completion. NTA London [www.nta.nhs.uk/publications/documents/completions0909.pdf](http://www.nta.nhs.uk/publications/documents/completions0909.pdf)

<sup>9</sup> Drugscope (2008) *Welfare Reform and Problem Drug Use: Briefing Note* Available from: <http://www.drugscope.org.uk/OneStopCMS/Core/CrawlerResourceServer.aspx?resource=E7E5C417-6E90-4C7E-A400-E860B51DB04D&mode=link&quid=985dc75ae9b3430bb646a01be4a3078d>

<sup>10</sup> The referral categories on NDTMS are: Self, GP, Drug service statutory, Arrest Referral/DIP, service non-statutory, Other, Probation, Drug Rehabilitation Requirement – formally Drug Treatment and Testing Order (DTTO), CARAT/Prison (Care And Rehabilitation And Through-care), Psychiatry services, Connexions, PRU CLA - Children Looked, Sex Worker Project, Hospital, Psychological Services, Relative, Concerned other, Community Alcohol, Outreach, Job Centre Plus, Social Services, Education Service, Community care assessment, Accident and Emergency, Employment Service, Syringe Exchange

<sup>11</sup> Tier 2 is not covered by the NDTMS so treatment pathways cannot be mapped in their entirety. Also, a separate pathways mapping was done for tier four as the NDTMS needs assessment treatment map data does not combine tier 3 and four pathways.

<sup>12</sup> From 110 agency transfers in 07-08 to 192 in 08-09

<sup>13</sup> Haringey DAAT (2007) Improving commissioning and service delivery - Needs assessment for Haringey DAAT adult drug treatment plan 2008-2009. Available from Haringey DAAT. Adult drug treatment plan 2010/11 – Part 1

Partnership name: Haringey

Date of submission to NTA: January 2010

overall. Since younger clients are hard to engage in effective treatment, it is no surprise that the same applies to criminal justice clients. The needs assessment also identified a significant number of PDUs (75) assessed by the Probation service who did not access drug treatment services at all in 2008-9. Client characteristics like parental status<sup>6</sup>, gender, or drug of choice seem to make no difference on treatment effectiveness<sup>7</sup> in Haringey.

Furthermore, NTA's successful treatment completions guidance (NTA:2009)<sup>8</sup> concluded that client characteristics have less to do with outcomes than service specific issues such as organisational functioning or therapeutic relationship between a client and their keyworker. This is mainly because issues linked with drug use are complex varying from ill mental health, poor housing, childhood trauma, domestic violence and so on. The Haringey DAAT performance monitoring group have begun to explore what creates a good therapeutic relationship - service users have feed back that this relates to the skills and attitude of the worker and the organisations ability to manage and motivate its staff. Service users also value workers who are able to facilitate flexible individually tailored care plans which provide multiple interventions and services, including services outside drug treatment. This competency is likely to be linked to the functionality of the provider organisation and the DAAT, in particular their ability to create positive partnerships across health and social care systems. Haringey DAAT and its providers are taking part in NTA research into the links between functionality and performance and the findings will be embraced and used in improving commissioning systems and an updated workforce strategy.

In terms of the current quality of care planning, data from TOP, local care plan audits and service user surveys, suggests that there is a need to improve on domains other than substance misuse, ie physical and psychological health, social needs, and needs relating to the reduction in criminal involvement. The care plan audit found that criminal involvement needs were addressed in only 62 per cent of the care plans with results varying from 17 to 100 per cent between agencies. Indicative TOP results show domains do show improvement in most domains except education and employment.

Although more work needs to be done to understand the training and employment needs of our treatment population, the initial literature review suggest the difficulties they face are linked to literacy and numeracy problems, lack of educational and occupational qualifications, lack of work experience or interrupted work histories, CV gaps, requirements to disclose health problems and criminal records, fear of relapse and the need to renegotiate benefits if things go wrong, and restrictive pharmacy dispensing of substitute drugs like methadone. Organisational barriers include employer discrimination and ineffective links between drug and employment services (Drugscope:2008)<sup>9</sup>. Staged re-introduction to employment and the joint working between services is important (Cebulla et al: 2004) alongside. Support should start at early stages of treatment, not after treatment.

**Harm reduction** In 2008-9 at least 63, a tenth of drug related ambulance calls in Haringey, were related to illicit drug use, with the vast majority being in the east of the borough (72%). 86 Haringey residents were admitted to a hospital with a diagnosis of mental and behavioural disorders due to illicit drug use or

poisoning. Heroin features heavily in most calls and admissions followed by crack and cannabis. There were 59 reported drug misuse related deaths in Haringey 2000-2006 (ONS). In general drug related death rates are higher in deprived areas (Griffiths C. Romeri E. et al:2008). Harm reduction services need to continue to improve, locally we are not reaching our targets around Hep B vaccination and screening and nor are we distributing sufficient clean injecting works. Service users also report that they do not think injecting drug users realise the risks associated with sharing.

**Family and friends** The work around family and friends continues to grow at an encouraging pace. More work needs to be done in identifying and recording the number of carers and supporting them to access services. There is a need for more of the tier 1 agencies to play their role in referring carers to the support available for them. This in turn is an issue of raising awareness around services available for family and friends. The DAAT is in the process of empowering these agencies so that they have the information and skills to signpost and refer carers to services.

#### **Treatment system mapping and the care pathways in operation**

In 2008-9, the majority, almost half of all clients (46%) self referred into drug treatment. Criminal justice was the main referral agency counting almost third of all referrals (31%). Drug services themselves counted for tenth of referrals, as did 'other' category which includes several statutory agencies such as A & E, employment and psychological services, and family and friends and so on<sup>10</sup>. Only 1 per cent of service users were referred by GPs. The low referral rate has been identified in the previous needs assessments: It may be that many more GPs do signpost to drug services but clients report self referrals when they eventually present to drug treatment. Nevertheless a formal referral process is not fully established<sup>11</sup>. The rate of onward referrals between drug treatment agencies transfers were up by 75%<sup>12</sup> from the previous year. Much work has gone to improve pathways and make sure treatment agencies work together better. It is important that clients are presented with all the treatment options available. During this financial year Haringey DAAT ran an Integrated Care Pathways project to tighten the links between drug treatment services and wrap around services, set clearer outcome objectives for clients, maximise the use of resources including housing and employment services and facilitate knowledge and skills share.

