

NOTICE OF MEETING

Safer Communities Executive Board

THURSDAY, 19TH MAY, 2011 at 12:00 HRS – COUNCIL CHAMBER, CIVIC CENTRE,
HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Please see the table below.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any items of Urgent Business. (Late items of Urgent Business will be considered where they appear. New items of Urgent Business will be considered under Item 14 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 discussion with respect to those items.

4. MINUTES (PAGES 1 - 10)

To confirm the minutes of the meeting held on 17 February 2011 as a correct record.

5. TERRORISM UPDATE

A verbal update will be provided by the Borough Commander.

BUSINESS ITEMS:

6. PERFORMANCE HIGHLIGHTS - FINANCIAL YEAR 2010/11 (PAGES 11 - 18)

7. HARINGEY COMMUNITY SAFETY PLAN 2011 -14 (PAGES 19 - 84)

Please note that all strategies except the Adult Drug Treatment Plan (attached under Item 13 for information) are still in draft form at present.

As part of discussion partners are asked to provide any further information on partnership resources and key indicators.

- Haringey's Community Safety Strategy 2011-14 (pages 19 – 35)
- Appendix 1: Delivery Plan 2011-12 (pages 36 – 44)
- Appendix 2: Haringey Adult Re-offending Strategy 2011-14 (pages 45 – 64)
- Appendix 3: Haringey Annual Youth Justice Plan and Equalities Impact 2011/12 (pages 65 – 84)

8. YOUTH, COMMUNITY AND PARTICIPATION (NEW APPROACH TO INNOVATION)

A verbal update will be provided.

9. ENGAGING WITH MENTAL HEALTH SERVICES

A verbal update will be provided.

10. UPDATE FROM METROPOLITAN POLICE AUTHORITY

A verbal update will be provided.

11. OVERVIEW OF NEW SINGLE FRONTLINE

A verbal update will be given.

12. RISK REGISTER

A verbal update will be given.

INFORMATION ITEMS:

13. ADULT DRUG TREATMENT PLAN / DRAFT ALCOHOL STRATEGY

The Adult Drug Treatment Plan and draft Alcohol Strategy are attached for information.

14. NEW ITEMS OF URGENT BUSINESS

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

15. ANY OTHER BUSINESS

To raise any items of AOB.

16. DATES OF FUTURE MEETINGS

To note the draft dates of future meetings set out below:

- 12.00pm, 6 October 2011, Council Chamber, Civic Centre
- 12.00pm, 15 December 2011, Council Chamber, Civic Centre
- 12.00pm, 1 March 2012, Council Chamber, Civic Centre

Please note that these dates are subject to change until 23 May when the Council's Calendar of Meetings is formally agreed. Members of the Board will be advised following the meeting.

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Published: 11 May 2011

ORGANISATIONS	NO. OF REPS	NAME OF REPRESENTATIVE
Haringey Council	7	Councillor Bernice Vanier (Chair) Claire Kowalska Anne Lippitt Peter Lewis Stephen McDonnell Marion Morris Barbara Nicholls
Public Health	1	Tamara Djuretic
Haringey Metropolitan Police	1	Sandra Looby
Haringey Fire Service	1	Richard Mills
Haringey Probation Service	1	Kate Gilbert
Homes for Haringey	1	Paul Bridge
Mental Health Trust	1	Lee Bojtor
Community Link Forum	3	Sajda Mughal Rev Nims Obunge <i>X1 TBC</i>
HAVCO	1	Pamela Pemberton
Metropolitan Police Authority	1	Joanne McCartney
Haringey Magistrates Court	1	Stephen Carroll
Haringey Crown Prosecution Service	1	Hywel Ebsworth
TOTAL	20	

MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
THURSDAY, 17 FEBRUARY 2011

Present: Councillor Bernice Vanier(Chair) Jean Croot, Kate Gilbert, Claire Kowalska, Sandra Looby, Chris Barclay, Marion Morris, Enid Ledgister, Jennifer James, Richard Mills, Olivia Darby, Bennett Obunge, Pastor Nims Obunge

In Attendance: Ayshe Simsek, Martin Bradford, Dr Nick Mai

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP58.	APOLOGIES Apologies for absence were received from the following: Niall Bolger - Director, Urban Environment Peter Lewis – Director C&YPS - Jennifer James substituted Joanne McCartney MPA – Bennett Obong substituted Sajda Mughal – Jan Trust Barbara Nicholls – Head of Commissioning, Strategy, Planning (ACCS) Pamela Pemberton – HAVCO - Olivia Darby substituted	
HSP59.	URGENT BUSINESS No items of Urgent Business were raised.	
HSP60.	DECLARATIONS OF INTEREST No declarations of interest were made.	
HSP61.	MINUTES The minutes for the 04 November were agreed as an accurate record of the meeting. In relation to HSP 50, on the participation of young people who were NEET, in an employment scheme with private sector organisations, we noted that this action was ongoing and Reverend Nims Obunge and Kate Gilbert were to discuss. We further noted that the DAAT (Drugs, Alcohol, and Action Team) were to transfer to Public Health on 18 th March 2011. The Chair welcomed Sandra Looby, the newly appointed Borough Commander for Haringey, to the Board and to the Partnership. The chair, on behalf of the Board, further thanked Chris Barclay for all his work in the interim period.	Kate Gilbert/Rev Nims Obunge
HSP62.	TERRORISM UPDATE	

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	<p>The Board received a verbal update on the terrorism threat to London and the Borough.</p> <p>It was noted that there had been no change to the level of threat identified by the Government and that this remained severe. The Borough Commander advised the Board, that she would review the Contest strategy and contingency and emergency planning of the borough as part of her new role. A partnership event would be organised, later in the year, to test out the functions of the strategy and plan.</p>	
<p>HSP63.</p>	<p>PERFORMANCE HIGHLIGHTS (APRIL 2010 - JANUARY 2011)</p> <p>The Board received a report that provided an overview of performance against community safety targets during 2010/11.</p> <p><u>Overall Recorded Crime</u> It was noted that Haringey Police recorded 5% fewer total notifiable offences during the 1st April 2010-9th January 2011 compared with the same period last year. This compared favourably with the MET average.</p> <p><u>Serious Violent Crime</u> A clearly improving trend was noted by the Board with a 31.9% year on year drop in this crime rate which was well above the MPS reduction of 21%. Improvements in this trend were connected to the work of the Gang Action Group and the Tackling Knives Action Plan. Police recorded a drop in the recording of repeat victims of domestic violence. This was not concerning the actual number of unreported incidents which may have occurred prior to police contact. The Board noted that there were key issues to address with the dis-continuation of funding for domestic violence work and the Tackling Knives Action Plan. The funding for both these projects would cease on the 31 March 2011.</p> <p><u>Acquisitive Crime</u> It was noted that this crime figure had reduced by 4.8% but this was a deterioration in performance compared to the half year performance, of 13%, and was attributed to the recent spate of burglaries(usual for the seasonal period) together with the increase in motor vehicle related offences. The Board noted that this crime figure was anticipated to increase, given the recent trends and indications being seen for this area. There had been an anticipated that Haringey might be a special borough in need of additional resources but the Board was advised that we had not been singled out. This means we will not receive any funds but it can be seen in a positive light as Haringey is now deemed not to require special attention.</p> <p><u>Drug Using Offenders into Effective Treatment</u> The number of clients had decreased to 2009-2010 levels. This was despite the continuous engagement and outreach work of partners. This was important to note as this trend was responsible for Haringey missing the target for drug users in effective treatment last year. The borough had an overall good track record for clients completing treatment and</p>	

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being drug free. The success rate was 43% against a target of 32%. The service was currently examining the reasons for the drop in performance in order to rectify this with efforts geared towards full recovery of clients rather than stabilisation and maintenance.

Youth Crime Prevention

The Board noted that the borough had already achieved the challenging target for the prevention of first time entrants to the Youth Justice System aged 10-17(NI 111). This success was attributed to partnership working on the triage service which worked well with the support of the Police. Some success on reducing the number of young people classed as NEET (not in education, training, or employment) was communicated to the Board but this target remains a challenge and is likely to become more difficult. It was further signalled to the Board, that as part of the Council restructure, the YOS (Youth Offending Service) would transfer to the Children and Young People's service. The funding pots for the prevention of youth crime had transferred to the Early Intervention Grant, which was now placed with the Children's service. They had yet to confirm the future resource allocation for the YOS and therefore it would be important to clarify any issues concerning the continuation of this funding, with them to limit the impact on youth prevention services.

Victim Support to Young People

The Board noted the key engagement and support role of the Young Victim's Champion. The Board was advised that this role had provided support to 137 young victims (aged 7 to 20) since August 2010. There were now 11 volunteers undertaking training and a funding bid to continue this work is being prepared with the support of the Community Safety Team.

Perception of Crime and ASB

An additional question in the resident's survey on how the Police and local services were dealing with anti social behaviour currently indicated improved perceptions. This conclusion had been reached by considering the place survey results of the previous year.

ASB -

The ASB Action team enforcement rates remained well above the national average due to the use of Acceptable Behaviour Contracts and the early intervention measures being used. ASBOs continued to be used only when needed. This approach has resulted in a 100% success record for all ASBO applications and led to 3 prosecutions following the breaches of orders. The Board were advised that the ASB team would transfer to the new Single Frontline service which was expected to be launched in the autumn. The Board further noted that the Council's Emergency Planning team would transfer to Public Health.

The Board was advised that the prevention work with families in the parenting programme was continuing to be successful with no further enforcement action required for the 160 families engaged. The external funding for this prevention work was due to expire on the 31st of March along with funding of the ASBAT victim support worker. The Board were

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asked to note the evitable disruption to the service which would follow.

Preventing Violent Extremism –

The preventing violent extremism work had reached its target of level 3. Projects were running at reduced capacity as funding had been reduced in year. The borough was now awaiting guidance from central government on the new national strategy which was expected in quarter 4 of this year.

The Board discussed the significance and reliance on crime data. The Board learned that crime data targets were as yet undecided by central government. These were likely to be broader main targets and it was anticipated that they could be available in the next 3 weeks. The general expectation from the Home Office was that borough's would compile their own targets.

It was further noted that a national crime narrative, by the government, was to be released in a month's time and a London crime strategy would be available in the autumn. It was recommended to the Board that a transitional community safety plan be compiled for the borough to cover this coming financial year with a full revision ahead of April 2012. A draft is due end April/early May. Consultation with the London Crime Board would be undertaken to ensure their 3 key areas of priority were a significant feature. Support from partners would also be sought to compile this plan.

RESOLVED:

That the report be noted.

Claire
Kowalska

HSP64. PROJECT PROGRESS REPORT APRIL - DECEMBER 2010

A report was received that provided an overview of progress against agreed actions and projects overseen by the Board. There had been in year reductions to project funding and ABG grant funding as previously outlined. However, it was important to note that there were no critical projects underachieving.

The Board was advised that the majority of the work outlined within the report was ongoing. The following areas of particular success were highlighted:

- Q-car operations
- Intensive intervention, support and supervision (triage, Gang Action Group, drug intervention, parenting support)
- Dynamic after school patrols as part of the Youth Crime Action Plan
- Forum established to enable information sharing and actions concerning rogue landlords
- Delivery of seasonal and targeted anti-burglary communications information.
- ASB Summit Plan re early intervention
- Joint problem solving around ASB

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- HMO licensing scheme in Harringay and St Ann's ward
- A dedicated ASB victims and witnesses service was provided for the first time

In relation to the actions outstanding, it was explained that these were an inevitable consequence of officers being drawn into other pressing priorities. Learning from this experience, there would in future be fewer objectives chosen to allow for focused work with wider outcomes. The Board were advised that the key losses of staff in the parenting programme would need to be addressed as; following the 13 week course, there were no arrangements for 1-2-1 support. The lone parent support officer post was only funded until March 2011.

Further emerging issues and priorities to note were the simplification of ASB powers which were due to be consulted upon in second half of 2011. The community budgets projects would also be interesting pilot to keep aware of, as it was likely that funding for this would be rolled out nationally in 2013/14. Mental Health would be a key issue for discussion at the next ASB Partnership Board as there were concerns regarding the sharing of information around mental health patients.

The Board was informed that the Council and partners were bidding for additional Home Office funding to support Independent Domestic Violence advocates which would need to be match funded and therefore would pose a challenge in these current financial times.

The Board noted that a new safeguarding policy and process for adult drug treatment workers, when assessing substance misuse clients, who had contact with children, was working well.

It was highlighted to the Board that, withdrawal of funding to COSMIC, meant that services provided by this organisation, were under threat and a needs assessment was understood to be required to understand the impact of the loss.

The Gang Action Group continued to have an impact on substantially reducing the most serious violence in the borough through its work on family intervention, youth inclusion projects, ensuring intensive support in the community, sharing information and expertise. An appeal was made to Children and Young People's service to continue to provide a representative to these meetings as it was important to have the safeguarding context provided to the discussions of this group. A networking event for this group was being organised in February by Ian Kibblewhite of Enfield to promote multi-agency intelligence sharing. Concern was expressed at the level of information circulated about this event as the Chair of the Violent Crime Sub Group, Reverend Nims Obunge, had not been made aware of this event. It was agreed that the Community Safety Manager look into this matter. It has subsequently been established that an email was sent out but may have slipped through the net. Every effort will be made to avoid this in future.

Claire
Kowalska

In relation to hate crime, the Board were informed of ongoing work to

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	<p>instigate a London wide reporting telephone number to report this crime. The Metropolitan Police were expected to fund the first year of this service with Partnership Boards in London expected to fund the use of this common telephone number in 2012/13.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
<p>HSP65.</p>	<p>DAAT NEEDS ASSESSMENT</p> <p>The Board received a presentation on the draft DAAT Needs Assessment and noted that completing this was a key part of planning the annual drug treatment process. Its essential aim was to assess the drug treatment needs of adult drug users against the background of decreasing budgets. The assessment further examined: specific needs of the drug treatment population, focus on outcomes and social re-integration, assessed the needs relating employment, training and education and the reasons for drop outs from treatment and updated prevalence data on PDUs (Persistent Drug Users). The Board was provided with information on the context, key national drivers, and methodology of the assessment.</p> <p>Key findings noted by the Board from the assessment were:</p> <ul style="list-style-type: none"> ➤ That the number of crack and opiate users in Haringey was higher than the London average. ➤ Alcohol misuse had a higher impact on health service than drug abuse. There was also no clear connection to drug abuse and it fuelling violent crime. ➤ There was no significant change in the demographic profile of drug users, although there were reported to be 60 different nationalities in the process of treatment which indicated issues with servicing different language requirements. ➤ A need to focus on young drug users as age of drug abuse was likely to begin in the 15-24 age range. ➤ Clear link between drug misuse and deprivation ➤ Support workers were following safeguarding guidelines and checking if there were children living at home. A detailed assessment had been approved by the LSCB and once completed was distributed to the client's GP and health visitor. ➤ That there were key issues of stigma faced by clients returning to work after treatment and this highlighted the need to begin work related support during treatment. ➤ Success of treatment - data showed that there was more improvement during the first year. Therefore aim should be to start and complete treatment within a year. ➤ It would be essential to record when clients leave and come back into treatment. ➤ Use of alcohol was found to be higher after drug treatment was completed. 	

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Conclusions from the assessment were: that there was a need to improve pathways to psychological services; employment training should be fully incorporated into the treatment process from the start. The borough would be at the forefront of adapting PDUs recovery model into the treatment system. There was a need to robustly monitor the re – entrance to treatment by examining what happens outside of treatment and the impact of social networks. The findings were to be assessed by stakeholders with the assessment updated to include results from user surveys and focus group meetings. There would also be a cost benefit section added.

Board members discussed the findings of the assessment with concerns raised about: housing , employment, support network for young people in danger of drug misuse, the impact of leaner budgets on support services around the treatment of clients and how Partnership Boards will work together to ensure that strategies and funding is fully utilised to support vulnerable young people. Board members recommended a need to be aware of housing problems experienced by clients when they enter the treatment programme. It was acknowledged that there is often a lack of influence over this but it should nonetheless be factored in. Board members advised of the necessity, as a borough, to maximise on the opportunities available for employment as this was felt to be a key factor in the overall rehabilitation of clients.

The Board further discussed the need to look for opportunities and initiatives to support young people with changing their social network and environment as it was often the case that there was no support or social framework for young people who became involved in crime. It was expressed by some Board members, that the overarching issue of poverty, which was linked to offending and drug misuse, needed to be tackled in a consistent joined up way by the Partnership Boards especially as there would be less funding available in the future . In addition it was suggested that there should be a robust approach to how agreed actions, relating to overarching issues, will be tackled by the Partnership Boards. In response, it was noted, that the Partnership Boards were already sharing expertise and information across the thematic boards. For example, the Community Safety Team were members of the Integrated Housing Board meetings and had a key input role. It was already recognised by the Partnership Boards that, due to the reductions in public funding, there would inevitably be a necessity for the HSP boards to work in closer partnership to fully capitalise on the funding available.

The Board thanked Marion Morris for the informative presentation and noted that this was next to be received by the Wellbeing Partnership Board.

RESOLVED:

That the presentation and draft DAAT Needs Assessment were noted.

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INTERVENTIONS

The Board received a report that communicated the issues from the annual data assessment and developing government priorities. The purpose of the paper was to stimulate debate about cross cutting issues and future delivery of the safer for all strategy.

It was recommended to the Board that there be a focus in the strategy on:

- Maximising resources through joint tasking and problem solving – this would be through discussing and prioritising the actions to be addressed.
- Prioritising early intervention and prevention.
- A borough wide focus on employability and employment creation.
- Investigating the range of issues to persistent locations of multiple deprivation especially Northumberland Park and having a long term plan for this area.
- Delivering an integrated offender management model.
- Closer working with and through private and voluntary sectors.
- Promoting self reliance in crime reduction and prevention.
- Support for young and female victims of crime and their families.
- Application of successful interventions and lessons learnt across the HSP and neighbouring boroughs.

The Board discussed the wider issues which would have an impact on the above priorities such as engaging with young offenders and enabling them to feel that their views would be taken seriously. Schools had a key role in early intervention as they were able to recognise the children that were at risk of offending at later ages when intervening is more difficult. This was because young offenders may already be at a disadvantage in gaining employment through having lower attainment levels or they may have mental health issues which had not been identified and treated at an early age.

The subject of mentoring was discussed and it was noted that there was a GLA initiative seeking 1000 mentors to provide guidance for young people. As part of this drive, the Mayor was visiting all London boroughs to conduct community conversations. The Board were informed that the Mayor was due to visit Haringey on the 13th April at Tottenham Town Hall. Reverend Nims Obunge offered to provide information on the invitation process for attending this event and agreed to pass this to the Community Safety Team. In connection with this, the Board noted that a youth summit had previously been organised by the Council and had resulted in the selection of 40 mentors who had also been trained to take part in a mentoring initiative. It was agreed that the outcomes from the summit be revisited and that it would be worthwhile locating these mentors to ascertain if they would be interested in taking part in the London scheme.

RESOLVED

That the recommendations, listed above, be agreed as a basis for the

Rev Nims
Obunge

Jennifer
James

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	strategy going forward.	
HSP67.	<p>DELIVERING COMMUNITY SAFETY PRIORITIES IN THE NEW CLIMATE OF REDUCE PARTNERSHIP FUNDING</p> <p>The Board agreed that further to discussion on HSP 63 on an interim community safety plan, that a small informal working group compile the suggested priorities on taking this integrated strategy forward. It was further agreed that a draft plan be compiled by the end of March for consideration at the next Board meeting.</p>	Claire Kowalska
HSP68.	<p>MIGRANT SEX WORKERS PROJECT</p> <p>The Board received a presentation on the findings of the migrant sex workers research project which had been completed by Dr Nick Mai of the institute for the studies of European Transformations from the London Metropolitan University and Rosie Campbell (UK Network of Sex Work Projects). This was a qualitative research project which involved examining the extent of trafficking and exploitation of women in the sex industry in Enfield and Haringey. The research project had further looked at: whether drug and alcohol use was an issue, the views of sex workers, how SHOC services were responding to the migrant sex working population needs, and where social intervention practice and policy models could inform future commissioning work in this area. The project had involved training sex workers to become the mediators and interviewers of the workers. There had been 30 interviews undertaken with sex workers who were from the Romania, Lithuania, Latvia and the Czech Republic (EU A8/A2 countries). These were the countries which had been granted membership of the EU and of which its residents were able to travel to EU countries but not allowed to work. The proportion of the workers interviewed, loosely represented the populations from these EU countries residing in Enfield and Haringey.</p> <p>When investigating the issue of human trafficking, the UN definition was adhered to. The Board learned that, of the 30 women interviewed, the majority did not perceive themselves to be trafficked or exploited at the time of the interviews. However, this perception was dependent on the status of the relationship with their boyfriend, pimp, working conditions, experiences of violence and if they had not been paid. Fears were expressed by the workers on the anti human trafficking lobby which they felt would have detrimental affect on their working conditions by driving the sex industry underground and making them more prone to exploitation. Deportation was the key concern of most of the workers interviewed and fear of this often deterred them from reporting abuses. Financial responsibilities for children and families back home was another key factor for their involvement in the industry.</p> <p>Going forward, the research proposed that there should be targeted outreach, socialisation initiatives and more trained bilingual workers at SHOC (Sexual Health on Call) provided to migrant sex workers. These actions would assist by making the women feel safer and therefore more aware of the limitations they have as a result of their livelihood. They would be able to access counselling and gain more information about</p>	

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	<p>alternative livelihoods. A key concern noted was the likely cut in funding to SHOC and the impact this will have on the current engagement levels with migrant sex workers.</p> <p>The Board thanked Dr Nick Mai for this key presentation and was assured that the research findings would be referred to in the planning of appropriate services.</p> <p>RESOLVED</p> <p>That the presentation be noted.</p>	
HSP69.	<p>REDUCING RE-OFFENDING STRATEGY UPDATE AND TIMESCALE</p> <p>The Board was informed that the Re-offending strategy would be completed at the end of March. Integrated Offender Management would be a key deliverable within it.</p>	
HSP70.	<p>THREE YEAR PARTNERSHIP PLAN TIMETABLE UPDATE</p> <p>The partnership plan linked to the work on the Community Safety integrated strategy which was discussed as part of HSP 63 and HSP 67.</p>	
HSP71.	<p>GOVERNMENT REFORM AGENDA</p> <p>A green paper was expected to be released by the Government on the Police Responsibility Bill which would be discussed by the Board following release and analysis</p>	
HSP72.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items of Urgent Business.</p>	
HSP73.	<p>ANY OTHER BUSINESS</p> <p>None.</p>	
HSP74.	<p>DATES OF FUTURE MEETINGS</p> <p>It was noted that the next meeting was scheduled for 19 May 2011, at 12pm and this would be held in the Council Chamber, at the Civic Centre, High Road, Wood Green, N22 8LE.</p> <p><i>The Board was advised that the dates for the new Municipal Year, which ran from 1 May to 31 April, would be agreed as part of the Council's Calendar of Meetings for 2011/12. Once this had been agreed by Council the Board would be advised.</i></p>	All to note



Meeting: Safer Communities Executive Board (SCEB)
Date: 19 May 2011
Report Title: Performance Highlights – Financial Year 2010-11
Report of: Claire Kowalska, Community Safety Strategic Manager and performance leads

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

To inform the board of performance against the principal community safety targets at year end

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

3.1 For the board to note the key areas of success and the issues of concern and mitigation under point 12

4. Background

4.1 The Safer Communities Partnership is responsible for the key priorities covered below: These are:

- Overall recorded crime (total notifiable offences)
- Serious violent crime, domestic and gender-based crime
- Reducing serious acquisitive crime
- Increasing numbers of people in effective drug treatment
- Reducing the number of young people (aged 10-17) entering the youth justice system
- Reducing re-offending and the impact of re-offending
- Increasing support to young victims of crime
- Improving perceptions of how crime and ASB are handled
- Preventing violent extremism

5. Overall crime (Total Notifiable Offences)

- 5.1 Haringey police recorded 4.5% fewer total notifiable offences or TNOs (24,585 against 25,744 during 2010/11 compared with the previous financial year. This compares favourably with the Metropolitan Police Service (MPS) area which saw a 0.8% reduction during the same period. This is Haringey's 8th consecutive year of reductions and TNOs have fallen by over a third (37%) since 2003.
- 5.2 However, four indicators did not achieve their targets despite recording annual reductions. Three of these (Serious Acquisitive crime, Residential Burglary and Knife crime) were flagged 'Amber' as they were within 10% of their targets. As identified in the Quarter 3 report Taking/Theft of a Motor Vehicle was the only offence to show a year on year increase with a 12.8% rise (115 additional offences) significantly above its annual reduction target of 1.8%.

Key crime types

- 5.3 Most Serious Violence (MSV) in Haringey has managed to sustain the clearly improving trend shown in previous quarters. There were 330 MSV offences this year representing a significant annual reduction of almost a third (30.7% or 146 fewer offences). MSV in Haringey has also performed better than the MPS average of 19.6%. This represents quite a turnaround from 2009/10 when MSV was the main area of concern with a 14.7% increase.
- 5.4 5.4 Knife crime has fallen by 0.8% in 2010/11 (down to 491 offences) whilst the MPS average recorded a 5.7% increase for 2010/11. The Tackling Knives Action Programme delivery plan includes a plethora of partnership interventions to address violence among 13-24 year olds. This has been recognised by the Home Office as good practice.
- 5.5 5.5 The recently established link between the Gang Action Group (GAG) and the Violent and Alcohol Harm Reduction section in Whittington Hospital should result in improved quality and quantity of data received from violence related hospital admissions. This should lead to richer information and enhanced analysis regarding all aspects of serious violence. 19 'nominals' have now been removed from the GAG list with no further intervention required – from a rolling list of approx. 30. New referrals continue to be received from a range of partners, demonstrating that they see the benefits of referring individuals to the group.
- 5.6 Serious Acquisitive Crime (SAC) fell by 1.6% (fall of 115 from 7,307 to 7,422 offences) just outside of its annual 2.6% reduction target. SAC had seen an overall falling trend since April 2008. However since then

there has been a steady increase in the number of offences. This escalation has been driven primarily by the worsening performance of both residential burglary and Taking/Theft of Motor Vehicle offences over the last half year.

- 5.7 Residential burglary fell by 3.6% from 2,664 to 2,567 offences in 2010/11 just missing its annual 4.4% reduction target. Both of these offences have seen significant rising trends during the second half of the financial year, especially Taking/Theft of a Motor Vehicle which increased by over a half (53% or 98 additional offences). Despite its reduction, residential burglary in Haringey is a high volume crime, consistently amongst the top three London boroughs for absolute numbers of offences.
- 5.8 As stated in the previous report, the expected escalation in crime, specifically acquisitive crime, often associated with serious economic downturns appears to be taking hold. It is hoped that the continued focus on well informed commissioning, integrated partnership working and effective crime prevention can check this rising trend in the future.

6. Drug and alcohol treatment

- 6.1 For the latest period January 2010 – December 2010 Haringey achieved 966 individuals in effective treatment (NI 40). Due to the definition of “effective treatment” requiring a three months period to calculate, the final end of year figures will not be available until August 2011.
- 6.2 After a short increase in the number of new clients in Q1 and Q3, the number presenting for treatment has fallen steadily. Factors include Haringey’s successful treatment rate which is higher than the London average, and a relative decrease in acquisitive crime (although now changing) .There are also reports on the change in drug misusing patterns amongst users, specifically the decrease in opiate use. These reports need further evaluation for their impact in the borough. Haringey has consistently ranked above the London average for the proportion of clients completing treatment drug free (43% against 32%^[1]). A full needs’ assessment was shared with SCEB members in February 2011.
- 6.3 Data shows a 24% increase in alcohol related hospital admission for the first 2 quarters of 2010/11 when compared to the same period in 2009/10. An update to the alcohol needs assessment 2010 has been undertaken and is currently being written up. This will be presented at the Alcohol Harm Reduction Strategy Group.

7. Support to Young Victims (up to Q3 pending Q4 report)

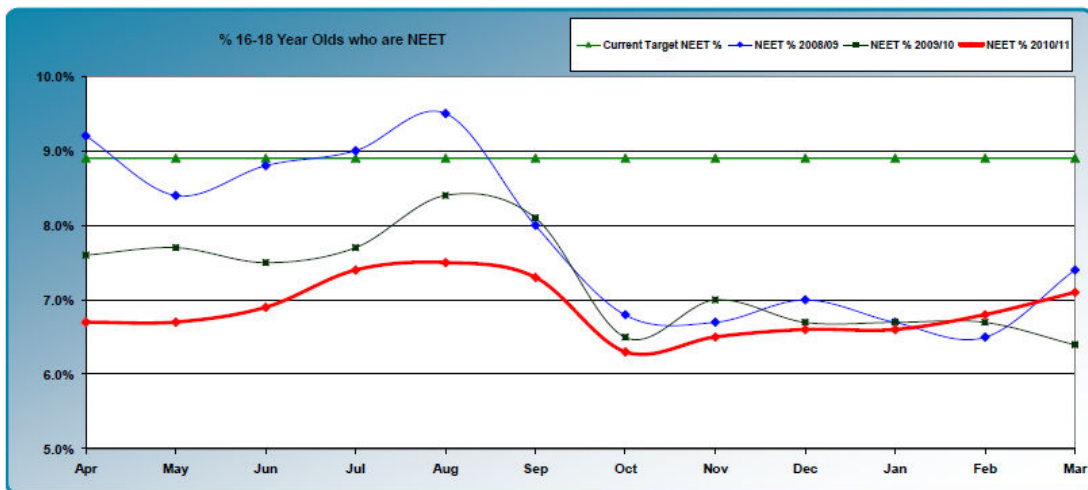
7.1 The Young Victim's Champion (YVC) has provided specialist support to 137 young victims (aged 7 to 20) since August 2010. The YVC has also been active in setting up 'drop ins' across the borough as well as delivering workshops to primary school pupils on issues such as 'personal safety' and 'unacceptable behaviour'. The YVC has also been involved in the Knife Awareness Programme as well as establishing links with all relevant agencies that provide services for children in the borough.

Youth crime prevention

8.1 There were 201 (1,150 per 100,000 young people) first time entrants for the 2010/11. This is a decrease of 61 young people or 31% compared to last year. This means we have achieved our target to reduce the numbers of first time entrants (from 1,499 per 100,000) into the youth justice system. A key success factor has been the multi-agency approach and the prevention work of trained youth offending staff working in custody suites as part of the 'triage' programme. A bid for pathfinder funding to bolster the health component of the existing diversion scheme has been successful and should start in July 2011.

8.2 Not in employment, education and training (NEETs)

The March 2010 NEET level was 7.1% which is slightly above last month (6.8%) and above last March (6.4%). This month's NEET level is below the target of 8.9%. The actual number of NEETs this month was 273 which is an increase of 12 (5%) compared with last month and an increase of 16 (6%) compared with last March (within a cohort 3% down on last March).



9. Domestic Violence

- 9.1 All key actions were completed in the Domestic and Gender-based violence action plan. Notable developments are: Agreement of a new MARAC operational protocol; accreditation for the Specialist DV Court in Haringey; New rape crisis counselling provision is up and running (North London Borough project with GLA funding).
 - 9.2 Police recorded repeat victims of domestic violence continue to fall from their peak of 105 in April 2010 to 82 (21.9%) in January 2011. The majority of victims (approximately 85%) relate to a second offence however this does not account for the actual number of unreported incidents which may have occurred prior to police contact. It should be noted that this is a rolling annual target i.e. each monthly return is a count of the number of repeats for the preceding 11 months.
 - 9.3 In 2009/10, the Hearthstone facility supported 581 survivors of domestic violence. This number fell to 466 in 2010/11 mainly due to the introduction of a new appointment system. This system has enabled Hearthstone to provide a much higher quality and level of support to clients. Clients continue to represent the main ethnic groups in the borough.
10. Perceptions of ASB
 - 10.1 According to the 2010/11 Residents' Survey, slightly more people feel agree that the police and other local services are dealing successfully with crime and ASB (56% up from 53%). Feelings of safety at night have also slightly improved and those during the day time have marginally decreased. However, residents registered crime as their top concern up 11% on 2009/10 and concern with litter/dirt in the streets up 7%.
 - 10.2 Introductory tenancies took effect in Haringey from the 4th April 2011, which will enable the tenancies of anti-social residents to be ended swiftly. In addition, the Government has introduced Gang Related Injunctions (effective 31.1.2011). The ASBAT continues to use all available tools and powers to good effect including Acceptable Behaviour Contracts as an early intervention method. They are currently preparing to use their first such injunction against long-standing gang members. However, case loads remain high and ASB Officers are dealing with 3 times more cases than the nationally recommended number.
11. Reducing reoffending
 - 11.1 Probation in Haringey has a higher than average case load of offenders and is performing well relative to many London Boroughs. The cohort from September 2009 to September 2010 was 4,501 and

the rate of reoffending for Haringey was 7.75%. This constituted a reduction of 9.4%.

11.2 Probation reports favourable performance against the main resettlement pathways with the exception of Education, Training and Employment. This will be a major focus for the coming year.

11. Preventing Violent Extremism (PVE)

Projects have been running at reduced capacity as funding was cut in year. However, preventing violent extremism work in Haringey reached its target of level 3 based on the Home Office self-assessment framework. A revised approach is being considered at the Home Office and awaits publication.

12. Areas of concern and mitigation

12.1 Acquisitive crime

Acquisitive crimes have been rising over the past few months and there is concern that this may well escalate in a climate of rising unemployment and reduced public services. As stated earlier Taking/Theft of a Motor Vehicle was the only indicator to show an annual increase. Haringey has the second highest rate amongst its peers¹ (1.13 offences per 1,000 population) significantly above the peer group average rate of 0.89. The sustained focus on tackling high risk, priority crime such as serious violence and robbery and the lack of resources such as a dedicated anti- vehicle crime unit on the borough has presented a challenge.

Recent successful vehicle crime reduction initiatives using innovative analysis techniques and utilising MOSAIC lifestyle-based profile data to target resources and communication may help address the problem but resources will be needed for relevant campaigns and interventions.

12.3 Serious violence

Gang-related violence remains a concern. There is considerable reactive activity in the borough including work done by police teams, the GAG, youth services, voluntary sector, ASBAT etc. However, work around early intervention and prevention is felt to be lacking, in particular work with the upper primary school age. Haringey is one of 4 boroughs selected for Operation CONNECT (holistic gang interventions) and discussions are underway at the highest levels to agree on requirements and possible funding.

12.4 Victim Support

¹ Peer comparisons are made using 'Most Similar' comparison groups. These groups provide a benchmark for comparison of crime rates and other indicators with similar areas elsewhere in England & Wales. Haringey's peer group includes 14 other local authorities classified as 'Most Similar' including Sussex – Hastings, Sussex - Brighton & Hove, West Midlands – Birmingham, West Midlands – Wolverhampton, Hackney, Wandsworth, Hammersmith & Fulham, Southwark, Greenwich, Lewisham, Lambeth, Barnet, Brent and Waltham Forest

The service that Victim Support provides cannot be mainstreamed within existing youth and children's services. Victim Support greatly relies on partnership grants to fund the role however the Area Based Grant funding will end on March 31st 2011. The specialist support provided to young victims is therefore at risk of ending.

12.5 Community Safety is working with Victim Support to prepare bids for externally sourced resources. Research undertaken by the Youth Victim Coordinator suggests that there are no other services available that specifically support young victims of crime in the borough.

12.6 Preventing violent extremism (PVE)

Future activity is likely to depend upon central strategy or intelligence updates from the police and/or security services. There is a renewed emphasis on early intervention and the Channel referral project for those at risk of radicalisation. Children and Young People's Service is on alert to pick up any prevention angles that may emerge, working with the police and the Single Frontline. This work will have to be undertaken within existing resources unless specific funding is forthcoming.

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D R A F T

HARINGEY'S COMMUNITY SAFETY STRATEGY
2011-2014

(Subject to full annual review)

(IMAGE(S) AND LOGO TO BE ADDED)

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App 1: Delivery Plan 2011-12

App 2: Haringey Adult Reoffending Strategy 2011-14

App 3: Haringey Annual Youth Justice Plan and Equalities Impact 2011-12

FOREWORD

This strategy has been written in a challenging environment and should be considered in that context. It proposes a range of actions to meet the objectives agreed by all partners. These objectives are informed by recorded data and the views of local residents.

We have achieved excellent results over the past three years and more. These include significant reductions in property crime, effective drug treatment and fewer young people entering the criminal justice system. Recognition is due to many colleagues and partners for all the hard and imaginative work that has occurred across the Haringey Community Safety Partnership. However, pressures are already building in response to reduced public services, tighter household budgets and growing unemployment.

The current circumstances have prompted us to re-state our principles and approach. In short, we need more integration across disciplines and stronger collective responsibility. We need to address the underlying causes of offending earlier and more thoroughly and engage more effectively with local residents, traders and other stakeholders to shape solutions.

Experience tells us that success also rests on strong and open partnership, effective enforcement, intensive support and targeting resources where they are most needed. We will continue to evaluate and learn from our joint practices and we will report outcomes back to the community.

In the meantime, we should all remember that, in different and complementary ways, crime prevention is everyone's business.