**Tier 4** Extensive amount of work was done in the Haringey DAAT needs assessment during 2007<sup>13</sup> on tier 4 effectiveness with help from DASH and service user representatives. This identified a limited pool of services that fully meet the needs of clients from BME groups and those with complex needs, and abstinence based aftercare once clients return to Haringey. DASH, the largest Haringey agency, has the care co-ordination role. This means that they do the reviews while clients are in tier 4 treatment and oversee their progress once tier 4 treatment has finished. The DAAT sets a target for tier 4 admissions based on 10% of the treatment population requiring inpatient services. This target has not been met and there was an underspend on the Tier 4 budget last year. We anticipate that the opening of a local inpatient unit in 2010 will significantly improve this.

**Areas of further investigation in 2010** Haringey needs assessment process is ongoing with service users, family and friends, and key partners contributing to the process at all stages, including deciding key objectives and developing the methodology. Further work will take place during 2010 to better understand the needs of our treatment populations and drug users not accessing services. As decided by our expert group, the key issues for further investigation are employment and housing needs, the specific needs of women drug users and assessment of any barriers for our diverse communities.

### **Section 3 Likely demands for open access, harm reduction and structured drug treatment interventions.**

#### **3.1 Demand for open access**

**3.1.1 Issues to be considered in creating sufficient demand to meet targets** The work done for the Integrated Care Pathway program suggests the following needs should be considered in increasing demand for drug treatment.

- *Geographic location*- Problematic Drug Users with no experience of treatment (treatment naïve) are most likely to live in the East of the Haringey **Area Based Working Groups in targeted areas may be key sources of intelligence.**
- *Pre contemplative stage of readiness* - The treatment naïve may be pre contemplative i.e. not have considered treatment because they are either still active in/ enjoying their drug use or not fully aware of treatment options, **This group, require as a minimum harm reduction services and advice and information, workers need to be skilled in engagement.**
- *Contemplative stage of readiness* - PDU's not in treatment may be contemplative i.e. considering that their drug use is problematic, and not accessing services for one of the following reasons: they have negative reviews of, believe it will not work for them or face barriers to treatment i.e. domestic violence. This group is still I ambivalent. **This group may have aspirations to enter treatment linked to concerns regarding their physical health, desire to reduce criminal activity or financial factors and require positive messages about and support into treatment. Workers need to be skilled in engaging with whatever the drug user presents**
- **Communication** Generic workers in Haringey have contact with treatment naïve and their families drug users not accessing treatment i.e. tenancy support officers are dealing with rent arrears, criminal justice services with offending, GPs with families. **With refreshed**



***training in screening and referral, these tier 1 services are potential sources of referrals into drug treatment. .***

**Demand during 2010/11 will be stimulated by:**

1. General marketing activity will be focused on the creation of positive messages stating that *'treatment works for all.'* Given the diversity of Haringey's community the marketing materials will highlight the choice available in treatment opportunities, the support offered to parents and will reinforce a message that services have a diverse workforce able to culturally match need.
2. Current service users and peer supporters will help us develop simple targeted/segmented materials for specific groups.
3. Friends and family members will develop materials promoting their support opportunities and ways they can assist some one else's access into treatment.
4. The outreach services supported by tier 3 treatment providers will offer targeted training and will link Area Based Working Groups and Safer Neighbourhood Teams, especially those based in the East of the borough.
5. Work will continue with Kurdish and Somali parents
6. The Drug Intervention Program (DIP) needs assessment suggests that there is unmet need within criminal justice services. This group will be engaged into treatment through integrated enforcement and treatment services i.e. probation officers referring to an in-house Eban service.
7. A lot has been learnt during 2009 from the successful development of pathways from Job Centre Plus to treatment. This will be further embedded and the learning used to better integrate treatment into tier 1 services.
8. During 2010 pharmacists offering needle exchange will be used as a source of accessing new drug users into treatment.

### **3.2 Demand for Harm Reduction**

**2.1 Issues to be considered in meeting strategic targets** - Haringey has an estimated 649<sup>14</sup> injecting drug users, a fifth<sup>15</sup> are likely to be sharing and at risk of Blood Borne Virus (BBV), levels of contraction of hepatitis are a major concern alongside the degree of un-diagnosed hepatitis C. Local service users experts have some concerns that current injecting drug users are not recognising the risks associated with the sharing of equipment and data suggest that IV users have not got sufficient access to clean injecting

<sup>14</sup> Associated confidence intervals 476 to 826

<sup>15</sup> As per national estimations by the Health Protection Agency. Source: Health Protection Agency, Health Protection Scotland, National Public Health Service for Wales, CDSC Northern Ireland, CRDHB (2009). *Shooting Up: Infections among injecting drug users in the United Kingdom 2008*.

equipment. Haringey needs to increase commencement and completion of Hepatitis B vaccination and Hepatitis C testing and treatment. The treatment population is aging and there are increasing demands for generic health issues for older drug users.

### 3.2.1 Demand will be met by:

1. In 2010 dried blood spot testing will be introduced which is likely to significantly increase demand for vaccination and treatment.
2. Blood Borne Virus testing and vaccination will become a more generic roll: drugs workers and nurses will be able to test and all nurses vaccinate.
3. Pathways into Hep treatment will be embedded and all workers trained to supporting pathways into Hep C treatment. A new service will open at the North Middlesex hospital.
4. During 2010 we plan to offer pharmacy based BBV testing and vaccination, this should extend BBV services to injecting drug users who are not engaged in broader harm reduction services.
5. We will boost access to clean injecting equipment though offering exchange services via street outreach and hostels exchange.
6. We will gain better understanding of the needs of older drug users and ensure they can access generic services

### 3.3 Demand for structured treatment

**3.3.1 Issues to be considered in meeting demand for structured treatment** - To reach the new target of 1132 Haringey will need to increase the number of PDUs in effective treatment by 6% which equates to an additional 64 clients in effective treatment<sup>16</sup>. Capacity to meet this demand will be created though the Integrated Care Pathway program, ensuring that clients are not duplicated in services unnecessarily and not staying in structured specialist treatment beyond an optimal length of time. Whilst aiming to maintain a harm reduction approach the partnership will expect more drug users to be successfully exiting our specialist drug treatment system.

### 3.3.2 Demand will be met by:

**1 Timely access** – With increasing demand and reductions in funding we will seek to continue to ensure timely access into treatment though ensuring that services users flow though the system, moving towards successful discharge out of treatment or into GP shared care.

If changes are made to the system we anticipate an increased demand for

<sup>16</sup> The additional number required is pending on the outcome of 2009-10 performance against the target of 1068.