Councillor Bernice Vanier
Cabinet Member for Community Safety and Cohesion
Haringey Community Safety Partnership

1. Introduction

- 1.1. The Crime and Disorder Act 1998 and subsequent Acts have required Community Safety Partnerships (CSPs) to submit a crime reduction plan that is informed by evidence, local opinion and collaboration with statutory partners and key stakeholders.
- 1.2 The statutory partners are the local authority, police, fire service, health authority, the police authority and, since April 2010, the Probation Trust.
- 1.3 The coalition government in England has pledged to reduce the range of obligations, bureaucracy and barriers to performance. This means fewer targets, fluid structures and swifter enforcement procedures. It also places greater responsibility on local partnerships in a climate of pared back resources and support.
- 1.4 The remaining statutory duties are: An annual strategic assessment; a community safety plan informed by public consultation; an information sharing protocol and an annual 'face the people' session.

2. Scope of the strategy

- 2.1 This strategy focuses on actions that address gaps in crime prevention and reduction services where a partnership approach can improve the outcome and save resources. It does not intend to replicate all ongoing activity.
- 2.2 We do not anticipate that the main priorities and objectives will change greatly over the next few years but we will undertake ongoing consultation and conduct a full annual review. Any changes will be reflected in amended annual delivery plans.
- 2.3 There are numerous strategies and plans which overlap with this agenda; for example those addressing drugs and alcohol, mental health, child poverty, homelessness and unemployment. Two specific plans are appended to this document, alongside the overall delivery plan (App 1) which impact directly on the objectives. They are the:

- : Haringey Adult Reducing Reoffending Strategy 2011-14 (App 2)
- : Haringey Annual Youth Justice Plan 2011-12 (App 3)

Plans to address other priorities such as violence and anti-social behaviour will be agreed with relevant partners and monitored by the Community Safety Partnership. A partnership delivery plan for domestic and gender-based violence is currently under development.

- 2.4 There is a renewed focus in central government on organised crime. A national strategy will be published later this year and a National Crime Agency is envisaged with effect from 2013. In the meantime, work will continue locally to disrupt organised crime and its harmful impact on communities. This frequently involves cooperation at all levels of government and across boundaries. In Haringey, the work ranges from enforcement against illegal trading and fraud to offences planned by organised criminals from, for example, a Turkish/Kurdish or Albanian/Kosovan background. The borough has also provided a safe haven for drug cartels with links to South America. In recent years, the influx of people from east and central Europe has put additional strain on criminal justice services, especially the Youth Offending Service.

3. The national and regional contexts

National

- 3.1 The Home Office recently published 'A New Approach to Fighting Crime' with a strong focus on informing and engaging citizens including the publication of street level crime data and the encouragement of accountability and action through a 'community trigger'.
- 3.2 The most significant change is the introduction of accountability through elected Police and Crime Commissioners with effect from 2012. In London, the post will default to the Mayor.
- 3.3 The new approach is accompanied by a reduction in regulatory demands and a simplification of enforcement tools to address, for example, anti-social behaviour and gang-related violence. An increase is envisaged in local controls over licensing and Houses in Multiple Occupation (HMOs). Statutory guidance is planned to strengthen the powers of teachers to deal with poor behaviour.
- 3.4 There is a new strategic approach to rehabilitation and sentencing which intends greater use of non-custodial sentences and steps up efforts to make prisons 'places of hard work and industry'. See appendix 2 for the full Haringey Adult Reducing Reoffending Strategy.
- 3.5 The new drugs strategy has three key themes of reducing demand, reducing supply and building recovery in communities. Tackling the harm caused by alcohol remains a primary concern and the government intends to speed up the collection and sharing of associated data across local partnerships.
- 3.6 In terms of both crime and ASB, there is renewed emphasis on building local resilience and addressing problems with communities at very local levels. The delivery of crime reduction services will be further opened up to the voluntary sector and to private enterprise on a payment by results model. The exact format of the latter will be subject to the outcome of pilots.
- 3.7 Young people and violence reduction remain top priorities nationally. The Youth Justice approach will continue to focus on three areas: Preventing entry to the youth justice system, reducing reoffending and alternatives to custody (see Appendix 3).

London Region

- 3.8 At the time of writing, delivery structures were still developing. However, a new Mayor's Office for Policing and Crime (MOPC) is under development and will prepare the Mayor and Deputy Mayors for their forthcoming responsibilities.
- 3.9 A streamlined London Crime Reduction Board (LCRB) has been formed with links to the London Safeguarding Board. The LCRB will be served by a Delivery Monitoring Group and a number of specialist advisory groups. The London Heads of Community Safety group has been formalised and a representative will attend the LCRB to provide professional input.

- 3.10 The LCRB has stated three crime priorities: Violence reduction (especially serious violence); Violence against women and Reducing reoffending. The Anti-violence Partnership is the first to be formed in response to delivering outcomes.
- 3.11 Community safety funds for London will, in future, be channelled through the Mayor's office with more regional control being inevitable. There will be increased encouragement for cross-border collaboration and joint commissioning within London and this has already started.

Haringey

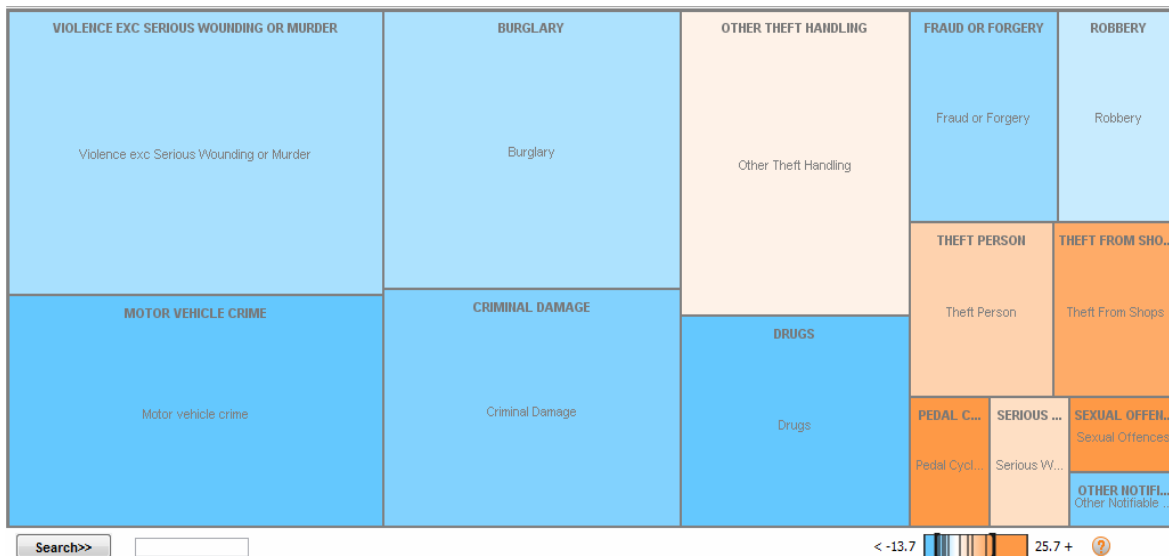
- 3.12 The approach and actions agreed by the Community Safety Partnership reinforce the five outcomes and all principles quoted in *Rethinking Haringey: One Borough One Future. 2011*
- 3.13 The Directorate of Public Health has amalgamated with Haringey Council providing a real opportunity for closer joint working on data sharing, common determinants of poor health and crime and, critically, mental health.
- 3.14 The Community Safety function has joined the Single Frontline and will amalgamate with a streamlined engagement team.

4. How we reached our priorities

- 4.1 We analysed and applied the lessons learnt from the former Safer for All Strategy 2008-2011, identifying new opportunities and ensuring continuity where relevant
- 4.2 We used the results of the annual strategic (data) assessment 2010 in conjunction with recent surveys and results from local priority setting with Safer Neighbourhood Teams
- 4.3 We responded to requests from residents for more consultation via public meetings (ref: Haringey Community Engagement Framework consultation) by conducting a trial enhanced ward panel meeting in the most challenging crime and disorder hotspot in the borough (Northumberland Park). The Vulnerable Localities Index (VLI) and Index of Multiple Deprivation (IMD) confirm this area of the borough as severely affected by crime and ASB – see point 5.17
- 4.4 The attendees unanimously confirmed the community safety priorities as: Young people, violence, ASB, drugs and alcohol, and reducing re-offending. Further, they felt that the top three problems in their own area were: Burglary, drugs/alcohol and personal safety. This reflects actual increases in recorded street crime over the past few months. This model of local consultation will be expanded through newly formed Area Committees and the development of Neighbourhood Action Plans over the coming years.
- 4.5 We have shared information and consulted thoroughly with colleagues and partners, using their experience to identify gaps and their performance indicators to reinforce the chosen priorities.

5. Crime in Haringey

- 5.1 Crime in Haringey has fallen year on year by over a third (37%) from 39,017 incidents in 2002/03 to 24,588 in 2010/11. The chart below breaks down all crime in Haringey by volume of each type. The chart also shows which types of crime have reduced compared to the previous year (blue) and which showed an increase (orange). The size of each box refers to the volume (number of offences).
- 5.2 The most common types of crime by volume are violence against the person, motor vehicle crime, burglary and criminal damage (which is often linked to burglary or motor vehicle crime). These volume crimes showed significant reductions year on year. The crime types that showed increases were theft offences, sexual offences and serious violence. These offences represent much smaller volumes but in the cases of serious violence and sexual offences have a disproportionately high physical and emotional effect on the victim.
- 5.3 Despite a reduction of 7.2%, residential burglary in Haringey is a high volume crime, consistently amongst the top three London boroughs for absolute numbers of offences. Property crimes such as burglary and motor vehicle are spread throughout the residential areas of the borough, but tend to be higher in the east. The risk of property crime according to the British Crime Survey (BCS) is greater in households with no or less than basic security than within households with basic or higher than basic security. Lone parent households had the highest risk by household structure.



- 5.4 Calls to the Anti-Social Behaviour Action Team (ASBAT) have also seen a steady decrease in volume since 2005 however this has been coupled with a corresponding increase in the severity of the calls received. Over half (55%) of all calls to the ASBAT were for 'Verbal abuse/harassment & intimidation', of which the largest sub group is 'Groups/Individuals making threats'. As stated earlier disorder is often co-located with crime in the east of the borough but tends to be more tightly focused along the commercial venues on Wood Green High Road and Tottenham High Road.
- 5.5 Overall, disorder and violent crime tends to occur predominantly around the transport hubs (particularly around Seven Sisters and up Tottenham High Road into Northumberland

Park). Personal robbery is also prevalent in these areas. The Wood Green/Turnpike Lane corridor also sees high levels of some crime types, but less so than in previous years. Acquisitive crime such as burglary and motor vehicle crime are spread throughout the residential areas of the borough. The high crime locations correlate strongly with areas of multiple deprivation and this is acute in the north-east of the borough.

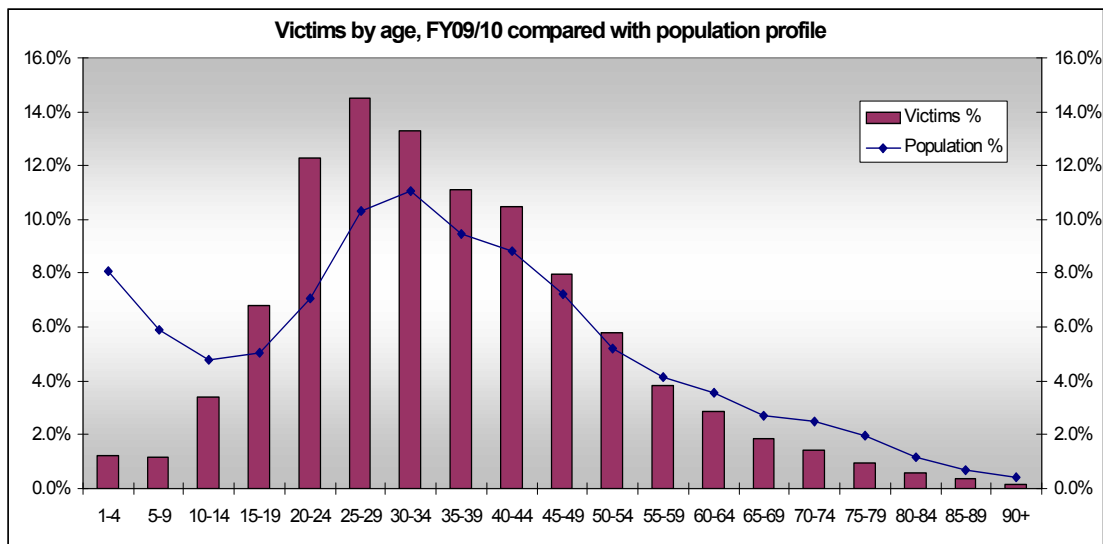
5.6 Emergency calls (999) to the police

Over two thirds (69%) of 999 calls for disorder related incidents are categorised as 'Rowdy/Inconsiderate behaviour' (46%) and 'Domestic Incidents' (22%).

5.7 Victims and offenders/accused¹

Victims

The graph below shows a breakdown of victims by age (purple bars) compared with the age profile of the resident population. People in their 20s are more likely than others to be victims of crime especially as a percentage of the local population. Children and older people (aged 55+) are less likely to be victims of crime.



5.8 Overall, children and youths aged up to 17 are disproportionately less likely to be victims of crime, as they make up 9% of victims but over 20% of the population. This is likely to be because they tend not to be responsible for assets, (eg cars and houses), so are unlikely to be victims of crimes such as burglary.

5.9 However children and youths up to age 17 are disproportionately likely to be victims of personal robbery (37.6% of victims), probably due to the fact they routinely carry 'craved' high value items such as mobile phones and iPods. Of greater concern is their increased vulnerability to serious violence and sexual offences including most serious violence (17.4% of victims), other violence (45.2%), rape (28.1%) and other sexual offences (36.2%).

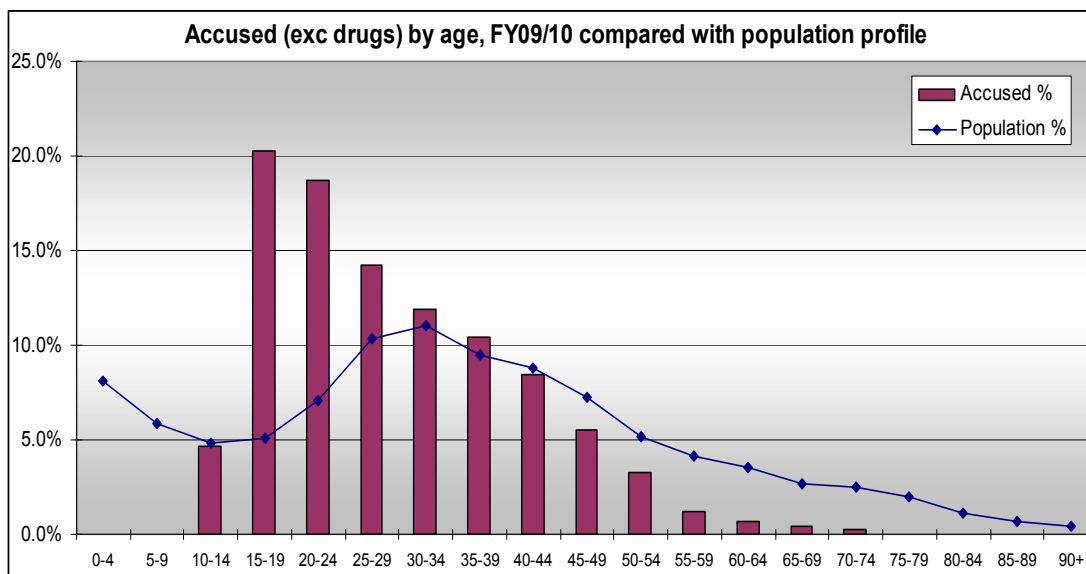
¹ Data used in for offender analysis was sourced from the police accused database

5.10 Older people (50+) make up 22% of the population and account for 17.8% of all victims. This age group is more likely to be affected by property crime, criminal damage, theft and pickpocketing.

5.11 In terms of ethnicity, there is a mismatch between police and Census categories. At the time of writing, the census was also 10 years out of date. The 2006 Pupil Level Annual School Census gives a more up-to-date picture and this indicates that the population of young people is extremely diverse with 20% of pupils registered as White British; 21% White Other; 6% South Asian and 34% Black African and Caribbean. The School Census gives a more proportionate picture of victims relative to their numbers in the population although we know that victimisation correlates strongly with areas of multiple deprivation.

5.12 **Offenders/accused**

The graph below shows a breakdown of accused by age (purple bars) compared with the age profile of the resident population (blue line). There is a clear trend showing younger people offending, with over a third (36.8%) of accused aged 18-24. There is a jump in offending at age 18 but, after the age of 40, people are less likely to offend.



5.13 More young people live in the east of the borough than in the west. Approximately 60% of the 10-19² population lives in the east and 40% in the west. Twenty two percent of all flagged (cross-referenced) calls to the ASBAT were identified as youth related disorder. It should be noted that only 44% of calls received were flagged.

5.14 The ethnicity of accused persons suggests an under-representation of White Other and Asian and an over-representation of Black African and Caribbeans relative to their numbers in the population (see point 5.11). However, the high proportion of accused in Northumberland Park and Bruce Grove again reinforces the importance of wider deprivation factors.

² Sourced from ONS Mid-2009 Population Estimates for Parliamentary Constituencies in England and Wales by Quinary Age and Sex and Working Age

5.15 **Male on female**

Male on female crime in Haringey makes up almost half (46.6%) of all crime, more than male on male crime (40.2%). This trend is particularly apparent for violent and sexual crime types with 56.2% of these crimes committed by men against women. Many of these incidents relate to domestic violence.

5.16 **Domestic violence (DV)**

Haringey had a 3-year stretch target to reduce the number of repeat victims of DV by 2009/10. This target was achieved overall. However the number of repeat victims increased from 102 to 110 in the final year of the target. When the female DV rate is mapped i.e. the number of DV offences per thousand of the female population, there are 9 Super Output Areas (SOA)³ identified as having a rate greater than twice the borough average. All of these were located in the east of the borough with Northumberland Park, Seven Sisters and Noel Park⁴ each having two SOAs.

Risk factors

5.17 Deprivation

The IMD⁵ identifies small areas of England which are experiencing multiple aspects of deprivation. The 2010 IMD shows Haringey is ranked amongst the top 20 most deprived in England out of 326 local authorities (ranked 13th based on the average of IMD score). In 2007 it was ranked 18th most deprived. One Lower Super Output⁶ Area (LSOA) in Tottenham Hale and 4 in Northumberland Park are in the top 3% most deprived LSOAs in England.

5.18 Haringey also ranks amongst the top 10 most deprived districts in England for Barriers to Housing (ranked 4th), Income deprivation (6th), Crime deprivation (6th) and Income deprivation affecting older people (8th). All eight LSOAs in Northumberland Park are amongst the top 3% most Income deprived in the country and all 144 LSOAs in Haringey for The Wider Barriers⁷ sub domain are in the most deprived 5% in England

5.19 **Vulnerable localities**

Crime is often thought of as being caused by poverty and deprivation. It is certainly true that areas of high crime in Haringey correlate with areas of high deprivation, as shown in the Vulnerable Localities Index (VLI) map below. The VLI identifies places that display high levels of crime alongside problems of deprivation and other demographic factors that can

³ DV rates were aggregated to SOA geography. There are 144 SOAs in Haringey

⁴ The number of DV offences used to calculate the rate will include victims who have suffered numerous repeat incidents of DV.

⁵ The Indices of Deprivation 2010 is the collective name for a group of 7 indices or domains which measure different aspects of deprivation including Income, Employment, Health and Disability, Education/Skills/Training, Barriers to Housing Crime and Living Environment Deprivation

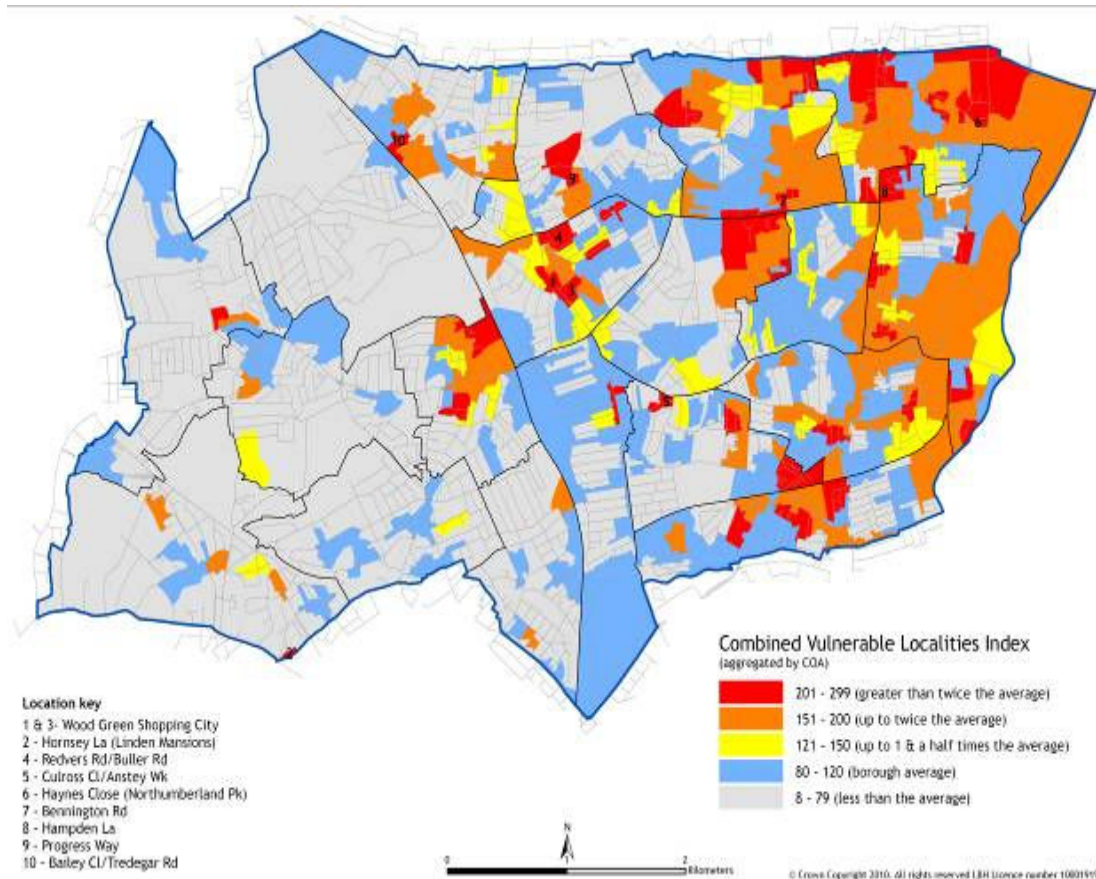
⁶ The Department of Communities and Local Government have divided every local authority into small areas called Lower Layer Super Output Areas (LSOA). Haringey has been divided into 144 LSOAs (England has a total of 32,482). Each ward in Haringey is made up of 7, 8 or 9 LSOAs

⁷ The Wider Barriers sub domain includes homelessness, household overcrowding (from the 2001 census) and the cost of affordable housing enabling owner occupation. 22 London boroughs are in the top 27 most deprived local authorities in England for this measure. The Wider Barriers is one of two sub domains that comprise the Barriers to Housing and Services domain. The other sub domain is Geographical boundaries.

influence an area's sense of community cohesion. The VLI allows data from the following indices to be combined and mapped;

<p>Crime data Burglary in a dwelling Criminal damage in a dwelling Violence in a domestic setting</p>	<p>Deprivation data Income deprivation Employment deprivation Health deprivation Households without central heating or sole use of bath or shower</p>
<p>Education data Educational attainment below 5 GCSEs or equivalent at grades A - C</p>	<p>Demographic data Population of young people, ages 15-24 Lone Parents in a household with dependent children</p>
<p>Fire Service data Number of fire incidents (all primary and secondary fires)</p>	<p>At Risk Individuals data Location of individuals engaged with Youth Offending Service</p>

- 5.20 The VLI gives a combined score for each of the boroughs 737 Output Areas (OA). An index value of 100 indicates a score that is proportionate to the borough average. A score exceeding 100 indicates that an area is above average and so the higher the score the more vulnerable the area. Priority areas are defined as OAs scoring 200 or more (equivalent or greater than twice the borough average). The priority areas highlighted correlate strongly with many of Haringey's traditional persistent hotspot maps. The top 10 highest scoring areas, showing scores ranging from 242 – 299, have been labelled.



5.21 There were 55 priority areas largely located in the east of the borough. Northumberland Park and Tottenham Hale contained the highest number of priority areas with 12 and 7 respectively. Noel Park ward was particularly significant as it contains three out of the top ten most vulnerable areas as well as being the only ward to have a crime rate greater than double the borough average. It is important to note that both Noel Park and Tottenham Hale contain major shopping centres and busy transport interchanges with the highest volumes of LBH stock in the borough (31.2% of the total). Many of the high scoring areas identified also experience high numbers of disorder emergency calls, further implying that these areas are particularly vulnerable with issues beyond the indices measured in the VLI (No data sourced from disorder databases was included in the VLI indices).

5.22 Other risk factors

Unemployment is a significant risk factor for criminality. For context, approximately 9% of Haringey's population is unemployed⁸ (compared to 7.3% in London and 5.2% nationwide). However, 56.7% of accused had their occupation recorded as unemployed. Acquisitive crimes tend to have a particularly high proportion of unemployed accused as does drug trafficking. The concentration of problem drug users broadly mirrors the levels of crime, disorder and deprivation. Approximately three quarters of drug users who were in drug treatment in 2009-10 reside in the N17, N15 and N22 postcodes.

⁸ http://www.haringey.gov.uk/chapter_5_work_and_economic_activity.pdf

5.23 Mental health

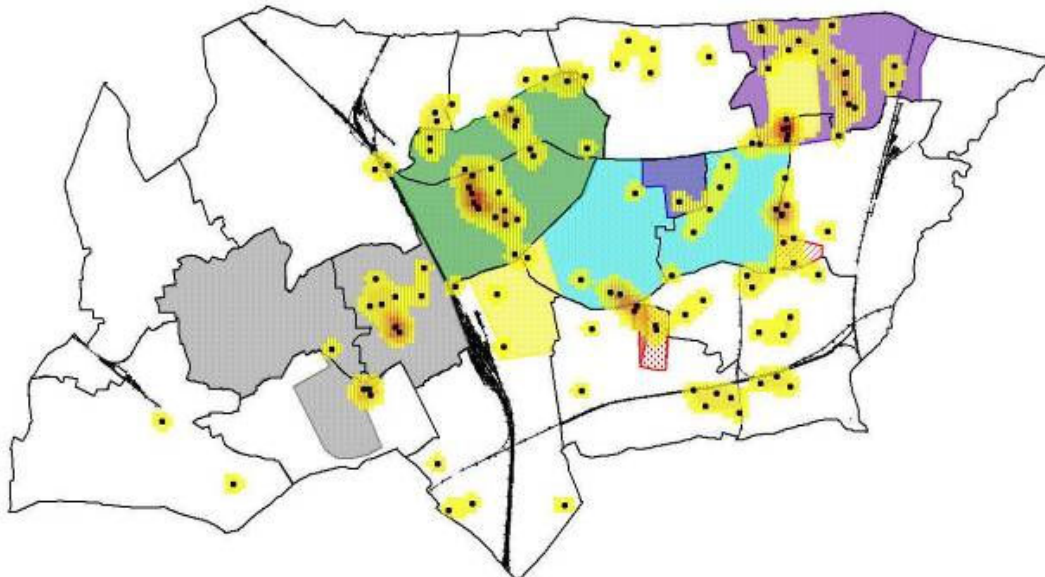
There is a considerable link between mental health and victimisation. According to a UK wide 2007 Mind report⁹:

- 71% of people with mental health issues had been victimised in the previous 2 years
- Nearly 90 per cent living in local authority housing had been victimised.
- 41 per cent of respondents were the victims of ongoing bullying.
- 34 per cent had been the victim of theft of their money or valuables, from their person or from their bank account.
- 27 per cent had been sexually harassed and 10 per cent had been sexually assaulted.
- 22 per cent had been physically assaulted

5.24 **Specific issues**

Gang crime

High levels of Acquisitive crime are not unusual in boroughs containing busy town/shopping centres such as Wood Green and Tottenham High Road. Haringey, however, also has a protracted history of street gang activity which is the main driver for the increase in most serious violence, serious youth violence and gun crime in the borough in 2009/10. The three main gang areas historically across Haringey have been Tottenham, Wood Green and Hornsey. Over time the gangs in these areas have broken up into multiple street gangs usually based around particular estates.



The map above outlines gang territories in Haringey overlaid with gang crime hotspots. Almost half of all these offences occurred on the street with priority hotspots seen in Wood Green and Northumberland Park, illustrating feuds between two of the most problematic gangs in these areas.

5.25 Gang membership demographics show that victims and accused of gang crime are overwhelmingly likely to be young. Young victims of gang crime are disproportionately likely to be victims of violent crime (assaults and robberies), with older victims more likely to be victims of property crime or criminal damage. Overall, 60% of gang crime victims and 25%

⁹ Mind (2007), Another Assault

of gang crime offenders were youths (note that accused data is only available for 16 gang flagged incidents, making gang accused analysis less statistically reliable).

5.26 Most Serious Violence (MSV)

There were 476 incidents flagged as MSV in Haringey in 2009/10, an increase of 14.7% on the 415 incidents recorded the previous year. MSV is mainly Grievous Bodily Harm (GBH) with intent (57%) and GBH with wounding (26%). MSV hotspots are focused in similar areas as gang related crime. Northumberland Park is especially affected by violent crime in general, including gun and knife enabled crime.

5.27 Repeat offending

Reoffending constitutes a significant proportion of overall recorded crime and there are considerable barriers to the successful resettlement of former offenders in London. This remains a priority nationally and locally and Haringey has produced an aligned strategy (see Reducing Reoffending Strategy at appendix 2 for full data and delivery plan).

5.29 Public perception

The Residents Survey 2009/10 shows that crime remains a key priority for our residents, and is consistently listed as residents' top concern (35% in 2009/10). This is 6% lower than for London and is the third consecutive year there has been a reduction in Haringey.

We also know that residents appear to feel safer than in previous years. In 2009/10 85% of residents felt very safe or fairly safe outside during the day; up 9% from last year. Night time safety perceptions have increased significantly by 10% since 2008/09, with 53% now feeling very safe or fairly safe. The number of respondents feeling either very unsafe or fairly unsafe has fallen year-on-year from 39% in 2007/08 to 31% in 2009/10. Resident's fear of crime still corresponds with actual high crime neighborhoods.

The 2009/10 Young Peoples Survey shows that crime also remains young people's top concern although the level of concern has reduced significantly from 56% in 2008/09 to 41% this year. This is 2% less than the London value of 43%. However, concern among young people about bad behaviour has increased notably from 27% in 2008/09 to 40% this year making it the second highest area of concern behind crime.

6. Strategic priorities and objectives

6.1 Strategic priorities

The following priorities and objectives have been agreed by Community Safety partners in Haringey:

1. Improve partnership governance and information sharing
2. Improve service delivery and public confidence (through engagement and data)
3. Deliver coordinated prevention and operational activity

6.2 Key objectives

1. Reduce serious violent crime (youths and adults)
2. Reduce violence against women (including domestic violence)
3. Reduce all property crime
4. Reduce repeat offending (Crime and ASB)
5. Provide an effective response to anti-social behaviour (ASB)
6. Increase public engagement, confidence and satisfaction
7. Reduce the harm caused by organised crime (local and sub-regional)
8. Prepare for emergencies and major events (inc. Olympics 2012)

6.3 Annual delivery plan

The plan for 2011-12 is attached at appendix 1. It is designed to address the gaps in current delivery and to focus on how the partnership can collectively achieve the stated objectives. Each area of activity is cross-referenced against the objectives listed above and set under the relevant strategic priority.

6.4 Principles / Approach

The partnership aspires to a set of guiding principles to improve the chances of success. These are to:

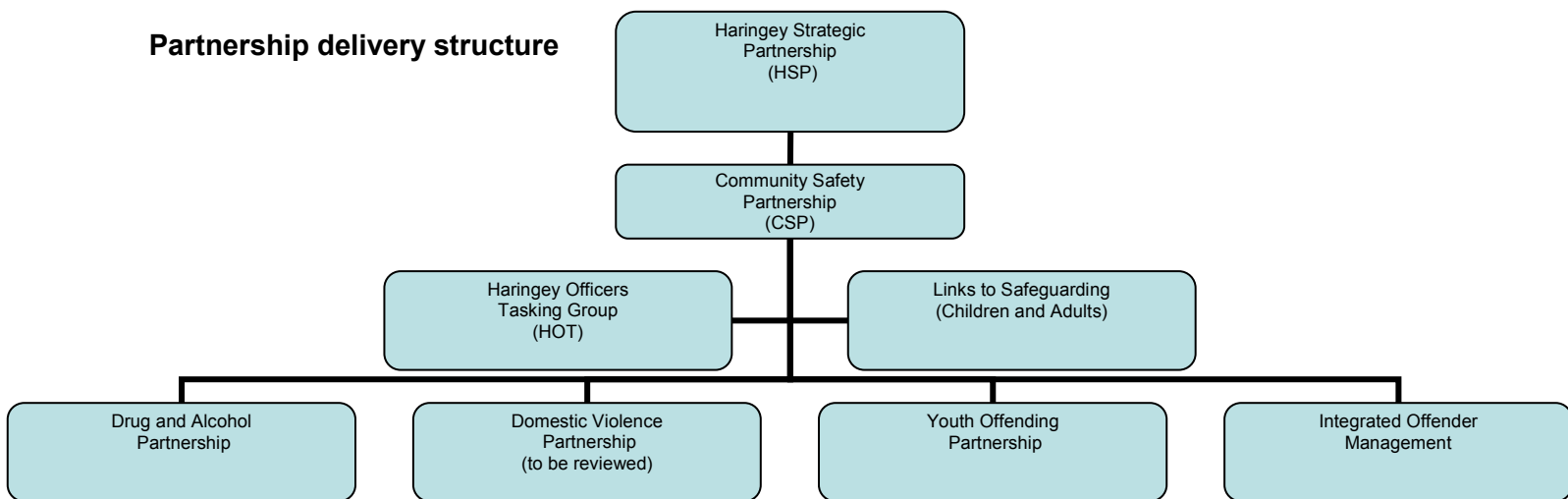
- Balance risk and harm
- Respond to known risk factors
- Seek long-term solutions to areas of multiple deprivation (with the HSP)
- Maximise resources (co-locating, reducing duplication and pooling budgets where possible)
- Share information effectively as a default principle
- Build on proven interventions
- Facilitate effective community input and capacity
- Integrate approaches to enforcement/front-line services
- Integrate offender management
- Monitor robustly, evaluating progress and applying good practice

7. Monitoring and delivery

7.1 The delivery of all agreed actions will be monitored through specialised partnership boards accountable to the Haringey Community Safety Partnership. The structure has been streamlined as below. This may be subject to further review as time goes on.

7.2 Where there are priorities without a formal board structure (e.g. ASB, non-domestic violence, property crime, gang-related work), a lead officer will pull together meetings and activity as required and report back to the main board. It is expected that board meetings will focus on understanding what is working and will have the flexibility to adjust actions and resources on a problem-solving basis.