<sup>17</sup> Associated confidence intervals are between 1805 and 2473

<sup>18</sup> In 2008-9. Source: [www.ndtms.net](http://www.ndtms.net) : Drug Strategy priorities data - restricted statistics

<sup>19</sup> Of all NDTMS records for active clients in 2008-9, parental status data was missing in 11%, 7% stated 'other'<sup>19</sup>, little less than half (48%) stated of not having any children

inpatient detoxification and intend to open a local unit in April 2010

**2 Stable long term maintenance clients** – As more clients successfully complete stabilisation in specialist treatment we anticipate an increase in demand for community based prescribing via a GP. The group that steers this is looking at possible ways to increase capacity within resources i.e. by ensuring current cases are reviewed and treatment progressed, offering peer led support.

**3 Crack users** – Haringey faces significant problems from crack cocaine. The prevalence of crack users is estimated to be around 2141<sup>17</sup> with around 34% in treatment<sup>18</sup> in treatment during 2008-9. BUBIC will continue to offer community outreach, DIP will work with those in CJS and Eban will link with tier 1 services. Heavy crack users coming into treatment have serious health issues including pulmonary and cardio complications and are often malnourished, Eban the specialist crack service will continue to employ a nurse to deal with these issues. Crack users also often have psychiatric problems - the dual team offers a bridge into mental health services. Crack use is linked to crime and crack users have higher reconviction rates than other drug users. As part of the plan to reduce re-offending during 2010 we will seek to better meet their criminogenic needs including education, training, employability and housing.

**4 Under 25's** - Needs assessment suggests that 18-25 year olds are not accessing treatment. In-Volve are commissioned to work with 18-21 year olds who identify having a drug problem, however many under 25 year olds are pre contemplative, interventions will therefore be targeted at reaching this group with advice and information about services, harm reduction advice and brief interventions. New contact with this group will be established through tier 1 services e.g. Job Centre Plus.

Due to high unit cost and funding reductions a transitional prescribing service set up to prescribe for under 25 year olds at In-volve will be reviewed.

**5 Criminal justice** -Monthly test data highlights an average of 30 clients test positive for opiates or crack/cocaine in the first 6 months of 2009. This is considerably lower than the 59 of previous years. This drop could relate to a number of large central London policing operations during this period which diverted officers away from local work. However there was an underlying decrease in Acquisitive Crime in the borough over the same period.

Local analysis shows that 44% of Drug Rehabilitation Requirement clients failed to engage into treatment, this is 41 clients who could have accessed treatment. A new DRR Programme commences in April 2010, its design should improve the access, assessment and retention of these clients.

In 2009 improved partnership work between CRI, magistrates, probation, crime prosecution service and the police allowed Haringey to begin to increase the numbers on Restrictions on Bail and Conditional Cautioning. This work now needs to be embedded.

There remains scope to increase the numbers in treatment and into the social

re-integration services through improved prison referral and pathways, our new DIP service will prioritise this work.

There still remain 310 treatment naïve clients recorded with Probation Offender Management Unit, a new screening and referral systems should enable more of this client group to access services .

There is also attrition in the Required Assessment process, Haringey DIP received 113 follow up appointment requests from other boroughs in the first six months of 2009. However only 61 attended. The new treatment plan will show how we intend to work more closely with colleagues from other boroughs to reduce this attrition.

**6 Different impacts on different groups** – Haringey’s treatment system is generally reflective of the diversity of the borough, however the following key work areas of work need to be actioned to ensure equality is maintained

**Women** –26% of the treatment population are women, as numbers in treatment rise proportionality will be maintained through: publicity of women only services/sessions, review of pathways and care for pregnant drug users and improvement of services for parents

**Parents/families** – Over a third (38%) of the treatment population are parents<sup>19</sup> In light of the new ‘Think Family’ program, during 2010 the DAAT partnership will work with the Safeguarding Board to review our pathways of care for all drug using parents and their children. The ‘Think Family’ program is a new national program that aims to improve the outcomes for the most at risk families i.e. families with complex needs including poverty, unemployment, poor mental health and substance misuse. Local Family Intervention Programs (FIP) aims to improve the outcomes for ‘whole families’, Haringey Children’s and Young Peoples services have an existing ‘FIP in Youth Services and will be applying for a scheme based on housing. During 2010 the DAAT Joint Commissioning Manager will work with the FIP manager to ensure that substance misuse services are integrated into FIPs and the learning and best practice is rolled out into all family work.

The overall approach in Haringey will be to ensure that services for drug users and services for children and young people work together in a whole family approach; agencies used to working with an individual will be encouraged to ‘Think Family’ to ensure parents are given clear and consistent messages which strengthen families ability to protect children.

The adult and young persons substance misuse commissioner will implement the changes though setting up a parenting forum for children’s services and drugs agencies to implement think family, oversee strategy and exchange good practice

Work planned for 2010/11 includes

- continued attendance of the DAAT representative on the Safeguarding Board and Children’s services on the DAAT
- remapping of pathways and protocols between drug services, children and young peoples services and family programmes

- review of communication and information sharing policy and pathways
- training to roll out new pathways and use of pre CAF assessment
- training in identifying early any parenting issues
- design and training in use of simple tools for supporting parenting

**Race and ethnicity** - Haringey has a diverse population and this is reflected in access to treatment with almost half of service users in treatment being from BME groups. There are at least 60 different nationalities represented in Haringey's treatment services, Bringing Unity Back Into the Community (BUBIC) is a peer support service, which during 2010 will continue to play an important role in community engagement. Haringey has a diverse and transient population which is increasingly being reflected by high levels of demand for interpreters and culturally competent workers, therefore during 2010/11 our workforce strategy will continue to map and match our workforce to need. Examples of current work include employment of a worker at SHOC who is non British and can communicate with migrant sex workers, sponsorship of a trainee drugs worker who is polish.

**Female Sex workers** – Haringey has both on and off street sex workers, drug use is more common in on street sex work (around 92% being PDUs). Sexual Health on Call (SHOC) offers services to this group and we will continue to fund them to provide tier 2 drugs work. Until 2009/10 SHOC had an on site direct access prescribing service, high unit costs and reductions in funding meant the prescribing element of the service had to be decommissioned. Women are now supported into mainstream prescribing services by SHOC this does create a barrier to them.

**Disability** – Many of our service users have a physical disability. This becomes more of an issue with an aging client group. Some commissioned service buildings are not Disability Discrimination Act compliant therefore we required them to ensure that they can deliver a provision at a site that is compliant.