Partnership delivery structure



8. Partnership resources (to be completed)

8.1 In addition to mainstream resources, ad hoc project funds and volunteers, the following funds currently contribute to the delivery of community safety outcomes:

Funding stream / Agency	Resource 2011-12
Community Safety Fund (via Mayor for London's Office)	£ 416.00
Youth Justice Grant (YJ Board)	£ 825.00
Drug Intervention Grant (National Treatment Agency)	X
Police officers in secondments (YOS (2 PCs, 1 Acting Sergeant, ASBAT (1 PC), Community Safety Team (1 Sergeant)	X
Public Health (1 mental health worker and part-time school nurse)	X
Probation (1 officer in the YOS)	X

8.2 The partnership will be further assessing the contribution of a range of resources over the coming year.

9. Equalities implications (To be completed)

10. Summary of key indicators (to be completed)

Summary of key indicators

No	Indicator	Target 2011-12
1	Number of violent crimes (police records)	-2%
2	Rates of violent crime inc. sexual violence (health)	tba
3	Sanctioned detections for rape	+4%
4	Number of property crimes	-1%
5	Number of ASB incidents	Baseline year
6	Percentage of people believing that the Police and Council are dealing with crime and ASB (NI 21)	Above 53%
7	Percentage of victims satisfied with overall service provided by police by a) white users and b) BME users	+1%
8	Percentage change in people killed or seriously injured in road traffic collisions	+1%
	<i>Hate crime and further ASB and Council enforcement indicators</i>	
	First-time entrants to the Youth Justice System	Positive direction of travel
	Reduction in rate of youth reoffending	As above
	Reduction in proven adult reoffending	tba
	Reduction in use of custody	As above
	<i>Complete probation indicators</i>	
	Numbers accessing Hearthstone (DV) facility	tba
	Incidents of domestic abuse	Tba
	Numbers leaving drug treatment free of dependence	tba
	Rate of hospital admissions per 100,000 for alcohol-related crime	tba
	<i>Complete drug indicators</i>	
	Reduce fires in the home	
	Reduce fires in non-domestic buildings	
	Reduce deaths from fire by at least one death a year.	
	Deliver 230,000 home fire safety visits (including partners), targeting those most at risk by 2013	
	Reduce fires of rubbish (with deliberate or unknown motive)	

Appendices:

- 1: Delivery Plan 20011-12
- 2: Reducing Reoffending Strategy
- 3: Youth Justice Plan

Key actions	SMART target	By when	Responsibility of:	Progress
Priority 1: Improve partnership governance and information sharing				
Maintain effective links and influence with London decision makers (Objectives: All)				
1.1 Deliver at least one flagship project in Haringey in collaboration with the GLA/MPA	Project and targets agreed	July 11	Neighbourhood Services, Frontline Service (FLS)	
	Project delivered	March 12	As above	
1.2 Strengthen influence with key community safety players in London	Attend meetings of London Heads; co-ordinate input and feedback	Quarterly	As above	
Strengthen participation across roles and disciplines (Objectives: All)				
1.3 Strengthen contribution to community safety across Council services (inc join up around health/crime determinants)	Agreement by Council's Executive Board (ref. s17 Crime & Disorder Act 1998)	Dec 11	Director FLS with CEMB	
1.4 Lobby HSP for co-ordinated response to top crime locations (i.e. areas of multiple deprivation)	Paper submitted to board	June 11	Head of Policy, Council Strategy Unit and Asst. Chief Executive	

Key actions	SMART target	By when	Responsibility of:	Progress
<p>Improve information sharing and partnership delivery with mental health services (Objectives: 1,2,4,5)</p> <p>1.5 Strategic link and responsibility established between CSP and Mental Health PS Board</p> <p>1.6 Improve information on mental health issues in ASB court cases</p> <p>1.7 Divert/support arrestees with mental health problems</p> <p>1.8 Improve understanding of services and support at the operational level</p>	<p>Senior attendance at board levels agreed</p> <p>Formal agreement on timely provision of assessments</p> <p>Continue forensic nurse assessments in custody suites</p> <p>Training completed for multi-agency operational staff</p>	<p>June 11</p> <p>Sept 11</p> <p>TBA</p> <p>Oct 11</p>	<p>Asst Director (Adult Services); Directors of Public Health</p> <p>As above</p> <p>As above</p> <p>As above</p>	
<p>Integrate services to reduce adult re-offending (Objectives: 1,2,3,4)</p> <p>1.9 Deliver Reducing Re-offending Strategy</p> <p>1.10 Agree and lead an Integrated Offender Mmt. Model for the borough</p> <p>1.11 Co-ordinate delivery around diverse offender groups</p>	<p>Approved by SCEB Board</p> <p>Annual plan delivered Monitored quarterly Scope agreed</p> <p>Model in place</p> <p>Map services, needs and responses to 9 pathways</p>	<p>May 11</p> <p>March 12</p> <p>June 11</p> <p>Sept 11</p> <p>Sept 11</p>	<p>Asst. Chief Officer, Probation with support from Offender Management Board</p> <p>As above</p> <p>As above</p> <p>As above</p> <p>As above</p>	

Key actions	SMART target	By when	Responsibility of:	Progress
	Agree priority investment	Dec 11	As above	
Mainstream domestic violence work into safeguarding agendas (Objective 2)				
1.12 Improve strategic planning around impact on children (and families)	Annual joint conference held	Nov 11	DV Co-ordinator with board support	
1.13 Improve planning with adults' safeguarding	TBA		As above	
Maintain effective information sharing protocols (Objective: All)				
	Main ISP reviewed	Dec 11	Neighbourhood Services	
	Further protocols agreed, if needed	March 12	As above	
1.14 Improve safe housing options for those at risk (esp. gang-related members)	Safe and Secure Protocol agreed	Oct 11	Housing Support and Options, LBH	
Objective 2: Improve service delivery and public confidence (through engagement and data)				
Improve partnership data products				
2.1 Produce annual strategic assessment to reflect Victim /Offender/Location/Time Model (Objectives: 1-7)	Draft	Oct 11	Neighbourhood Service, FLS with Strategy Unit	
	Public consultation	Nov 11	As above	
	New priorities agreed	Jan 12		

Key actions	SMART target	By when	Responsibility of:	Progress
2.2 Improve data collection on violent crime inc domestic violence (<i>Objectives: 1,2</i>)	Process agreed with key hospitals	July 11	Asst Director, Public Health	
2.3 Identify funding gaps and prepare data for bids	Data available	July 11	Neighbourhood Service, FLS with Strategy Unit	
Improve communication with residents and delivery of local priorities (<i>Objectives: 5,6</i>)				
2.4 Develop and deliver Neighbourhood Action Plans to reflect local priorities	Approach agreed	May 11	Neighbourhood Service, FLS and Supt. Ops	
	Data collation	June – Sept 11	As above	
	Consultation Plans agreed	Oct/Nov Dec 11	As above	
2.5 Increase confidence in how police and Council deal with crime and ASB locally (Residents' Survey/RS)	ASB Summit Action Plan delivered	March 12	Director, Homes for Haringey	
	ASBAT PIs delivered	March 12	ASBAT, FLS	
	Over 56% confidence return from RS	March 12	Neighbourhood Services	
2.6 Strengthen link with CPCG (Community Police Consultative Group)	Co-location with FLS	June 11	As above	
	Key projects delivered (JusNorth / HYPE)	March 12	CPCG	
Deliver a victim-centred approach (<i>Objectives: 2,4,6, 7</i>)				
2.7 Increase reporting of hate	Baseline agreed	March 12	Police (CSU) and	

Key actions	SMART target	By when	Responsibility of:	Progress
crimes esp. disability linked			Neighbourhood Service	
2.8 Reduce repeat victimisation of harassment/hate crime	Baseline agreed	July 11	As above	
2.9 Access funding to support young victims and court users	Submit 2 bids with Victim Support	March 12	Neighbourhood Services with Victim Support	
2.10 Strengthen support to victims of sexual violence	Deliver specialist rape counselling (18 hrs per week)	March 12	DV Co-ordinator	
	Increase sanctioned detections for rape by 4%	March 12	Supt. Ops	
2.11 Increase reporting, access and support for victims of DV and gender-based crimes	All key actions in D&GBV strategy delivered. Monitored quarterly		DV Co-ordinator and DV Partnership Board	
Priority 3: Deliver co-ordinated prevention and operational activity				
Improve joint tasking (Objectives: 3,5,6,7)				
3.1 Improve outputs from the Haringey Officers Tasking Group (HOT)	Response in place to 'Rebalancing of the Licensing Act'	Sept 11	Neighbourhood Services Supt Ops and Asst Director FLS	
3.2 Continue Q-car rapid response operations	Function of the HOT reviewed inc ASB	June 11	Supt Ops	
3.3 Improve joint working between police and ASBAT inc optimal use of new tools and powers	Reduce property crime by 1%	March 12	ASBAT/FLS and Supt Ops	
	Working protocol signed	June 11	Supt Ops and FLS	

Key actions	SMART target	By when	Responsibility of:	Progress
3.4 Respond to Vulnerable Localities Index data	Reduce property crime by 1%	March 12	Supt Ops and FLS	
	Reduce violent crime by 2%	March 12	Supt Ops and FLS	
	Police baseline agreed	March 12	Neighbourhood Service, FLS and Supt Ops	
	Confidence improved by over 56% (re NI21)	March 12		
Reduce gang-related crime (Objectives: 1 and 4) 3.5 Deliver Operation CONNECT in the borough	Plan agreed Agreed outcomes delivered	June 12 March 12	Neighbourhood Service, FLS with MPS	
3.6 Maintain an effective Gang Action Group (13-24 yrs)	Reduction in serious violence of 2%	March 12	As above	
	No. removed from list (performance maintained)	March 12	As above	
Reduce youth-related crime (Objectives: 1,2,3,4,5) 3.7 Deliver annual Youth Justice Plan 11-12	Number of first time entrants reduced by x	March 12	Youth Offending PS Board; YOS Strategic Manager	
	Youth reoffending reduced by x	March 12	As above	
	Use of custody reduced by x	March 12	As above	
	Police officers retained in key posts (inc secondary schools)	March 12	Supt Ops and YOS	

Key actions	SMART target	By when	Responsibility of:	Progress
3.8 Co-ordinate prevention activity and target at those most at risk	Early Intervention and Prevention Strategy delivered	March 12	Children's Trust	
Reduce the harm caused by drugs and alcohol (Objectives 1-4,6,7)				
3.8 Increase recovery from drug dependency	Numbers successfully completing drug treatment by x	March 12	DAAT PS Board; Public Health	
	Community recovery model agreed TBA	Oct 11	As above	
3.9 Reduce demand	Young People's Substance Misuse Plan delivered	March 12	Head of Service CYPS (commissioning and placements)	
	Local delivery of Govt. Organised Crime Strategy (due 2011)	March 12	Police Superintendent Ops with key partners	
3.10 Disrupt/restrict supply				
	All actions on target. Report to SCEB twice yearly	Oct 11 April 12	DAAT PS Board; Public Health	
3.11 Deliver Alcohol Action Plan				
Reduce fire-related incidents (Objectives 5,8)				
3.12 Deliver Haringey Borough Commander's Plan 2010-13	Reach annual target for 7 numerical indicators re. deliberate and accidental fires (home, commercial and rubbish), deaths, false alarms, operational incidents and prevention activities (1,562 home fire safety visits	March 12	Borough Commander, London Fire Brigade	

Key actions	SMART target	By when	Responsibility of:	Progress
Prepare for – and <i>respond to</i> - emergencies and major events (inc Olympics 2012) (Objective: 8)				
3.13 Put in place and test arrangements required to respond to the London Olympic Resilience Planning Assumptions	Arrangements tested	March 12	Haringey Emergency Planning Partnership Board	
	Local Olympic Action Plan delivered	March 12	Olympic Steering Committee (Dir Place & Sustainability and all partners)	
3.14 Olympic and Paralympic Safety and Security Programme in place	Green status	March 12	MPS Supt. Ops	
3.15 MPS CONTEST plan in place locally	Green status on partnership elements of CONTEST strategy	March 12	MPS Supt. Ops	
3.16 Improve road safety	Reduce number of people killed or seriously injured in road traffic collisions by 2%	March 12	As above	

Strategic Priorities:

1. Improve Partnership Governance and Information Sharing
2. Improve Service Delivery and Public Confidence (through Engagement and Data)
3. Deliver Co-ordinated Prevention and Operational Activity

Key Objectives:

1. Reduce serious violent crime (youths and adults)
2. Reduce violence against women (including domestic violence)
3. Reduce all property crime
4. Reduce repeat offending (crime and ASB)
5. Provide an effective response to ASB
6. Increase public engagement, confidence and satisfaction
7. Reduce the harm caused by organised crime (local and sub-regional)
8. Prepare for emergencies and major events (inc Olympics 2012)

London Borough of Haringey Adult Reducing Reoffending Strategy 2011/14



**An Annex of the
Haringey Community Safety Strategy 2011/14**

LOGOS TO BE ADDED

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1. Introduction

1.1. What is the purpose of this strategy?

- 1.1.1. There is a duty on Community Safety Partnership's (CSP) to formulate and implement a strategy to reduce reoffending by adult and young offenders under *Section 108* of the *Policing and Crime Act 2009*, which came into effect on 1 April 2010. Underpinning this new requirement is, *Section 17* of the *Crime and Disorder Act 1998*; which extended the duties on certain authorities to include reducing reoffending. Responsible authorities under the Crime and Disorder Act are defined as; the police, police authorities, local authorities, fire & rescue, health and probation.
- 1.1.2. Reducing reoffending should not be regarded as solely the responsibility of the police, local authority and probation¹. Reducing reoffending is part of the core business of all CSP partners and many non-CSP partners. Tackling reoffending effectively, requires a commitment to service change and improvement across the partnership.
- 1.1.3. The Haringey Adult Reducing Reoffending Strategy (HARRS) is both a standalone strategy and an Annex of the *Haringey CSP Strategy 2011/14*.
- 1.1.4. The HARRS will focus on reducing reoffending by adults aged eighteen and over but will work closely with the Haringey Youth Offending Service (YOS).
- 1.1.5. The HARRS aims to support the ongoing development of a cohesive, strategic and holistic approach to end-to-end offender management in Haringey which encompasses all of the Reducing Reoffending Pathways (for details of the pathways see page 7).

1.2. What are the governance arrangements?

- 1.2.1. As an Annex of the *Haringey CSP Strategy 2011/14* the governance arrangements are through the CSP.
- 1.2.2. Haringey CSP devolves responsibility for the development and implementation of the HARRS to the Haringey Offender Management Group (OMG). The OMG will ensure regular progress reports are presented to the CSP as required.
- 1.2.3. The membership of the OMG includes; probation, police, the local authority, the Crown Prosecution Service (CPS), the Drug and Alcohol Action Team (DAAT), the Youth Offending Service (YOS), the Drug Interventions Programme (DIP) and partners from the Voluntary and Community Sector (VCS). The OMG is currently chaired by London Probation Trust.

¹ Reducing Reoffending, Cutting Crime, Changing Lives (Home Office/MOJ) March 2010
<http://tna.europarchive.org/20100413151441/http://www.crimeeducation.homeoffice.gov.uk/community-safetly-guidance.pdf>

1.3. What is the scope of the strategy?

- 1.3.1. The HARRS focuses on adult offenders who are already involved with the criminal justice system or those who have a history of offending and are currently deemed to be 'at risk' of reoffending.
- 1.3.2. This includes offenders across all cohorts irrespective of sentence length, or current criminal justice status. It includes offenders located in the borough as well as those in custody or placed temporarily outside of the borough.
- 1.3.3. It does not address those interventions designed to prevent entry into the criminal justice system in the first place. Interventions of this kind play an extremely important role in reducing crime and diverting vulnerable people away from offending behaviour but are not the focus of this strategy.

1.4. What is the context for this strategy?

- 1.4.1. The HARRS has been written at a time of considerable change and flux. For this reason the main body of the HARRS is high level to allow room for the flexibility to accommodate fundamental policy changes that may occur over the next three years. It is the annual *HARRS Delivery Plan* which will contain the details of **how** the overarching objectives will be achieved. In the first year the focus will be on understanding the current situation through mapping, assessment and analysis in order to help strengthen partnership working and identify locally agreed priorities.
- 1.4.2. The HARRS has been informed and shaped by a wide range of local and national strategy, policy, guidance and good practice. The first year of the strategy is likely to see further direction; albeit within the context of localism and therefore more likely to be 'narrative' or examples of good practice as opposed to guidance or direction.
- 1.4.3. We await the evaluation and learning from various national pilots including the Integrated Offender Management (IOM) pioneer areas. We also await the outcome of the government's consultation on sentencing and rehabilitation², the publication of the National Crime Strategy (due in spring 2011) and the Police Reform and Social Responsibility Act (which will provide the statutory framework for the new Police and Crime Commissioners due to take up their posts in 2012).

1.5. Who has been involved in developing the strategy?

The development of the HARRS has involved wide consultation and liaison with stakeholders including (this list is not exhaustive);

- Haringey Community Safety Team
- Haringey Drug and Alcohol Action Team (DAAT)
- Haringey Youth Offending Service (YOS)
- The Metropolitan Police: Haringey BCU
- London Probation Trust
- Voluntary and Community Sector (VCS) partners.

² <http://www.justice.gov.uk/consultations/breaking-cycle-071210.htm>

1.6. Definition of key terms

- 1.6.1. The term '**offender**' is used to describe an adult (aged eighteen plus) who is in contact with the criminal justice system, either in custody or in the community, or is at risk of reoffending. The term includes people held on remand in custody who are not yet convicted – although we recognise that they may not be found guilty of a crime, they are still affected by incarceration – or are on remand awaiting sentencing. Once an individual has completed their licence or sentence, they are still considered to be at risk of reoffending for up to two years, so the term offender is still applied.
- 1.6.2. Where we refer to '**offender services**' or '**services for offenders**'. These are services that have either a direct or indirect impact on the likelihood of an individual reoffending, and operate both within and outside of the criminal justice system
- 1.6.3. The abbreviation **VCS** (Voluntary and Community Sector) has been used as shorthand to include all Third Sector, Civil Society organisations, charities, Trusts, Social Enterprises and other voluntary sector partners.
- 1.6.4. The Haringey Adult Reducing Reoffending Strategy has been abbreviated to **HARRS** for brevity so as to differentiate it from the overarching CSP Strategy which it is an Annex of.

2. Why is reducing reoffending a priority for Haringey?

2.1. The economic and social costs of reoffending in Haringey

- 2.1.1. The cost of reoffending in Haringey in 2007/8 was £39,715,658³; an average of £176.28 per Haringey resident per year. Of this an estimated forty-six percent (£18,113,247) relates to violence against the person. Whilst this is only an estimate it does provide an indication of the cost of reoffending in Haringey.
- 2.1.2. This figure does not include the wider costs of reoffending on the borough such as those met by; health, housing, Adult Services or the loss of earnings experienced by victims of crime.
- 2.1.3. The estimated cost of keeping an individual in custody fluctuates between £27,000⁴ and £45,000 depending upon who estimates it and what they include. The most commonly quoted figure is £45,000 per year which in 2008/9 was the cost of a prison place (not including health or education)⁵.
- 2.1.4. The National Audit Office estimates that reoffending by people released from short-term prison sentences (less than twelve months) costs the tax payer between £7– £10 billion per year⁶. It has also been estimated that an ex-prisoner who reoffends is likely to be responsible for an average of £65,000⁷ in crime and associated criminal justice costs.