### **3.4 Demand for Aftercare**

The number of those who are successfully discharged from treatment continues to rise; the aftercare service will be re-tendered by April 2010. This gives us an opportunity to review provision with an expectation that relapse prevention is universally available, social re-integration is introduced earlier in a care plan and that peer led services are promoted to improve service user choice.

#### **Section 4 - Improvements to be made in relation to the impact of treatment in terms of its outcomes**

Haringey DAAT manages delivery of effective treatment through a number of steering groups, which are listed below.

- performance management group
- clinical governance group
- employment and training group
- access and engagement group
- shared care group
- harm reduction group
- communities and availability group

Each of these groups has a term of reference and a work-plan, which is linked to the objectives in the treatment planning grids. Key experts are included within the steering group including service user representatives. The groups report into a large provider forum and to the Drug and Alcohol Joint Commissioning group.

**Service users key role** – key to the improvement of outcomes is the ability of service users to shape treatment. During 2009 Haringey made significant progress in developing user involvement, all services have local meetings run by users and most services now have a representative on the Haringey User Group (HUG). HUG representatives are now beginning to drive through changes in commissioning e.g. they attend strategic groups, they have designed and run their own service user satisfaction survey, they are now on all DAAT tender panels, they run their own recovery service, they attend conference on behalf of the DAAT. We are currently completing role descriptions and induction program for user reps/ HUG representatives. Training, support and remuneration are provided to all representatives.

Haringey currently has a service user on the NTA London service users forum and would want to continue to ensure good representation

#### **4.1 Harm reduction outcomes**

***In 2010/11 we will drive up performance around BBV testing and vaccination*** -The new 2010-12 Harm Reduction Strategy will create improvements in terms of access to, and completion of BBV testing and vaccination. We aim to ensure that 98% of new presentations to drug treatment will be offered vaccination, 75% of those who have accepted vaccination will be vaccinated, 55% of the 'at risk group' will be tested for hepatitis C.

***In 2010/11 we will revisit existing health promotion messages and ensure that key health promotion messages reach drug users*** – We will improve dissemination of messages regarding harm reduction and overdose by training tier 1 providers and drug users to deliver key messages.

Work in this area will be driven by the Harm Reduction Steering Group based

on a self assessment and action plan (Appendix 1)

#### **4.2 Number in Effective treatment – engagement, retention and successful discharge**

***In 2010/11 we will maintain and improve on delivery of effective treatment –***

**4.2.1 Access/engagement** – Targets for engagement in drug treatment are set to increase in 2010/11. The reduction of PTB allocation will impact on tier 2 services and may impact on our ability to access and engage service users into Tier 3. Drop in sessions may have to be reduced and it is likely that we will have to reduce the number of sites for Tier 3. To counteract this, services will seek to create economies of scale through using a more mixed workforce, which will include trainees and volunteers; they will also work together to co-ordinate open access sessions. In addition a new mentoring service will support new service users into treatment

DIP services will also need to be rationalised to maximise its penetration rate due to the impact from a reduced budget and by a reduction in offending. The CJIT will improve on its Case Management by having a greater focus on outcomes. More emphasis will be put on prison releases, short term offenders, increasing the application of Conditional Cautioning; awards of Restriction on Bail, engagement of non-drug related offenders who misuse drugs and DRR engagement and retention through a new DRR programme.

We intend to review the DIP operational processes in line with the new DIP Operational Handbook and Drug Misusing Offenders: Ensuring the Continuity of Care between prison and community

**4.2.2 Retention and treatment effectiveness** – Haringey will maintain continue to ensure that treatment is effective through embedding work already in progress: we will complete the ICP work, commission a new day service and expand clinical prescribing options. There will continue to be an emphasis on quality and continuous improvement through service user audit (TOP, satisfaction surveys), provider self audit and learning through participating in pilots. Much of this work will be directed by the Clinical Governance Group through its work plan.

Treatment Outcome Profile will be used by the case managers and service users to monitor whether a care plan is facilitating improvement over a range of domains including substance misuse, health, social functioning and offending; thus improving the overall wellbeing of a drug user. This information will be performance managed at both the service and DAAT level.

Underlying mental health problems are a key issue for many drug users, during 2010 there will be a reduction in the dual diagnosis service; a strategy will be developed by April to ensure that those with dual diagnosis issues receive services.

21% of PDUs' report alcohol as a secondary drug, needs mapping suggest this is a causal factor in drop out and relapse, HAGA (alcohol project) will be

funded to offer training to key workers and to provide alcohol community detoxification within drug services.

**4.4.3 Improving completion** – Although still a high performing area, during 2009 Haringey has had a drop in successful completions, part of this is due to the change in definition of successful. Data suggests that this year's plan needs to revisit success for crack users and BME groups, but to pay particular interest to those in the CJS and under 25 year olds. So in 2010 our aim will be to continue to promote exit into:

- Abstinence via detoxification and rehabilitation- ***we are commissioning a new local service which will be designed to meet the needs of crack users.***
- Aftercare service – ***we will be re-commissioned with a stronger peer led/self help element***
- GP community prescribing – ***we aim to continue to provide good access into***

Only those with complex needs, unable to stabilise will remain in longer term specialist treatment.

**Workforce** - The skills and attitudes of managers and workers have been shown to significantly contribute the successful outcomes for service users, all managers in Haringey have or are in the process of completing a management qualification, currently 90% of those delivering treatment have an NVQ or professional qualification and our workforce is trained to use ITEP.

Continuous Professional Development will be a key driver in the Haringey 2010 workforce development plan. Our clients have complex and changing needs often linked to where they are in a change process and so during 2010/11 we plan to review these needs. ***We will map need against job role competencies, the results of the care plan audit and TOP outcomes, and then we will use this information to develop interagency training plans. This work will be steered by the clinical governance group.***

Haringey during 2010/11 intend to increase treatment exits whilst maintaining a strong ethos of harm reduction, recognising drug misuse is a relapsing condition we will ensure that there is a clear referral pathway for rapid re-entry back into more intensive care.

**4.4.4 Improving community re integration** –During 2010/11 we intend to continue to improve the social, educational and employment support available to drug users

**Education Training and Employment (ETE)** –Kinesis is an ETE service based within an alcohol agency which has been commissioned by the DAAT to deliver training and education to drug users; due to reductions in funding the DAAT can no longer fund a specialist drug ETE service and so Kinesis will no longer be funded in 2010/11. However we recognise that ETE is an area where services will need to be developed as TOP data identifies that generally drug users feel they are not making gains in ETE: it is accepted that this group faces many complex barriers to employment. The HCS has key targets



around economic rejuvenation and so during 2010 we intend to tap into the resources available to meet the Council's economic rejuvenation targets and to use their expertise to improve access; work has already begun with Haringey Guarantee the Council's umbrella ETE resource and Job Centre Plus to develop clear pathways between drug treatment and ETE providers. We will shortly produce an in-depth needs assessment which will identify skills gaps. By April there will be a new road map identifying the steps drug users need to make to progress their ETE aspirations, this will aim to introduce ETE objectives as soon as possible in a recovery program. Work will also be done to link into Fresh start in Prisons.

**Provision of suitable accommodation-** NDTMS data indicates that housing remains an issue a third (33%) of Haringey treatment population reported a housing problem in 2008-9, of which over a tenth (14%) were identified as urgent<sup>20</sup>.

Access to good quality housing is a key issue for many of Haringey's residents; the DAAT will aim to create improvements for drug users by linking into targets within the local Housing and Supporting People strategies. To underpin this we will aim to create joint strategies and operational protocols.

**Reducing numbers in temporary accommodation** - The HSC aims to reduce the numbers in temporary accommodation. The DAAT will support this target through close working with temporary accommodation agencies. We will seek to stabilise the drug use of those in temporary accommodation. Once stable we will aim to provide move on accommodation into drug and alcohol specific supported accommodation, where they can receive tailored support. For those completing treatment we will support move on into private sector accommodation through the council's rent deposit scheme.

Key improvements will be

- **For temporary accommodation** – agreed pathways with the Apex House Access team and closer work with housing providers to ensure good care planning.
- **For supported accommodation** – the re-tendering process will ensure that the housing providers contract embeds a new robust relationship with drug treatment providers
- **For rent deposit scheme** – agreement on criteria and pathways into and work with services to promote this as an alternative to council provision.

**Reduction of rent arrears** - Reduction of rent arrears is also a key council objective, during 2010 the DAAT will establish how many of our clients and their families have rent issues and then we will work with the housing and council tax services to reduce arrears and evictions.

<sup>20</sup> Out of 1159 individuals who reported housing status in 2008-9  
Adult drug treatment plan 2010/11 – Part 1  
Partnership name: Haringey  
Date of submission to NTA: January 2010

## **Section 5. Key priorities for 2010/11**

Our key priorities for 2010/11 will be to :

### **5.1 Harm reduction**

- Driving up testing and vaccination though rolling out general nurse and key worker testing and vaccination
- Improving successfully access for those with Hep C into specialist treatment, though having clear referral pathways and improved support
- Improving access to harm reduction messages though training up tier 1 providers and drug uses and working more closely with pharmacists and delivering more street based harm reduction services. .
- Reducing the impact of alcohol misuse on drug treatment though training drug workers to offer Alcohol Brief Interventions
- Ensuring the needs of older drug uses are being met, though identifying need and referral pathways.

### **5.2 Open Access**

- Develop marketing materials and strategy: both generic and targeted materials
- Develop an access and engagement strategy overseen by a steering group
- Provide training and communication pathways for tier 1 services.
- Improve co-ordination between agencies regarding maximising availability of open access
- Reduce need for interpreters though development of a workforce that reflects local populations.
- Work with tier 1 to access 18-25 year olds with pre contemplative services

### **5.3 Retention**

- Use the DIP Needs Assessment to plan reductions in attrition
- Improve access into treatment for those leaving prison.
- Review service needs of 18-25 year old service users
- Produce a new service level agreement for structured day care.
- Ensure that there is access to dual diagnosis services
- Develop a work plan for the clinical governance group.
- Use service user feedback and the outcomes of the TOP, to improve treatment delivery.
- Develop a workforce training plan which ensures workers have the right skills
- Ensure that sex workers continue to access treatment
- Improve access to community alcohol detoxification for poly drug users with a history of poor retention.

### **5.4 Exits**

- Develop a menu of clear treatment outcomes for drug users
- Review capacity of the GP Shared Care scheme

- Continue to provide counselling service through EBAN
- Development of a North London Inpatient detoxification facility
- Develop a new SLA for Haringey Aftercare Service, promoting peer support and ensuring that maintenance of recovery goals is not left until the final part of treatment.

### **5.5 Community re-integration**

- Continue to build support for friends and families of drug users.
- Improve access to volunteering and training for ex drug users seeking employment, working closely with JCP and Haringey Guarantee
- To improve housing opportunities
- Support the development of user led social activities

### **5.6 Think Family work**

- Liaison with the FIP manager
- development of protocols and pathways
- provision of training
- auditing against safeguarding requirements to ensure that structures and services robustly reflect NTA/DCSF guidance
- development of materials for drugs workers around parenting
- development of maternity services for drug using mothers at North Middlesex

### **6.6 Workforce development**

- Completion of a workforce audit, managed by the clinical governance group
- Development of trainee posts and nurse prescribing
- Development of service users to deliver on harm reduction agenda

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# Haringey Hate Crime Action Plan 2010/11

## HATE CRIME ACTION PLAN

Objective/Issue	Activity/Output	Timeframe	Lead	National Indicator	Progress to date – Q1 2010 <b>RAG</b>
<b>Strategic Objective A: Improving Community Cohesion</b>					
<b>1. Preventing Violent Extremism</b>	See separate <i>Partnership Plan</i>	Projects in place during 2010/11	Police	<b>NI 35</b> PSA 26	See plan (Lead: Sean Sweeney)
<b>Strategic Objective B: Long term prevention work</b>					
<b>2. Develop and implement a hate crime awareness and prevention programme</b>	Coordinated schools based activity involving, educational staff, Victim Support, Safer Schools Partnership, and Anti-Social Behaviour Action Team to raise awareness and encourage the reporting of hate crime. Process to be agreed.  CST to meet with CYPS re projects and Hate Crime info being included within schools staff PSHE cluster training	January 2011  June 2010	CST / CYPS / Safer Schools P'ship  CST /CYPS / Safer Schools P'ship	<b>NI 1</b> PSA 21	The Anti-Bullying Task Group are to ensure local schools encourage the reporting of hate crime  Also to comprise focus of next Hate Crime Steering