³ Home Office estimates based on 2007/8 data

⁴ NOMS Annual Report (2008/9): management information addendum (p68)

⁵ <http://www.justice.gov.uk/publications/docs/noms-annual-report-0809-stats-addendum.pdf>

⁶ <http://www.publications.parliament.uk/pa/cm200910/cmhansrd/chan49.pdf>

⁷ http://www.nao.org.uk/publications/0910/short_custodial_sentences.aspx

⁷ Reducing Re-offending of Ex-prisoners, Social Inclusion Unit Report, Cabinet Office, July 2002

- 2.1.5. Haringey already invests a significant amount of resources in services and interventions to reduce crime therefore in this current climate it is essential that these resources are used more efficiently. The underpinning tenet of the HARRS is 'delivering core business differently' in order to achieve greater efficiencies for reinvestment and more effective sustainable outcomes.
- 2.1.6. It should be noted that in addition to the economic costs of reoffending the social costs also need to be emphasised. Reoffending affects families and communities and by reducing it we can help to increase community cohesion and improve the quality of family life. The fear of crime, whether real or perceived, can also have a very serious impact upon people and communities. Reducing reoffending and the visibility of crime can help to build stronger safer communities and increase public confidence in the criminal justice system. Forty-three percent of Haringey DIP clients have children, and twenty-five percent stated that their children lived with them⁸; many of whom are likely to be repeat offenders.
- 2.1.7. The reoffending rate for adults in the UK varies depending upon the criteria used to assess it. The Ministry of Justice (MOJ) looks at **reconviction** rates *within one year of release or commencement of a court order supervised by the probation service*; which by its very nature will produce an under estimate of reoffending as it includes only those offenders who have been reconvicted. The MOJ launched a consultation on proposed improvements to the *transparency and accessibility of data and information* in November 2010; one aspect of which was the measurement of reoffending. The government is now committed to developing a streamlined single framework which will focus on reoffending rates as opposed to the current reconviction rates. Whilst this new framework is being developed the MOJ has published; the *Compendium of Reoffending Statistics and Analysis (November 2010)*⁹. This report focuses on the data for the 2008 cohort and states a reconviction rate (referred to as *reoffending rate*) of **forty point one percent**¹⁰. This has been followed up with a second document; *Adult Reconvictions: results from the 2009 cohort (March 2011)*¹¹ which indicates a decrease in reoffending to **thirty-nine point three percent**¹². The report does however suggest caution when attempting to compare data with previous sets due to changes in criminal justice process and data collection. However the most commonly quoted reoffending rate for short-term prisoners is **sixty-one percent** which relates to the 2008 cohort¹³.
- 2.1.8. Offenders may not always be considered as a 'popular' group in terms of public perceptions and resource prioritisation; in fact the label can sometimes be quite unhelpful and disguise the real issues. People who offend are not a homogenous group they are individual members of our community, many of whom have experienced serious social exclusion and have multiple support needs. By addressing these needs in tandem with their offending behaviour it may be possible, not only to reduce reoffending, but to have a positive long-term impact upon offenders' families, their children, and the learned cycle of offending behaviour.

⁸ Haringey DAAT: DIP Attrition and Needs Analysis 2009/10

⁹ <http://www.justice.gov.uk/compendium-of-reoffending-statistics-and-analysis-exec-summary.pdf>

¹⁰ Ibid: p1

¹¹ <http://www.justice.gov.uk/publications/docs/adult-reoffending-statistics-09.pdf>

¹² Ibid: p8

¹³ <http://www.justice.gov.uk/compendium-of-reoffending-statistics-and-analysis-exec-summary.pdf>

- 2.1.9. A 2007 joint priority review on the children of offenders¹⁴ revealed that approximately 160,000 children have a parent in prison each year. The report found that these children are three times more likely to have mental health problems or to engage in antisocial behaviour than their peers and nearly two thirds of boys who have a parent in prison will go on to commit some kind of crime themselves.

2.2. National, local and other drivers for reduce reoffending

National Drivers

- 2.2.1. The Social Exclusion Unit's report; *Reducing Reoffending by Ex-prisoners (2002)* helped to kick-start the recent dialogue around reducing reoffending and led to the Home Office response; *Reducing Reoffending National Action Plan (2004)*. The National Action Plan introduced the original seven Reducing Reoffending Pathways (see below) and required all regions to develop their own Regional Reducing Reoffending Plan. This was led in London by GOL (Government Office for London) and London NOMS (National Offender Management Service). However, with the recent closure of the regional government offices and the reduction in NOMS Directors it means that this piece of work is no longer being driven at a regional level.

The original Reducing Reoffending Pathways:

1. Accommodation
2. Employment Training and Education
3. Health (including Mental Health)
4. Drugs and Alcohol
5. Finance, Debt and Benefit
6. Children and Families
7. Attitudes, Thinking and Behaviour

The two new Pathways:

8. Women who have experienced Domestic Violence
9. Women who have been involved in Prostitution

- 2.2.2. Other drivers have included NOMS target to reduce reoffending by ten percent by March 2011. Public Service Agreements such as PSA 16 and PSA 23. Various national indicators within Local Area Agreements such as NI16 and NI18. The current focus on localism means that areas will now be able to decide for themselves what their priorities are and how they wish to target their resources to meet these – albeit within an environment of significant financial cuts and spending limitations.
- 2.2.3. In December 2010, the government issued a number of consultation papers which provided a good indication of the direction of travel for the Coalition Government with regards to criminal justice. The consultation period for *Breaking the Cycle: effective punishment, rehabilitation and sentencing of offenders (Dec 2010)*¹⁵ closed on 4th March and we await their response due in May 2011. The consultation document focused on three key themes;

¹⁴ DCSF and MOJ 2007 Joint priority review on the children of offenders.

http://www.cabinetoffice.gov.uk/social_exclusion_task_force/families_at_risk/review_analysis.aspx

¹⁵ <http://www.justice.gov.uk/consultations/docs/breaking-the-cycle.pdf>

- Reviewing the sentencing framework
- A more effective response to rehabilitation
- Breaking the cycle of reoffending.

2.2.4. It placed weight on the Integrated Offender Management (IOM) model and proposed a new approach to delivering services for offenders' embracing the involvement of the VCS, private and public sectors. This approach includes increasing competition; decentralising control; enhancing transparency; strengthening accountability; and *Payment by Results*. Most importantly it focused on the role, involvement and accountability to the local community, through the election of local Police and Crime Commissioners and through improved feedback on the performance of local services. It is hoped that the Service User Council pilot being commissioned by London Probation Trust in 2011 may enable us to include service user involvement in the HARRS from 2012. We will also explore other methods for achieving this through liaison with VCS organisations which have developed a strong service user focus.

2.2.5. The cross-departmental national *Drugs Strategy; Reducing Demand, Restricting Supply, Building Recovery: supporting people to live a drug free life (2010)*¹⁶ also signals a shift of responsibility from the centre to local areas. The breadth of the strategy includes alcohol, prescription, over-the-counter drugs as well as illegal substances. The strategy has two key aims:

- Reduce illicit and other harmful drug use, and
- Increase the numbers recovering from dependence.

Recovery is at the heart of the strategy which is based on a 'whole systems approach' to delivery and an integrated holistic approach to commissioning. The HARRS fully supports and embraces these approaches.

Local Drivers

2.2.6. The key driver for the HARRS is that it is being developed at a challenging time as Haringey prepares itself to manage significant cuts to the public purse in wake of the *Corporate Spending Review 2010*. This means that the HARRS must be implementable within current resources, or better still be able to achieve efficiencies for reinvestment.

2.2.7. The HARRS has been written in advance of the *CSP Strategy 2011/14* being finalised therefore to ensure a good fit, there has been full consultation with the CSP during the development of the HARRS. Reducing reoffending will be one of the key objectives of the CSP Strategy and the HARRS will be its Delivery Plan.

2.2.8. The HARRS wishes to learn from, and build upon, the approaches and interventions that are already working well in the borough in order to increase the positive outcomes and overall efficiency of reducing reoffending initiatives in Haringey. For example the *Haringey Strategic Assessment (2010)*, highlights the significant reduction in recorded crime over the last seven years;

"This remarkable decrease in crime is partly due to a combination of effective prevention and diversion (inc. drug treatment), better problem-solving, smart use of a range of data and intelligence, robust case work, neighbourhood policing and a focus on the most vulnerable locations and people.

¹⁶ <http://www.homeoffice.gov.uk/publications/drugs/drug-strategy/drug-strategy-2010?view=Binary>

Other Drivers

- 2.2.9.** *Mental Health: The Bradley Report (2009)*¹⁷: This report highlights the high rate of prisoners with mental health needs and the inappropriateness of prison for people with mental ill health in cases where custody was not necessary for public protection. The report refocused discourse in this area and recommended diversion wherever possible. The government is currently exploring effective robust community based treatment options for offenders with mental health needs. It is therefore essential that the HARRS is informed by good practice through liaison and engagement with Haringey Mental Health Trust and VCS partners.
- 2.2.10.** *Women offenders: The Corston Report (2007)*. The last few years have seen significant movement in this area including the development of the *National Framework for Female Offenders*, the closure of women's Approved Premises in London, the addition of two new Reducing Reoffending Pathways for women (see page 7), and the piloting of the women's Diversion Projects; including the London Project delivered by Women in Prison. The catalyst for the long awaited acknowledgment that the criminal justice system is not meeting the needs of women was the publication of Baroness Corston's report; *A review of women with particular vulnerabilities in the criminal justice system*. The report made forty-three recommendations for change and led to the formation of the All Party Parliamentary Group on Women in the Penal System and the subsequent follow-up report; *The Second Report: women in the penal system*. The HARRS will therefore be mindful of the specific needs of women offenders and in be guided by the *NOMS London Strategy on Women Offenders 2010/13*.
- 2.2.11.** *Young offenders*: whilst this strategy focuses on adult offenders it is essential that it works closely with Haringey Youth Offending Service (YOS) to ensure an effective transition from youth services to adult services. The *Haringey Strategic Assessment (2010)* identified a jump in offending rates at eighteen. This is consistent with national trends and something which Haringey wish to explore and understand more fully by working closely with the YOS.
- 2.2.12.** *Diversity*: the needs of the BME communities in Haringey will be reflected throughout the HARRS, and the mapping of offender services and activity will help to highlight any specific gaps in this area which may require further exploration. Some partners have suggested that they are not seeing the range of referrals to community based interventions that they would expect to see in relation to the current ethnic make-up of the borough; this is something we will be mindful of when conducting our analysis.
- 2.2.13.** *Victims of crime*: are central to the HARRS and the reducing reoffending agenda. We recognise that many offenders are themselves also victims of crime and that by reducing reoffending we can help to reduce the number of people who become victims of crime.

2.3. Haringey's offender population and needs profile: the headlines

- 2.3.1.** One of the key strategic priorities of the HARRS in the coming year is to conduct a profile of offending needs and activity in the borough. In lieu of this we have produced some headline data to illustrate the offender profile in Haringey. These

¹⁷ http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098694

headlines are based on a number of data sources including the; *Police Detainees and Offenders in London 2009/10*, London Probation Trust commencement and OASys data, *DIP Attrition and Needs Analysis 2009/10*, the *YOS Active Snapshot (December 2010)* and the *Haringey Community Safety Strategic Needs Assessment 2010*.

2.3.2. It is not possible to cross compare the various data sets due to the way in which data has been collected and codified. For instance the London Probation Trust data set for April 2009 – March 2010, states there were 1838 new commencements during that period, where as the *Police and Detainee and Offenders in London* report states 1725 commencements. Therefore the following headlines are simply by way of an illustration of the current needs.

2.3.3. London Probation Trust

We have looked at three data sets relating to different periods in 2009/10 based on either caseload or OASys (Offender Assessment System) data. Please note that as the data relates to different catchments periods and sample sizes the following headlines are intended to provide an indication of needs and demography only.

April 2009 – March 2010

1838 new commencements of which there were:

- 1137 (62%) community orders
- 287 (16%) offenders released on licence
- 414 (22%) offenders who started a custodial sentence

Demography

- 82% male
- 78% aged 18-39
- 40% self defined as white
- 37% self defined as black

Employment, Training & Education (ETE)

- Of those who had an ETE support need on average:
 - 46% had a mild or severe learning difficulty
 - 64% had mental health support needs
 - 48% had a drug problem
 - 38% were aged 18-24

Domestic Violence

- 29% had committed a DV related offence or were a known perpetrator

Support Needs

- Of those who had completed this section:
 - 84% had a problem with 'thinking & behaviour'
 - 62% had a problem with 'lifestyles & associates'

Accommodation

On average 25% had an accommodation problem and of this group around 67% had a mental health support needs, 44% drugs misuse and 36% alcohol misuse.

Offence Type

- Theft and handling = 407 (22%)
- Violence against the person = 395 (21%)

2.3.4. Profile Report on Police Detainee and Offenders in London 2009/10¹⁸

Commencements: 1725

1137 (66%) in the community
 239 (14%) released from custody
 349 (20%) in custody

Support Needs: 151 requirements

13 mental health requirements
 55 alcohol requirements
 83 Drug Rehabilitation Requirements (DRR)

For the following support needs the sample group comprised of 738 respondents;

Accommodation Status Prior to Custody

Hostel = 18 (2%) Permanent = 433 (59%) Temporary = 169 (23%) NFA = 84 (11%)
 Traveller = 2 (0.3%) Rough Sleeper = 6 (0.8%) Unknown = 26 (4%)

“Did you have a job before prison?”

Yes	269 (36%)
No	370 (50%)
Unknown	99 (13%)

“Do you use drugs?”

Yes	169 (23%)
No	467 (63%)
Refused	51 (7%)
Unknown	51 (7%)

“Do you have any debts / fines outstanding?”

Yes = 104 (14%) No = 530 (72%) Refused = 53 (7%) Unknown = 51 (7%)

“What was your main source of income prior to custody?”

Benefits = 218 (29%) Crime = 36 (5%) Employment = 225 (30%) Family = 67 (9%)
 Pension = 1 (0%) Savings = 17 (2%) Refused/Unknown = 113 (15%) Other = 61 (8%)

2.3.5. Haringey Strategic Assessment 2010

This report provides a detailed assessment of crime and disorder within the borough. It finds that recorded crime has fallen year-on-year by six percent and by thirty-four percent over the last seven years.

Key areas of concern:

- Young male adults
- Repeat offenders
- Male on female violence and sexual crimes
- The N15 High Road corridor from Seven Sisters to Northumberland Park is a long term hotspot for robbery and violence

¹⁸ <http://lcjb.cjsonline.gov.uk/London/1233.html>

Key findings of the Strategic Assessment include:

- A clear trend for offending by younger people with 37% of accused aged 18-24
- In 2009/10 there were 25,735 recorded offences in Haringey
- The most common types of crimes by volume are; violence against the person, motor vehicle crime, burglary and criminal damage. However these large volume crimes showed significant reductions year-on-year
- The crime types that showed increases were; theft offences (particularly shoplifting and pedal cycle thefts), sexual offences and serious violence.

Key reoffending assumptions:

- Women are less likely than men to reoffend; 15% of women were charged for a 3rd or more time, compared with 25% of men
- Unemployed offenders more likely to reoffend; 29% charged for the 3rd time or more
- Particular crime types featured a lot of reoffending; robbery (33% charged for the 3rd or more time) and burglary (32% charged for the 3rd or more time)
- Gang, gun and knife crime all had higher than average proportions of reoffending; gang crime (56%), gun crime (40%), knife crime (38%) and MSV [Most Serious Violence] (26%)
- Reoffending appears to increase with age, where as criminality reduces with age; this suggests that older offenders are more likely to be serial offenders
- Looking at reoffending by location, there are two trends. Wards which have the highest volume of reoffending tended to be in the east (Noel Park 18%, Northumberland Park 12% and Tottenham Green 9%). But a higher proportion of the crime that was committed in the west tended to be by repeat offending (Crouch End 30%, Highgate 27% and Muswell Hill 22%). The reasons for this are unclear.

2.3.6. Youth Offending Service: snapshot on 31st December 2010

<p>Statutory Caseload 244 A decrease for the 3rd year running</p>	<p>12 young people in custody At its lowest level</p>
<p>36% first sentence 3% sentenced 10 times +</p>	<p>Ethnicity</p> <p>An increase in young black people from 49% to 54%</p> <p>The greatest increase has been amongst Turkish/Kurdish young people – an increase from 42% to 57%</p> <p>Asian clients more than halved since the last snapshot</p>
<p>16 known languages spoken by YOS clients Although in reality this is likely to be much higher</p>	

Offence Types

Robbery 26% (highest) Violence 21% Theft & Handling 15% Drugs 8%

Location (of offenders not offences)

39% live in N17 postcode and the highest concentration of offenders (over 36%) reside in Northumberland Park (55), White Hart Lane (47) and Bruce Grove (38) wards

Support Needs

- 22% not in school or any form of ETE
- 35% reside with both parents
- 38% live with a single parent
- 9% are 'looked after' children
- 7% were assessed as presenting a high level of risk

Demographics

71% male
37% aged 16/17
9% aged 10 or under

2.3.7. Summary of the Headline Data

People who reoffend are more likely to be male, unemployed and unless they 'grow out of crime' more likely to sustain repeat offending as they grown older. People who reoffend are likely to commit robbery, burglary, gang crime, gun crime, knife crime or MSV (Most Serious Violence). Mental health noticeably features as a co-related criminogenic support need insofar as over sixty percent of those who identified an ETE need also identified a mental health need, and nearly two thirds of those who had an accommodation need also identified a mental health need - this suggests that mental ill health is likely to increase the risk of reoffending. Nearly sixty percent of offenders were housed in permanent accommodation prior to being taken into custody and over a third were employed which may suggest that greater use of out-of-court disposals and community penalties, could help to reduce the risk of homelessness, unemployment and subsequent reoffending. What does seem to be emerging from this initial data is that repeat offenders are more likely to have experienced social exclusion and have multiple support needs suggesting the need for an integrated holistic 'whole system approach' to using the Reducing Reoffending Pathways framework.

3. Integrated Offender Management (IOM)

3.1. What is IOM?

IOM provides areas with the opportunity to focus resources in a structured and coordinated way to address the reoffending of local priority groups. IOM provides the framework to deliver mainstream services differently to achieve improved outcomes in a more efficient way.

3.2. What are the benefits of the IOM model?

IOM is not a new model as it builds upon proven and effective models such as; PPO, DIP, YOS and MAPPA. The evidence suggests that when these multi-agency models work well they can achieve improved outcomes and greater efficiencies.

Home Office/MOJ guidance suggests that an IOM approach should focus on:

- Reducing crime
- Addressing potential overlaps
- Aligning services and improving partnerships
- Simplifying and strengthening governance.

3.3. Developing an IOM approach for Haringey

The principles of IOM are:

- All partners tackle offenders together
- Delivering a local response to local problems
- Offenders facing their responsibility or facing the consequences
- Making better use of existing programmes and governance
- All offenders at high risk of causing harm and/or reoffending are 'in scope'.

Guidance for developing an IOM suggests that ideally it will include:

- Focusing mainstream delivery on locally agreed priority 'groups'
- Clear roles and responsibilities for all partners
- Effective case management.

Exploring the options for developing an IOM approach in Haringey is one of the key strategic objectives of the HARRS and will be informed by national guidance and good practice.

The next steps for developing an IOM in Haringey are to:

- Complete a profile of offender needs and activity for Haringey
- Map services and pathways
- Identify gaps and overlaps
- Agree priority group(s)
- Develop a range of locally shaped IOM options informed by the above and agree a way forward. Options may be as simple as developing a framework to increase the effectiveness of partnership working or as ambitious as the development of a specific autonomous IOM team for the borough.

4. What are we going to do to reduce reoffending in Haringey?

4.1. Our approach

- 4.1.1.** Whilst the delivery of services and interventions to reduce reoffending is not new this is the first time that local partners have been brought together to specifically focus on this area of work. Successful delivery of reducing reoffending will only be achieved through effective partnership working.

- 4.1.2. A gap analysis will assist in establishing where current services could be improved, recommissioned, or remodelled in order to make the most effective contribution to reducing reoffending.
- 4.1.3. The National Support Framework document; *Reducing Reoffending, Cutting Crime, Changing Lives (2010)*, suggests that in relation to reducing reoffending that local CSPs should focus their activity at three levels:

Strategic planning to identify the profile of offender activity and needs in the area

Operational activity informed by information shared among partners, and based on a problem-solving approach to target and reduce reoffending and protect the public

Case management to assess individual offender need, to plan interventions based on this need and to coordinate access to these interventions

Stage 1: Strategic Planning

- 4.1.4. One of the strategic priorities in 2011/12 will be to develop a local offender profile and a shared understanding of offender needs and activity in Haringey.
- 4.1.5. The aim is then to develop a shared understanding of the extent to which reducing reoffending can be achieved through existing services by;
- Identifying the gaps and exploring ways in which these can be met
 - Identifying duplication and exploring ways in which services can work together in a more streamlined way
 - Achieving a shared agreement of local priorities in reducing reoffending.
- 4.1.6. To ensure that the HARRS is responsive to local needs we will explore ways to improve involvement of the VCS, the private sector, service users and the wider community in both strategic development and operational delivery wherever possible.

Stage 2: Operation Activities

- 4.1.7. This stage will be informed by *Stage 1*, insofar as the offender profile and services map will help to focus the strategic priorities for the HARRS Delivery Plan and shape the proposals for an IOM model in Haringey.
- 4.1.8. We acknowledge that the development of the HARRS provides an ideal opportunity to review all existing arrangements to ensure that key partners are taking the most appropriate role and are able to contribute their skills and expertise effectively.

Stage 3: Case Management

- 4.1.9. We believe that by mapping offender services and pathways we will be able to identify duplication and / or poor connectivity between services; providing opportunities to improve current provision, remodel, recommission and achieve efficiencies for reinvestment.

4.1.10. Where appropriate we will work with our neighbouring boroughs to consider cross-borough commissioning where the economy of scale is poor or where a cross-borough service could add value for another reason.

4.1.11. Good practice requires that the case management approach for all offenders (statutory and non-statutory) should ideally be based on the model of the 'single lead professional' or case manager to ensure that the offender's needs are met and risk is managed effectively. We will explore ways to improve the consistency of case management and support delivery for all offenders based on the single lead professional approach.

4.1.12. The mapping of offender needs and services will also help to identify how the MAPPA (Multi Agency Public Protection Arrangements) and MARAC (Multi Agency Risk Assessment Conference) link-in with the HARRS and the role they might play in an IOM approach.

4.2. Our Vision

Working together to deliver jointly agreed services and interventions to effectively reduce reoffending and support people to live healthy, fulfilling crime-free lives. To contribute and build upon the ongoing crime reduction and prevention work to make Haringey one of the safest London Boroughs in which to live, work and visit.

This is the guiding vision that drives the HARRS. To achieve this vision we need to understand the profile of offending in Haringey, the current map of offender services and interventions and how they meet the needs of the borough. Then from this informed position we can jointly agree the key priorities for reducing reoffending in Haringey.

4.3. Our Strategic Objectives

There are three overarching strategic objectives:

Objective 1	To work together in an innovative solution focused and holistic way to reduce reoffending
Objective 2	To develop and implement an Integrated Offender Management (IOM) model to focus mainstream delivery on locally agreed priority 'groups'
Objective 3	To build on success and implement change to ensure improved delivery of services and interventions to reduce reoffending

5. **DRAFT** Haringey Adult Reducing Reoffending Delivery Plan 2011/12

No	Strategic Objectives and Strategic Priorities	Requirement	Lead	Timescale	Comments
1	To work together in an innovative solution focused and holistic way to reduce reoffending				
1a	Using available data identify the current offender activity and needs in the borough	Report produced providing a summary and analysis of findings	AT*	By June	Data to be provided by OMG and other stakeholders
1b	Map current offender services and interventions; identifying gaps and duplication	Report produced presenting findings	AT*	By June	Data to be provided by OMG and other stakeholders
1c	OMG to identify and jointly agree the priorities for reducing reoffending	Informed by the offender profile, service mapping, stakeholder intelligence	OMG Chair	By Sept	
1d	Explore ways to achieve optimum involvement and engagement with all partners in reducing reoffending including the VCS, service users, health, courts, CPS, prisons and the private sector	1. Responsible Lead Officer to be identified 2. OMG agenda in June for discussion and action planning		June OMG	Ongoing task
1e	Review the membership of the OMG to ensure that there is effective representation from all partners	OMG agenda item to be scheduled	OMG Chair	By Sept	
1f	Ensure that the diverse needs of the borough (including women and young offenders) are appropriately reflected in the needs profile, service mapping and service development	1. To be included in the mapping exercise and report 2. Lead Officer to be identified as Diversity Champion	1. AT* 2. OMG	1. By June 2. By Sept	Data to be provided by OMG and other stakeholders
1g	Explore and develop robust and systematic processes for collecting, sharing and using data / information to support the delivery of this strategy	Identify Lead Officer or small working group		March 2012	
1h	Identify ways to improve corporate, stakeholder and senior management buy-in to reducing reoffending to ensure that it is prioritised in partners business plans and dovetails with key strategies	All OMG members to ensure that reducing reoffending is embedded in the strategies and activities of their agencies	All OMG members	Ongoing	

No	Strategic Objectives and Strategic Priorities	Requirement	Lead	Timescale	Comments
2	To develop and implement an Integrated Offender Management (IOM) model to focus mainstream delivery on locally agreed priority 'groups'				
2a	Using the offender profile and service mapping explore IOM options for Haringey in consultation with stakeholders	IOM scoping report	AT*	June	
2b	Agree a locally shaped IOM model and develop an implementation plan	Focused discussed informed by scoping report. Lead Officer to be identified to oversee implementation			
2c	Explore opportunities to optimise resources through pooling and joint-working, without the limitations of perceived roles, responsibilities or cohorts	Identify Lead Officer and or small working group			
2d	Develop an effective IOM information sharing protocol based on good practice	Review current arrangements and develop a draft protocol for consultation			
2e	Set and agree performance targets for the IOM and a mechanism for measurement	Agenda OMG discussion			
2f	Consider ways to optimise the use of IT, and based on good practice consider how this may be achieved through the development of shared systems (for case management, assessments etc)	Identify Lead Officer or small working group			
2g	Ensure engagement and involvement from all partners to reflect the full spectrum of the 'Reducing Reoffending Pathways' in the IOM	Lead Officer to be identified			

No	Strategic Objectives and Strategic Priorities	Action Required	Lead	Timescale	Comments
3	To build on success and implement change to ensure improved delivery of services and interventions to reduce reoffending				
3a	Based on the offender profile and mapping exercise consider how – apart from the IOM – offender services and interventions can be improved to achieve more effective outcomes and greater efficiencies	Focused discussion to be diarised on the OMG forward plan and informed by scoping report. Action Plan to be agreed (separate to IOM)			All plans must be mindful of procurement and contract frameworks and where possible a joint commissioning approach should be considered.
3b	Where required; remodel, reshape and recommitment offender services and interventions to create a more streamlined and responsive approach to reducing reoffending	Based on the IOM implementation plan and Action Plan for strategic priority 3a, agree an overall improvement plan			
3c	Develop a joint commissioning approach and / or joint commissioning strategy for both IOM and other offender services and interventions	Focused discussion to be diarised on the OMG forward plan			
3d	Conduct a strategic review of offender services and interventions to identify 'what works' in Haringey and explore ways in which this may be replicated or built upon	Focused discussion to be diarised on the OMG forward plan			
4	Other Actions				
4a	Review progress of HARRS Delivery Plan 2011/12 and agree strategic priorities for HARRS Delivery Plan 2012/13	OMG agenda 4 th quarter 2011/12	OMG	By March 2012	
4b	Take the necessary action to ensure that Haringey is well positioned and prepared to respond quickly to new funding and development opportunities that may arise	Identify a Lead Officer	All OMG members	Ongoing	

* External consultant Amanda Tooth
To be agreed or confirmed

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APPENDIX 3

HARINGEY ANNUAL YOUTH JUSTICE PLAN

2011 - 2012

Introduction

Youth Offending Services were set up in 2000 as a result of the Crime and Disorder Act 1998. This Act commits local authorities to address youth crime by the establishment of youth justice services. The act also defines statutory partners with the local authority as being the police, probation and health services. The work of the Youth Offending Services is overseen by the Youth Justice Board (YJB) whose primary purpose is 'to work to prevent offending and re-offending by children and young people under the age of 18, and to ensure that custody for them is safe, secure and addresses the causes of their offending behaviour'. It is expected that the Youth Justice Board will cease to function as a non-departmental public body and its functions will be transferred to the Ministry of Justice (MoJ), in 2012. The YJB will continue to carry out its functions while transitional arrangements are being worked through. It is expected that there will be a distinct focus on young people within the MoJ.

In April 2011, the Haringey Youth Offending Service (YOS) moved into the Children and Young People's Directorate, within the Prevention and Early Intervention service. The YOS had previously been within the Safer, Stronger Communities division for a number of years

The Youth Justice Annual Plan is aligned with the 'Children and Young People's Plan 2009-2020' and the Community Safety Partnership Strategy. The YOS also contributes to other strategies and plans and is represented on a wide range of local, regional and national bodies.

Due to reductions in various budgets and the ending of some grants in March 2011, with no alternative funding available, the Haringey Youth Offending Service has undergone a restructure in order to ensure it remains within budget. Effectively, the service has reduced by about a third and the new structure has been designed to have the least negative effect possible on services to young offenders and their families.

The YOS will now consist of four teams – Haringey Youth on Track (Youth Crime Prevention Team), two casework teams and a court and pre-sentence team. The prevention team works with those at risk of offending and runs the Triage scheme. Triage involves workers going in to police stations to interview and assess those arrested on low level offences and divert them from the criminal justice system. This work is essential to achieve the YJB indicator of reducing the number of first time entrants into the youth justice system. The YOS police officers continue to issue final warnings and reprimands, although the number of reprimands has decreased since the introduction of Triage.

The two casework teams supervise young people between the age of 10-18 years who are subject to court orders – either community orders or custodial sentences. The introduction of the Youth Rehabilitation Order (YRO) in November 2009 changed the sentencing framework for young people who can now be sentenced to a YRO with up to 18 requirements depending on individual risks and needs – in particular the risks of re-offending and serious harm to others.

The court and pre-sentence team carries out all work in court, including the preparation of pre-sentence reports to assist magistrates in sentencing young people. The team also carries out bail and remand work and work with victims, with a particular focus on encouraging the use of restorative justice.

Local volunteers are also recruited to sit on Referral Order Panels or to supervise young people on reparation projects. Volunteers are all trained and have been checked by the Criminal Records Bureau (CRB).

Performance

The Youth Justice Board expects to YOS to perform against three indicators:

- Reduction in the number of first time entrants to the Youth Justice System.
- Reduction in re-offending (exact re-offending measure currently being finalised).
- Reduction in the use of custody.

Performance for the first three quarters of 2010-11, as confirmed by the YJB is as follows:

NI 19 – **Rate of Proven Re-Offending** is 0.70. This rate relates to 132 young people who committed 92 re-offences. This data is only two quarters as data is reported one quarter retrospectively. This is likely to be the YOS's highest re-offending rate which is a matter for concern. One reason for this is the implementation of the Triage Programme which has almost entirely replaced the Reprimands in Haringey. Reprimands are tracked as part of the re-offending cohort whereas Triage clients are not. Subsequently, the cohort no longer has approximately sixty young people with an historically very low re-offending rate (approx 10%) from our cohort. Analysis also proved that this cohort had a high offending profile in comparison to previous years' cohorts.

NI 43 – **Custodial Sentences** is 8.0%. The indicator is to reduce the percent of custodial sentences out of all sentences issued to young people in court from last year. Our figure is slightly higher than the London average (7.2%) but lower??? than the family average (7.1% family which are YOTs similar in composition to Haringey). Last years output at this point was 6.9%. The increase is due to a rise in serious offences where custody appeared to be the only option.

NI 44 – **Ethnicity**. This is an annual indicator. The direction of travel monitored is for the offending profile to be the same as the general population of the Borough. Indications are that Haringey should meet this target in 2010/11.

NI 45 – **Education, Training & Employment** is 73.8%. The indicator is to increase the percent of young people in full-time education, training or employment by the conclusion of their intervention. Last years output was 73.1% so Haringey YOS is on course to meet this target. Factors which affect this are the high numbers of Roma young people in Haringey for whom it is difficult to find placements, the current recession which reduces the number of placements, gangs issues – young people cannot attend? certain areas, the high percentage of young people who are transient/moving home frequently.

NI 111 – **First Time Entrants** is -36.3%. The indicator is to reduce the number of young people entering the youth justice system year upon year. Haringey has reduced the numbers by 36.3% since last year and is therefore well on course to achieve as reduction. Haringey previously had the 31st highest numbers of first time entrants in London (from 32) but now has the 19th highest which clearly demonstrates the degree of improvement.

Although previous indicators have now been removed, the YOS will continue to analyse ethnicity – young black men continue to be over-represented nationally in the Criminal

Justice System and this is also the case in Haringey. The Haringey YOS continues to address this through quality assurance and monitoring procedures as well as the work of the Diversity Forum. A caseload snapshot is drawn up twice yearly to monitor trends and to allow the YOS to adjust services accordingly and ethnicity is a crucial factor. The local Youth Court receives regular reports in relation to performance.

A major offending risk factor for young people is not being in education, training and employment (ETE). Current data indicates that the percentage of those in ETE at the end of their orders for 2010/11 will be marginally below that of 2009/10. A possible causal factor for this could be that 2 Connexion workers who had previously been based in the YOS are now based elsewhere and the YOS has reduced from 2 to 1 ETE mentors. The YOS will continue to monitor ETE levels quarterly, but on active cases rather than at order end, as previously, to try to gain a more accurate picture.

The third area of work which will be monitored quarterly relates to children in care/leaving care, as some of the most vulnerable and/or challenging young people known to the YOS are also in the care system. YOS data will be analysed so that information can be shared between the two services and resources used to maximise effectiveness. Formal meetings between the YOS and CIC management teams will be set up and joint data meetings held to address and identify common issues.

Safeguarding will continue to be a priority for the YOS, with staff accessing relevant training, ensuring that referrals are made in a timely fashion and are followed up appropriately. This will include young people at risk of, or actual, involvement in serious youth violence and gangs who can be both victims and perpetrators.

Local Demographics

There are 53,700 children and young people aged 0-19 years who live in Haringey, representing 23.8% of the total population. The population is diverse and 40.7% of children and young people are from minority ethnic groups compared with 24% in the capital as a whole. The proportion of children and young people whose first language is not English is 53.2% in primary schools and 46% in secondary schools. Both the minority ethnic and the English as an additional language groups are growing in proportion. Some 30 nationalities are represented in schools in the borough and over 123 languages are spoken by children and young people. Haringey is the fifth most deprived borough in London, with 39.2% of children classified as living in poverty. The proportion of children and young people entitled to free school meals is 28.9% in primary schools, 31.5% in secondary schools and 41.1% in special school schools. Infant mortality and teenage pregnancy rates have been high, but are now reducing.

In December 2010, there were 303 children and young people subject to a child protection plan and 600 looked after children and young people in Haringey. This includes 40 unaccompanied asylum-seeking minors and 12 young people aged 16-17 who were presenting as homeless. The council and its partners support 402 care leavers. There are dedicated teams working with care leavers and children with disabilities. In December 2010, there were 1,296 children and young people with a Statement of Special Education Need.

Some key factors about the youth offending population in Haringey from the YOS caseload snapshot January 2011 are:

- 24% of the entire YOS caseload of 459 active programmes is supervised by the prevention team.
- The ethnicity of clients (by census category) is 54% black (an increase from 49% in June 2010). 35% white, 7% mixed, 2% Asian and 2% other.
- Robbery constitutes 25.7% of the main offences committed, 20.8% violence, 14.8% theft and handling and drugs 8.3%.
- The majority of the young offenders live in the East of the Borough, with 39% living in N17.
- 71% of the caseload is male and the figure of 29% female is at the highest level ever.
- 37% of the caseload is 16/17 years old.
- 9% of the caseload is children in care (48 young people).
- 78% are in full time education, training or employment.
- 35% reside with both parents; 33% with mother in a single parent household.

Resources

Some of the previous grants available to the YOS ended in March 2011 and there was no alternative funding available. The grants from the Home Office, Ministry Of Justice and Department for Education have all been reduced and are now allocated by the Youth Justice Board as a single Youth Justice Grant. This grant is no longer ring fenced, but the clear expectation is that it should be spent on Youth Justice Services. Haringey YOS receives core council funding and previously named area based grant funding from Haringey Local Authority. The Youth Justice Grant has been reduced by 22.78% for 2011/12. The YOS also receives funding from other services as well as 'in kind' funding via the provision or secondment/attachment of staff and provision of services. The breakdown of the budget/resources for 2011/12 is expected to be as follows:

Agency

Local Authority	£1710k
CYPS	£87k plus seconded education officer
Youth Justice Grant (indicative amount)	£825k
Probation	Seconded probation officer
Safer Communities Grant	£47.5k
Health	Seconded mental health worker and part-time school nurse
Police	1 acting police sergeant: 2 police constables

Commissioned services are kept to a minimum and awarded on a value for money basis. Haringey YOS previously operated as a consortium with Barnet and Enfield to commission Intensive Supervision and Surveillance (an intensive programme for young offenders at risk of going into custody). However, the loss of £22k to operate as a consortium has resulted in the service being brought in-house from April 2011. A contract has just been awarded for the Appropriate Adult Service – a statutory service providing trained adults to accompany young people arrested if parents are unable or unwilling to attend the police station.

A video-link is available with a number of custodial institutions and parents/carers are encouraged to use it to maintain links with young people in custody who may be placed

some distance from Haringey. An SMS texting service has proved successful in reminding young people of appointments and thus increasing compliance. 'Viewpoint' is used with young people to gain feedback on the service they have received. Unfortunately, IT issues have limited the use of this application.

The YOS successfully recruits local volunteers for Referral Order Panels and to assist with reparation. Ways of extending the use of trained volunteers will be investigated in 2011.

The YOS is registered as a tier 3 substance misuse provision and the two substance misuse workers complete SASSI assessments – substance abuse subtle screening inventory - on relevant young people, as well as facilitating cannabis and alcohol awareness sessions. The Blenheim Project has recently been awarded the contract for young people's substance misuse provision and will work closely with the YOS – they are likely to be based with the YOS later this year.