# Haringey Hate Crime Action Plan 2010/11

<p><b>Strategic Objective C: Improving Intelligence</b></p> <p><b>3. Improve quality and method of hate crime data capture</b></p>	<p>Improve face to face contact with voluntary and community organisations (in part to ensure that organisations provide the public with relevant information).</p> <p>Scope need amongst Housing and RSLs as to whether training required for front line staff/officers to help tackle hate crime, repeat victimisation and hotspots.</p> <p>Ensure BME and other equality focussed and representative groups are consulted to ensure equality and diversity issues are identified and addressed.</p> <p>Hate Crime and Harassment Strategy to be updated</p>	<p>June 2010</p> <p>July 2010</p> <p>September 2010</p> <p>October 2010</p>	<p>CST/ Partners</p> <p>CST</p> <p>Equalities / CST</p> <p>CST</p>	<p>Group</p> <p>Mtgs with orgs to be arranged for June</p> <p>Next RSL meeting to focus on Hate Crime and new TSA standards</p>	
		<p>PCT data to be obtained and incorporated into strategic assessment finds re hate crime</p> <p>Continued analysis of monitoring information by equalities strands</p>	<p>July 2010</p> <p>June 2010/ On-going</p>	<p>CST/PCT</p> <p>CST</p>	<p>NI 24 HO DSO</p>

# Haringey Hate Crime Action Plan 2010/11

<p><b>Strategic Objective D: Encourage reporting of Hate Crime &amp; Harassment</b></p>	<p>Continued distribution of reporting process information</p> <p>Quarterly monitoring of process</p> <p>Monitoring information to be disaggregated by equality strands and type / nature of harassment and ASB.</p>	<p>June 2010 / ongoing</p> <p>June 2010 / ongoing</p> <p>July 2010</p>	<p>CST / HfH / Partners</p> <p>CST</p> <p>CST</p>	<p><b>NI 21</b> PSA 23</p>	<p>Publicity materials distributed to estate</p> <p>Housing offices during early 2010 – reprint</p> <p>scheduled for May/June to be distributed to community orgs during meetings</p>
<p><b>Strategic Objective E: Responding to Hate Crime and Harassment</b></p>	<p>Working with appropriate support agencies and Police - track number of cases recorded through reporting process linked to this aspect</p> <p>Adapting national and regional best practice on disabilities' related hate crime to the local context</p> <p>Specific consultation with disability</p>	<p>August 2010</p> <p>September 2010</p> <p>September</p>	<p>CST/ Police CSU</p> <p>CST / Police CSU/ Police Eng Team</p>	<p><b>NI 21</b> PSA 23</p>	
<p><b>5. Scope level of issues concerning disability and age related hate crime in the borough and respond accordingly</b></p>					

# Haringey Hate Crime Action Plan 2010/11

	<p>organisations and groups (inc. those with older and younger persons remit)</p> <p>Update community safety hate crime web page with key services for each aspect of hate crime</p> <p>Disability First to be commissioned to audit the web page/ site in terms of disability access.</p>	<p>2010</p> <p>September 2010</p> <p>September 2010</p>	<p>CST</p> <p>Equalities</p>		
<p><b>6. Continued enforcement activity</b></p>	<p>Prosecution of all types of hate crimes (in line with sanction detection targets)</p> <p>Monitoring of actions by Housing i.e. evictions, management transfers, warnings</p> <p>MPS Operations, e.g. Athena, involving specific days of targeting hate crime suspects</p> <p>Ensure appropriate use of flags (e.g. re disabilities) in recording cases and training for officers as appropriate</p>	<p>Ongoing</p> <p>August 2010</p> <p>June 2010</p> <p>June/2010 Ongoing</p>	<p>ASBAT/ Police/ Env't</p> <p>HfH / CST</p> <p>Police CSU</p>	<p><b>NI 21</b> PSA 23</p> <p><b>NI 33</b> HO DSO</p> <p><b>NI195</b> Defra DSO</p> <p><b>NI 196</b> Defra DSO</p>	<p>CSU are using the appropriate flags – to receive periodic updates on operations/ Interventions</p>
	<p>Increase offences brought to justice</p> <p>Monitoring of number of prosecutions</p> <p>Keep victims informed on the progress of</p>	<p>August 2010</p> <p>September 2010</p>	<p>Police CSU</p> <p>Police CSU/CST</p> <p>CSU/</p>	<p><b>NI 21</b> PSA 23</p>	<p>Victim Support Officer appointed to assist with ASBAT cases</p>
	<p><b>7. Strengthening the vital link with the courts and CPS (engage key individuals in the partnership in an effort to achieve justice, improve confidence and minimise harm)</b></p>				



# Haringey Hate Crime Action Plan 2010/11

their case.	CJS publication of successful cases to raise awareness of what hate crimes are  Presentation to/communication with local magistrates on partnership strategy and objectives and what they can do to assist with improved prosecutions	ASBAT  CPS/Police CSU  CST/ Police CSU	– Sep 2009  Publication of sentencing outcomes due to be progressed

**Glossary:**

**National Indicators (re Hate Crime)**

- NI 1: Percentage of people who believe people from different backgrounds get on well together in their local area PSA21
- NI 3: Civic participation in the local area PSA 15
- NI 17 Perceptions of anti-social behaviour PSA 23
- NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 23
- NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area HO DSO
- NI 23 Perceptions that people in the area treat one another with respect and dignity HO DSO
- NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour HO DSO
- NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour HO DSO
- NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police HO DSO
- NI 35 Building resilience to violent extremism PSA 26
- NI 195 Improved Street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO

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<b>Business Plan Objective:</b> <i>(use a separate form for each objective)</i>	<b>Responsibility of:</b> <i>(identify officer responsible for achieving this objective)</i>
Preventing Violent Extremism	Sean Sweeney, partnership PREVENT Officer
<b>Council Plan Priorities:</b> <i>(state the Council Plan Priorities that this objective supports)</i>	Creating a Better Haringey: cleaner, greener, safer.

**Description of targets and performance measures relevant to this objective, including all relevant National Indicators; Local Area Agreement targets and key Local Performance Indicators.**

NI 35 Preventing Violent Extremism

This plan should be read in conjunction with the mapping paper, “You provide the paint, we’ll provide the brushes” and the Haringey PREVENT approach document, both of which are available on the Haringey council website.

It would be of value to have an understanding of the the Prevent strategy’s five main objectives:

- to challenge the ideology behind violent extremism and support mainstream voices
- to disrupt those who promote violent extremism and support the places where they operate
- to support individuals who are vulnerable to recruitment or who have already been recruited by violent extremists
- to increase the resilience of communities to violent extremism
- to address the grievances that ideologues are exploiting.

The strategy has two supporting objectives or ‘enablers’:

- to develop supporting intelligence, analysis and information
- to improve strategic communications.

Business Plan 2010/11 Appendix A: Action Plan - Business Unit: Safer and Stronger Communities

Activity to be undertaken:	Lead Officer	Due date	Expected Outcomes / Monitoring	RAG Progress
<b>Objective 1: Understanding of, and engagement with, Muslim communities.</b>				
Embed the PREVENT project community managers' Monthly forum	PREVENT Officer/ PREVENT steering Group	Q1 2010/11	<ul style="list-style-type: none"> <li>a joint understanding of risk and prevention</li> <li>Improved communications networks</li> </ul>	
Developed a communications strategy in line with RICU/Home office publication March 2011	PREVENT steering Group	Q1 2010/11	<ul style="list-style-type: none"> <li>Improved communications</li> <li>Improved understanding of PREVENT agenda</li> <li>Mainstreaming PREVENT agenda</li> </ul>	
Refresh the PREVENT approach and mapping paper to include a refreshed shared narrative around risk and vulnerability	PREVENT Officer PEO (police)	Q1 2010/11	<ul style="list-style-type: none"> <li>Improved communications</li> <li>Improved understanding of PREVENT agenda</li> <li>Mainstreaming PREVENT agenda</li> </ul>	
Engage with and consult Community Groups around the PREVENT Agenda	PEO (police)	Ongoing	<ul style="list-style-type: none"> <li>Improved communications</li> <li>Mainstreaming PREVENT agenda</li> <li>Improved confidence</li> </ul>	
Develop a risk based response to the Counter Terrorism Local Profile when it is refreshed and shared	PREVENT Steering Group	Awaits CTLP sharing	<ul style="list-style-type: none"> <li>Improved understanding of formal risk assessment</li> <li>Mainstreaming PREVENT agenda</li> </ul>	
<b>Objective 2: Knowledge and understanding of the PREVENTING Violent Extremism agenda.</b>				
Training around PREVENT for all front line staff across the Partnership	PEO (police)	Ongoing	<ul style="list-style-type: none"> <li>Mainstreaming PREVENT agenda</li> <li>Improved understanding</li> </ul>	Police SNT & STT completed
Continue Policy briefings for local policy officers/CEMB and Partnership Boards and partnership Senior	PREVENT Officer	Ongoing	<ul style="list-style-type: none"> <li>Mainstreaming PREVENT agenda</li> <li>Improved understanding</li> </ul>	

## Business Plan 2010/11 Appendix A: Action Plan - Business Unit: Safer and Stronger Communities

Activity to be undertaken:	Lead Officer	Due date	Expected Outcomes / Monitoring	RAG Progress
Management				
Continue the rollout of Community Cohesion & PREVENT Training to school governors, head teachers and relevant staff using lessons learned from the training pilot	CYPs/ PEO/ PREVENT Officer	Ongoing	<ul style="list-style-type: none"> <li>• PREVENT to be included in the governors training sessions</li> <li>• PREVENT to be included in teacher training days</li> <li>• Bespoke sessions to be delivered as and when required</li> </ul>	
Promote the BRACE model from the college of North east London to schools across the borough	CYPs/ PREVENT Officer/ BRACE	Q3 2010/11	<ul style="list-style-type: none"> <li>• BRACE model to be adopted by at least 2 secondary schools by March 2011</li> </ul>	
CTLP to be shared with appropriate partners as and when it is refreshed and published	PEO/ PREVENT Officer	Awaits CTLP sharing	<ul style="list-style-type: none"> <li>• Improved understanding of formal risk assessment</li> <li>• Mainstreaming PREVENT agenda</li> </ul>	
<b>Objective 3 Effective development of an action plan to build the resilience of communities and support vulnerable individuals.</b>				
Embed Channel into partnership processes to support Individuals identified as being at risk	CYPs/ACCS/ PREVENT Officer	Q1 2010/11	<ul style="list-style-type: none"> <li>• Channel will be established as a referral pathway for cases that are deemed appropriate within existing safeguarding processes</li> </ul>	
Develop a debate programme with PREVENT projects taking the lead where grievances can be aired appropriately	PEO/ PREVENT Officer	Q2 2010/11	<ul style="list-style-type: none"> <li>• Improved communications</li> <li>• Mainstreaming PREVENT agenda</li> <li>• Improved confidence</li> </ul>	
Provide “mainstreaming” training for vulnerable groups to include safeguarding, wider civic participation, local	PEO/ PREVENT Officer/	Ongoing	<ul style="list-style-type: none"> <li>• Improved representation</li> <li>• Mainstreaming PREVENT agenda</li> </ul>	

Business Plan 2010/11 Appendix A: Action Plan - Business Unit: Safer and Stronger Communities

Activity to be undertaken:	Lead Officer	Due date	Expected Outcomes / Monitoring	RAG Progress
governance, school governance, local political engagement, safer neighbourhood ward panels etc	CYPs		<ul style="list-style-type: none"> <li>Improved confidence</li> </ul>	
<b>Objective 4 EFFECTIVE OVERSIGHT, delivery and evaluation of projects and actions.</b>				
All projects will continue to be monitored and evaluated in line with the LAA/HSP processes	PREVENT Officer	Ongoing	<ul style="list-style-type: none"> <li>Quarterly Monitoring</li> <li>Lessons learned from previous evaluations will be addressed</li> </ul>	
A Channel Specific ISA will be agreed to facilitate the Channel process being embedded	CYPs/ ACCS/ PREVENT Officer	Q1 2010/11	<ul style="list-style-type: none"> <li>Channel will be established as a referral pathway for cases that are deemed appropriate within existing safeguarding processes</li> </ul>	

Glossary

- PEO – Prevent Engagement Officer (Police)
- PREVENT Officer – Partnership Prevent Officer (Council)
- CYPs – Children & Young People’s Service (Council)
- ACCS – Adult, culture and Community Service – Council

**Community Resilience Plan**  
**(2010 – 2011)**

**Aim:**

To promote resilience within the community

**Objectives:**

- Increase awareness of the risk of emergencies within the borough
- Educate and encourage the community to help themselves in the event of an emergency

**Warning, Informing and Advising:**

Our duty to communicate with the public is based on the belief that a well informed public is better able to respond to an emergency and to minimise the impact of the emergency on the community.

The Civil Contingencies Act 2004 requires that Category One responders put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency

There are two aspects to this duty:

**Before the emergency** – Making the public aware of the risks of emergencies and how responders will deal with them

**During and after the emergency** – Warning the public and keeping them informed in the event of an emergency

**Public Awareness**

Making the public aware of how they can prepare themselves for an emergency and the risks within their area or the borough as a whole will increase the resilience of the residents in times of an emergency.

**Community Z-cards**

These pocket sized folding leaflets provide information on how to prepare for an emergency and the telephone numbers you may need in an emergency as well as providing a space for the owner of the leaflet to note down their own personal information and contact numbers. A prompt on the back of the z-cards directs people to sign up to the Haringey Emergency Alert Service. The z-card is available in general size print (orange z-card) and a larger print version (blue z-card)

<b>Delivery Method</b>	<b>Target Audience</b>	<b>Which z-card?</b>	<b>Partner Involvement</b>	<b>Target Date</b>
Libraries and Bruce Castle Museum	Library users	Orange and blue	LBH	July 2010
Council Leisure Centres	Leisure centre users	Orange and blue	LBH	July 2010
Council Customer Service Centres	Those accessing Council Services	Orange and blue	LBH	July 2010

Homes for Haringey	Service users	Blue cards	HfH – Home Zone	July 2010
Age Concern	Service users – generally 65+	Blue	Robert Edmonds	October 2010
Haringey Pensioners Action Group	Service users – 65+	Blue	Tbc	October 2010
Community Centres & Organisations	Centre users (this may include harder to reach community groups)	Orange and Blue. (There may also be a need for language specific z-cards at a later date)	Community Centre managers	January 2011
Through the Multi Faith Forum	Members of the faith community	Orange and blue. (There may also be a need for language specific z-cards at a later date)	Sean Goodchild or Brad Greene	January 2011
Children’s nurseries, play groups	Parents with young children	Orange cards	Centre managers	January 2011
Community Pharmacies	Service users	Orange and blue	PCT	January 2011
Area Assemblies	Ward residents	Orange and blue	LBH	Ongoing
Local Events	May vary, depending on event	Orange and blue, may also be a need for language specific z-cards at a later date depending on the event	LBH and partners	Ongoing

### Promoting the Z-cards

A poster has also been developed to promote the existence of the community along with providing those reading the posters with the key actions to help prepare for an emergency. These posters could be displayed in the following locations:

- GP surgeries
- Dentists
- Opticians
- Hospitals
- Citizen Advice Bureau

It would also be valuable to publish information in existing newsletters and through established networks such as:

- Safer Neighbourhood newsletter
- Patient Advice and Liaison Service (PALS)
- HAVCO
- Hospital patient newsletters (e.g. North Middlesex “the Volunteer” magazine)



- Haringey People

### **Pet Owner Z-cards**

These pocket sized folding leaflets provide pet owners with information on the preparations they can make in regards to their pet in the event of an emergency. It also provides a space for the pet owner to place information about their pet along with contact numbers specific to themselves. A prompt on the back of the z-cards directs people to sign up to the Haringey Emergency Alert Service.

A poster has also been developed to promote the existence of the community along with providing those reading the posters with the key actions to help prepare for an emergency.

The z-cards and posters could be made available at the following:

<b>Delivery Method</b>	<b>Target Date</b>
Wood Green Animal Shelters	April 2010
Veterinary clinics/surgeries	June 2010
Pet stores	June 2010
Pet boarding organisations	June 2010
Pet grooming organisations	June 2010

### **Haringey Council Website**

The Council website provides information about the Emergency Planning and Business Continuity Team as well as:

- The risks within the borough
- Links to sites with specific expertise in particular risks
- Steps on how to prepare for an emergency
- What to do in an emergency

The information on the web pages backs up the information found on the z-cards and any other literature printed for the purpose of warning and informing.

### **Business Continuity**

As part of creating a resilient Borough it is important that the local businesses are offered advice on how to ensure they are able to maintain their services throughout the emergency and afterwards. Targeted Business Continuity advice was given to external social care providers and voluntary organisations throughout the period of the flu pandemic in 2009. The following initiatives have been proposed for the year 2010-2011:

<b>Delivery Method</b>	<b>Audience</b>	<b>Target Date</b>
Through the Business Advice sessions at Wood Green Library – direct people to the website and give out z-cards. Occur every Monday	Those starting a new business or a new idea within an existing business	October 2010
Local events – advise people attending and hand out the z-cards.	May vary depending on event	Ongoing
Business Rates team – send out z-cards	Existing businesses	March 2011

All information given to businesses will be backed up by the information available on the Business Continuity web pages. Businesses and voluntary organisations should also be encouraged to sign up to the Haringey Emergency Alert Service so they can receive notification of emergencies that are imminent or occurring in their area.

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### **Warning and Informing (during an emergency):**

In the event of a major emergency the public will be concerned about the impact on their health and safety, the safety of friends and relatives, traffic and council services.

### **Haringey Emergency Alert Service**

This mass messaging service can send text messages and email messages to those subscribed. Subscription can either occur automatically through the data collected via the customer call centre or through choice by completing an e-form on the website.

By attending Council events and Area Assemblies, further subscription would be possible by signing people up at the time of the event and manually uploading the details onto the system. The use of existing networks (e.g. the faith forum and schools) and internal groups will also generate additional contact numbers to add to the service.

This mass messaging service will then be used in the event of an emergency causing serious disruption within a ward or wider area. Template messages have been developed and messages will need management sign off before being sent out.

A target of 1000 users has been set for the end of the financial year 2010/2011.

### **Call Centre**

During an emergency the Customer Call Centre will be kept informed of the latest information in regards to the incident, how it is affecting residents and what is being done.

### **Council Website (internal and external)**

During major or long term emergencies it may be possible or important to keep the website (both external for residents and internal for staff) up to date with the latest information regarding the emergency and any effect this may also be having on Council services.

### **Door Knocking**

A plan for implementing a door knocking service is currently under development.

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### **Evaluation**

The success of the public awareness methods could be measured through a variety of means:

- An increase in the Place Survey score
- An increase in the "hits" on the website
- An increase in the number of people subscribing to the Emergency Alert Service
- Face to face feedback from residents

- Anecdotal feedback through those acting as a collection point for the z-cards, for example pet shop owners, reception staff at community centres

The success of the warning and informing methods during an emergency may be dependent on the individual emergency. This is most likely to be measured through anecdotal feedback during the debrief phase.

### **Further Development**

Whilst this plan aims to reach a wide number of audiences with the public awareness campaigns, this area of work should be an ongoing development with additional audiences being captured with the expansion of existing initiatives or the development of new ones.

Areas for development include:

- The blind or with severe visual impairments (where the larger print z-cards do not meet their needs)
- Community languages

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