Structure and Governance

The delivery of services by the YOS is overseen by the YOS Partnership Board which meets quarterly. Performance data and analysis and relevant issues affecting the YOS and partners are presented at each Board meeting. The membership of the Board is as follows:

- Deputy Borough Commander – chair
- Head of Strategic Commissioning, CYP NHS Haringey – vice chair
- Policy Officer – Safer Communities
- YOS Strategic Manager
- Assistant Director – CYPS
- Assistant Director – CAMHS
- Chair of Haringey Youth Bench
- Youth Court Legal Advisor
- Senior Probation Officer – London Probation Service
- Borough Prosecutor – Crown Prosecution Service

The YOS Partnership Board consists of members of such seniority that decisions can be made in relation to the effective delivery of Youth Justice Service and the resourcing of such services.

Members of the YOS Partnership Board sit on various other Boards including the Children's Trust, Local Safeguarding Children Board, Borough Criminal Justice Group and Safer Communities Executive Board. The YOS Management Team is also members of various boards and committees. However, the move to the Children and Young People's Service and reduction in management capacity, means that links with other Boards, particularly the Children's Trust, and membership of committees will be reviewed and rationalised in 2011/2012.

Partnership Arrangements

Nationally, it has been acknowledged that the success of Youth Offending Services has been largely attributed to their multi-agency make up. Having a range of professionals and resources within the YOS affords young people easier access to services, allows better sharing of information and avoids duplication of work. The Probation Service, Police, CYPS and Primary Care Trust provide staff and/or funding in order to fulfil their statutory responsibilities under the Crime and Disorder Act 1998.

The police staff within the YOS undertake Final Warnings, deal with Reprimands, oversee the Triage Project and play a crucial role in the work with victims, encouraging them to become involved in restorative justice approaches. The inspector responsible for the YOS is also responsible for community engagement and mental health thereby providing additional links between agencies.

The YOS has an information exchange agreement with all secondary schools; there is a designated teacher in all secondary schools and Sixth Form College and the Education Officer represents the YOS at various meetings, such as the In Fair Access Panel. The YOS manager sits on the Pupil Support Centre's Steering Group.

The Primary Care Trust provides a part-time school nurse who undertakes health assessments, carries out work in relation to specific area of health, such as sexual health and attends the monthly health forum. The Child and Adolescent Mental Health Service (CAMHS) will be providing a mental health worker to assess emotional and mental health and refer on as necessary. Close links have been established with the Adolescent Outreach Team (AOT) and work is taking place to access speech, language and communication services. Training in this area of work with selected staff is taking place in 2011 with the Communication Trust.

The YOS continues to work closely with different sections of the Children and Young People's Service to ensure both youth justice and social care needs are met. Integration into CYPS will take place in 2011/12 and should allow more smooth and streamlined processes to be developed. The protocol between the YOS and CYPS sections is reviewed annually and clearly defines respective services responsibilities.

The local Youth Court is another key partner in the Youth Justice System. The Chair of the Youth Bench and the Youth Court Legal Advisor both sit on the YOS Partnership Board. Major changes will be taking place both locally and London wide in the Youth Courts in 2011/12 which will affect liaison with local magistrates. It is anticipated that Haringey Youth Court will move to Highbury Corner by the summer of 2012. Enfield, Camden and Islington Youth Courts will also sit there and the magistrates will work collectively rather than being attached to specific Boroughs. The local Youth Court Panel meetings attended by magistrates and YOS staff are now ending. It will be necessary to look at how the positive relationships can be maintained and information and data shared as these changes progress.

The YOS also has effective partnerships with voluntary organisations such as Catch 22 (appropriate adult providers) and Bernie Grants Art Centre (BGAC) where both project and reparation work is undertaken. It is hoped that, the YOS, in conjunction with BGAC can develop links with Dance United, a very successful voluntary organisation, which works with young offenders in neighbouring boroughs.

Risks to Future Delivery

For many years, the YOS has been over-relevant on short term grants, many of which ended in March 2011. This, coupled with severe cuts in both the Local Authority and Youth Justice Board Grants, have led to a complete restructure of the YOS with the loss of a number of posts. The statutory work of the YOS has been prioritised, but a smaller core prevention team has also been retained to continue to reduce the number of first time entrants coming into the criminal justice system.

As a result of this reduction in resources, it will be necessary for the YOS to prioritise its work, so that the focus is clearly on reducing offending and re-offending. Services provided will be continually reviewed to ascertain whether different ways of working would be more productive and efficient for young people and their families.

In 2011/12 the Youth Justice Board will be revising the formula used for funding YOS's as the current formula is considered to be out of date. This could result in further reductions in the Youth Justice Grant for Haringey in 2012/13. The concept of payment by results is also being investigated and, again, is likely to have financial implications for the YOS.

As stated earlier, the previous performance framework has been reduced to three indicators – reduction in the number of first time entrants, re-offending and the use of custody. From April 2011 it is envisaged that the first two indicators will be calculated using data from the Police National Computer (PNC). However, the YOS will continue to track these indicators as YOS information tends to be more up to date. We will also monitor data locally relating to ethnicity, ETE and children in care.

It is not yet known how the re-offending indicator will be calculated from April 2011. In recent years a cohort of young people who committed offences between January to March has been tracked by measuring the number of offences they go on to commit over the following year.

Haringey YOS will undergo a core case inspection (CCI) by HMI Probation in October 2011. There are concerns that the reduction in staff and resources and uncertainty/late notification with regard to funding have had a significant effect upon staff morale which, in turn, may affect performance. The CCI will be concentrating on safeguarding, likelihood of re-offending and risk of harm under three section headings – assessment and sentence planning, delivery and review of interventions and outcomes.

Developments for 2011/2012

Change of Directorate and Office move

Due to the dis-establishment of the local authority Safer, Stronger Communities service, the YOS moved into the Children and Young People's Directorate in the Prevention and Early Intervention section in April 2011. However, given the overlap with young people in care, closer links will be formally established with the children and families service as well.

In order to reduce office rental costs, the YOS will be moving from its current offices during the summer of 2011. It is expected that the staff will be based in the Civic Centre with young people being seen at the adjacent office, which will be converted for the YOS's needs.

Youth Justice Pathfinders Initiative

Haringey YOS had investigated the possibility of working in conjunction with Barnet, Enfield and Waltham Forest to submit an expression of interest for this pathfinder. However, this consortium was unable to meet the minimum requirement in relation to the numbers in custody. The purpose of the pathfinder is to reduce the number of young people in custody and is a pilot under the Government's payment by results initiative. Hackney has submitted a bid and Haringey is one of the Boroughs included in this consortium. This bid has been successful with an anticipated start date of 1st October 2011.

Pathfinder for Children and Young People point of arrest diversion – development phase. Haringey, in conjunction with partners from the Health Authority has submitted a joint expression of interest to receive funding to further develop the Triage scheme. Pathfinders would be expected to provide 'easy identification of mental health, learning, communication difficulties or other vulnerabilities affecting the physical and emotional well-being of under 18 year olds, and to support these young people into appropriate evidence based interventions at the earliest stage possible'. This bid has been successful and it is expected the service will be operational from mid-July.

Prospectus: Delivering intensive interventions for looked after children and those on the edge of care or custody and their families.

The Local Authority, including the YOS, will be submitting an expression of interest for funding for the above development in conjunction with other partners.

Staff Training

Haringey YOS has invested in the Jigsaw programme which involves case managers being trained using manuals provided by Jigsaw. The programme is a cognitive behavioural one, using motivational techniques, which encourages young people to take responsibility for decisions about their lives. Jigsaw is endorsed by the Youth Justice Board and can be adapted to individual needs, learning styles and circumstances.

Re-Structure

The new YOS structure should be in place by May 2011 and it is to be hoped that future funding will allow the YOS to continue in its reduced form in the following years. 2011-2012 will, therefore, be a period when the YOS settles into its new structure and office and assess its priorities, reviewing, adapting and developing its services accordingly. The core case inspection should give the YOS the opportunity to learn from the inspectors findings and develop practice further.

**Appendix 1
Proposed Structure chart**

**YOS Proposed Structure Chart
2011**

	1 Strategic Manager
	1 Support Officer
	2 Operational Managers
	1 Education Officer
	1 ETE Mentor
	1 P/T Nurse
	2 ISS Workers
	4 ISS Sessional workers
Finance and Performance Team	1 Finance and Performance Manager – under review 1 Finance Officer – YOS/SSC – under review 1 Office Manager 1 Data Analyst 1 P/T Data Officer 1 P/T Receptionist 3 Administrators
Casework 1 Team	1 Team Manager 2 Social Workers 1 P/T Social Worker 1 P/T Parenting Worker 2 Probation Officers 3 Support Workers
Casework 2 Team	1 Team Manager 5 Social Workers 1 P/T Social Worker 1 Support Worker 1 P/T Support Worker 1 Mental Health Social Worker
Pre-Sentence/Court Team	1 Team Manager 3 Social Workers 2 Substance Misuse Workers 2 Support Workers 1 Volunteer and Reparation Coordinator 3 Police Staff 1 Administrator
Prevention Team	1 Team Manager 1 Senior Outreach Worker 2 Triage Workers 6 Outreach Workers

TOTAL:

1 Strategic Manager 2 Operational Managers	4 Team Managers 10 Social Workers
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1 Support Officer	2 P/T Social Workers
1 Education Officer	1 P/T Parenting Worker
1 ETE Mentor	2 Probation Officers
1 P/T Nurse	6 Support Workers
2 ISS Workers	1 part time Support Worker
4 ISS sessional workers	1 Mental Health Social Worker
1 Finance and Performance Manager	1 Volunteer and Reparation Coordinator
1 Finance Officer	3 Police Staff
1 Officer Manager	1 Senior Outreach Worker
1 Data Analyst	2 Triage Workers
1 P/T Data Officer	6 Outreach Workers
1 P/T Receptionist	
4 Administrators	

Appendix 2

Glossary

AOT	Adolescent Outreach Team
BGAC	Bernie Grants Art Centre
CAMHS	Child and Adolescent Mental Health Service
CCI	Core Case Inspection
CRB	Criminal Records Bureau
CYPS	Children and Young People's Service
ETE	Education, Training and Employment
ISS	Intensive Supervision and Surveillance
MoJ	Ministry of Justice
PNC	Police National Computer
SASSI	Substance Abuse Subtle Screening Inventory
SSC	Safer, Stronger Communities
YJB	Youth Justice Board
YOS	Youth Offending Service
YRO	Youth Rehabilitation Order

HARINGEY COUNCIL

EQUALITY IMPACT ASSESSMENT FORM

Service: Youth Offending Service (YOS)

Directorate: Children and Young People's Service

Title of Proposal: Haringey Annual Youth Justice Plan

Lead Officer (author of the proposal): Linda James

Names of other Officers involved: N/A

Step 1 - Identify the aims of the policy, service or function

Youth Offending Services were set up in 2000 as a result of the Crime and Disorder Act 1998. This Act commits local authorities to address youth crime by the establishment of youth justice services. The act also defines statutory partners with the local authority as being the police, probation and health services. The work of the Youth Offending Services is overseen by the Youth Justice Board (YJB) whose primary purpose is 'to work to prevent offending and re-offending by children and young people under the age of 18, and to ensure that custody for them is safe, secure and addresses the causes of their offending behaviour'. The Crime and Disorder Act 1998 requires the Youth Offending Service to draw up an Annual Youth Justice Plan which addresses national and local priorities and includes details of resources and partnership arrangements.

Step 2 - Consideration of available data, research and information

You should gather all relevant quantitative and qualitative data that will help you assess whether at presently, there are differential outcomes for the different equalities target groups – diverse ethnic groups, women, men, older people, young people, disabled people, gay men, lesbians and transgender people and faith groups. Identify where there are gaps in data and say how you plug these gaps.

In order to establish whether a group is experiencing disproportionate effects, you should relate the data for each group to its population size. The 2001 Haringey Census data has an equalities profile of the borough and will help you to make comparisons against population sizes.

http://harinet.haringey.gov.uk/index/news_and_events/fact_file/statistics/census_statistics.htm

2 a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:

- **are significantly under/over represented in the use of the service, when compared to their population size?**
- **have raised concerns about access to services or quality of services?**
- **appear to be receiving differential outcomes in comparison to other groups?**
- Nationally, young black men and those of mixed heritage have long been over-represented within the criminal justice system.
- There has been an increase in serious youth violence over the years in Haringey and young black men continue to be over-represented in the youth justice system. In Haringey 47.4% of the offending population are African/Caribbean compared to 26.9% estimated population 09/10,
- There has been an increase in involvement of young people in gangs/post code tensions- again young black men are overrepresented in relation to street crimes. 70% of Robberies during 2010 were committed by male black youths.
- Haringey YOS monitors ethnicity regularly in order to respond to the changing make-up of the local population. In relation to BME – this group represents 89% of the Haringey YOS caseload (Jun 10). Particularly prevalent are young people from Somalia, Congo, the Caribbean, Romania, Turkey & Bulgaria.
- Due to budget reductions and a consequent re-structure, some group work directed at the BME community has ceased, but negotiations with partner agencies are underway to combat this.
- The last YOS caseload “snapshot” in December indicated a rise in the number of young women coming to the attention of the YOS. This may be due to the increase in the number of Roma young women committing theft offences, but further detailed analysis is required.
- It has been possible to retain the Turkish speaking worker for another year.

2 b) What factors (barriers) might account for this under/over representation?

The over-representation of BME young men within the criminal justice system is a national issue which the youth justice services and partner agencies have been seeking to redress for a number of years but with little success. Factors which contribute to this range from institutional racism, poverty, lack of educational and other opportunities to poor self-esteem and peer group pressures.

The increase in young women is considered to be largely due to the number of Roma young women involved in thefts.

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect existing barriers and what actions you will take to address any potential negative effects.

3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)

Increase barriers?	Reduce barriers?	No change X
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Comment

3 b) What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified in Step 2?

The issue of over-representation is wider than just the YOS and is the responsibility of every agency within the criminal justice system. Locally, the YOS will continue to monitor ethnicity, even though this is no longer a national indicator. Negotiations are taking place with the Met. Police black police officers association to run the Voyage group work programme in Haringey for young black men; the YOS is the single point of contact for the Mayor's black boys mentoring project in Haringey.

Within the YOS, quality assurance procedures are used to ensure discrimination does not take place in our work.

The number of young women coming to the attention of the YOS will continue to be monitored and further analysis carried out in relation to ethnicity and offences. Currently, the YOS is not in a position to re-start the young women's group which ended when the group worker post was deleted. The possibility of linking with a Romanian speaking worker within CYPS is being investigated.

3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

See 3b

Step 4 - Consult on the proposal

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues you have identified in Steps 2 and 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal, ensuring that you cover all the equalities strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

YOS staff and members of the YOS Partnership Board have been consulted as they represent the partner agencies. The issue of the increase in numbers of young women coming to the attention of the YOS was raised and has been included in the EIA as a result

There has been insufficient time to consult young people on the plan but they were consulted recently in relation to the YOS re-structure and expressed concerns about the lack of group work for specific groups – particularly BME groups - and the possibility of losing the Turkish speaking worker.

4 b) How, in your proposal have you responded to the issues and concerns from consultation?

Responses include in proposal

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

Youth Justice Annual Plan and EIA will be available on Haringey website once approved by the Youth Justice Board.

Step 5 - Addressing Training

The issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

Do you envisage the need to train staff or raise awareness of the issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?

Staff have already received diversity training and are encouraged to access any further in-house training available within Haringey. The YOS is also fortunate to have 59% BME staff and a Turkish speaking worker within its structure. Finally, the YOS also runs a Diversity Forum which addresses provision/services for BME groups within Haringey.

Step 6 - Monitoring Arrangements

If the proposal is adopted there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the six equality strands. The purpose of equalities monitoring is to see how the policy is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address the effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Equalities Team.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

- ***Who will be responsible for monitoring?***
- ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***
- ***Are there monitoring procedures already in place which will generate this information?***
- ***Where will this information be reported and how often?***

As outlined in the Youth Justice Plan 2011-2012, the YOS will continue to monitor ethnicity quarterly, although this is no longer a requirement from the Youth Justice Board. This work is undertaken by the YOS data analyst. This will allow us to monitor trends and changes and to undertake additional analysis as necessary – this has been done in the past with particular reference to Turkish/Kurdish, Somali, Congolese and Romanian groups. This information is fed back to the YOS Partnership Board which meets quarterly. The Board is made up of senior representatives of the statutory partner agencies.

The YOS produces a caseload “snapshot” twice a year which also includes ethnicity and once a year an offence analysis, including ethnicity, takes place. This information is used by the YOS Diversity Forum to identify areas of work to prioritise and fed back to partner agencies at the YOS Partnership Board.

Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment

Age	Disability	Race	Sex	Religion or Belief	Sexual Orientation	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
None – YOS deals with 10 to 18 year olds.	None – physically the office is disability compliant	Need to monitor BME groups as outlined above	Gender is monitored as part of caseload snapshot, as only 29% caseload are female but this is rising	None – recorded on database	None – not recorded	None – not recorded	None	None

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
Over- representation BME groups	<ol style="list-style-type: none"> Quarterly monitoring 6 monthly caseload snapshot Introduction of Voyage programme Introduction of black 	<ol style="list-style-type: none"> Data analyst Data analyst Senior Outreach officer Senior Outreach officer 	<ol style="list-style-type: none"> Quarterly 6 monthly End March 2012 End March 2012 	<ol style="list-style-type: none"> Within YOS resources Within YOS resources YOS to provide premises Unknown but scheme

	boys mentoring scheme. 5. Continuation of Diversity Forum 6. Investigate possibility of Romanian worker assisting in YOS	5. Team Manager 6. YOS strategic manager	5. End March 2012 6. End June 2011	being contracted to voluntary sector 5. Some running costs depending on activities identified 6. Within YOS resources
Increase in numbers of young women known to YOS	Additional analysis of this group to identify their needs are being met.	Data analyst	End June 2011	Within YOS resources.

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

When and where do you intend to publish the results of your assessment, and in what formats?

The Haringey Annual Youth Justice Plan 2011-2012 will be presented to the Children's Trust and SCEB and put on the Haringey website with the EI Assessment. The Plan will be submitted to the Youth Justice Board as required.

Assessed by (Author of the proposal):

Name: Linda James

Designation: YOS strategic Manager

Signature: L M James

Date: 05/05/2011

Quality checked by (Equality Team):

Name: Inno Amadi

Designation: Senior Policy Officer

Signature:

Date:

Sign off by Directorate Management Team:

Name: Ian Bailey

Designation: Deputy Director CYPS

Signature:

Date: