



COMMUNITY SAFETY PARTNERSHIP

THURSDAY, 18TH OCTOBER, 2012 at 12:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Please see membership list set out 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 - 6)

To confirm the minutes of the meeting held on 26 June as an accurate record.

5. STATUTORY PARTNER UPDATE

6. HALF YEAR PERFORMANCE AND EXCEPTION REPORT (PAGES 7 - 24)

To note performance against key targets and red and amber status against action plans.

7. **LONDON PRIORITIES: CRIME AND POLICING PLAN: CHANGES TO FUNDING: NEIGHBOURHOOD PANELS (PAGES 25 - 32)**
8. **NEIGHBOURHOOD POLICING MODEL - LOCAL PERSPECTIVE (PAGES 33 - 44)**
9. **PREVENT WORK IN HARINGEY (PAGES 45 - 46)**

DISCUSSION ITEMS

10. **PRESENTATION OF FINDINGS FROM THE COMMUNITY SAFETY REVIEW (PAGES 47 - 70)**
11. **STRATEGIC ASSESSMENT UPDATE**

To reconfirm key priorities and multi-agency actions.

INFORMATION ITEMS

12. **TEENAGE PREGNANCY AND SAFETY (PAGES 71 - 74)**
13. **HATE CRIME REPORT (PAGES 75 - 80)**
14. **NEW ITEMS OF URGENT BUSINESS**

To consider any new items of urgent business admitted under item 2 above.

15. **ANY OTHER BUSINESS**
16. **DATES OF FUTURE MEETINGS**

To note the date of the next meeting:

- 21 March 2013

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225 High Road
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Maria Fletcher
Principal Committee Coordinator
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11 October 2012

Community Safety Partnership - Membership List

ORGANISATIONS	NO. OF REPS	NAME OF REPRESENTATIVE
Haringey Council (Statutory Partner)	9	Cllr Richard Watson , Cabinet Member for Communities (Chair) Cllr Martin Newton Lyn Garner , Director, Place and Sustainability Stephen McDonnell , AD Single Frontline Libby Blake , Director, Children and Young People's Service Lisa Redfern , Assistant Director for Adult Services Dr. Jeanelle de Gruchy , Director Public Health Claire Kowalska , Community Safety Strategic Manager Marion Morris , Drug & Alcohol Partnership Manager
Mental Health Trust	1	Mark Landy , Community Forensic Services Manager
Haringey Metropolitan Police (Statutory Partner)	1	Sandra Looby , Borough Commander (Vice-Chair)
Haringey Fire Service (Statutory Partner)	1	Spencer Alden-Smith , Borough Fire Commander
Haringey Probation Service (Statutory Partner)	1	Andrea Bennett , Assistant Chief Officer, Probation
Homes for Haringey	1	Paul Bridge , Chief Executive
Community Police Consultative group	1	Enid Ledgister , Haringey CPCG
HAVCO	1	Chief Executive (TBA) Pamela Pemberton (Deputy)
Metropolitan Police Authority (Statutory Partner)	1	Joanne McCartney , MPA
Haringey Magistrates Court	1	Stephen Carroll , Bench Legal Manager
Haringey Crown Prosecution Service	1	Hywel Ebsworth , CPS
SUPPORTING OFFICERS		Claire Kowalska , Community Safety Strategic Manager Maria Fletcher Committee Secretariat

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**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP
TUESDAY, 26 JUNE 2012**

Present: Councillor Richard Watson (Chair), Councillor Martin Newton, Libby Blake, Lisa Redfern, Claire Kowalska, Joan Hancox, Marion Morris, Mark Landy, Sandra Looby, Spencer Alden-Smith, Robert Davies, Pamela Pemberton, Joanne McCartney, Enid Ledgister and Eamon McGoldrick

In Attendance: Felicity Parker, Otis Williams, Howard Jones and Anne Lippitt, Tessa Newton, Eliza Meechan

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP16.	<p>APOLOGIES</p> <p>Apologies for absence were received from the following:</p> <p>Stephen McDonnell - Joan Hancox substituted Barbara Nicholls - Lisa Redfern substituted Paul Bridge - Eamon McGoldrick substituted</p>	
HSP17.	<p>URGENT BUSINESS</p> <p>There were no items of urgent business.</p>	
HSP18.	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations of interest.</p>	
HSP19.	<p>MINUTES</p> <p>RESOLVED: That the minutes of the meeting held on 1 March 2012 be confirmed as a correct record.</p> <p>Matters arising</p> <p>HSP07 – this action had been completed and details were reflected in the report for item 9, Delivery and Resource Plans 2012-13</p> <p>HSP12 – this would be updated at the next meeting.</p>	
HSP20.	<p>TERMS OF REFERENCE</p> <p>Claire Kowalska introduced the report as set out. The Terms of Reference had been updated and would be reviewed on an annual basis.</p> <p>RESOLVED: To agree the Terms of Reference for the Community Safety Partnership.</p>	

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP
TUESDAY, 26 JUNE 2012**

HSP21.	<p>TERRORISM UPDATE</p> <p>Sandra Looby, Borough Commander, advised that there had been no significant change to threat levels.</p> <p>A significant amount of work was currently being carried out with employment agencies around false documentation.</p> <p>RESOLVED to note the update.</p>	
HSP22.	<p>OLYMPIC PLANNING AND LEGACY</p> <p>NOTED the report as set out in the agenda pack. There were 30 days until the torch entered the borough. There was a delivery action plan in place to effectively managing stakeholder interest - key activities were to establish 2012 network, update feedback, deliver activities and events. There was also a Gold group (senior management board and other agencies) and the 'BOCC' – a 24/7 operated activity.</p> <p>There was particular focus on youth provision, Public realm (the 'look and feel'), the readiness of council services – business continuity.</p> <p>RESOLVED to note the update.</p>	
HSP23.	<p>DELIVERY AND RESOURCE PLANS 2012-13</p> <p>Claire Kowalska - Community Safety Strategic Manager – introduced the report as set out in the agenda papers. The main purpose of the report was to endorse 3 main plans – Strategic partnership plan; Serious acquisitive crime plan; and Anti-Social Behaviour. There were other plans in existence, which would support safety outcomes. A domestic violence plan was in draft form only and will be submitted with the minutes. A hate crime plan is under development and will be brought back to the October CSP.</p> <p>Progress would be monitored against an agreed set of key indicators, by a newly formed performance monitoring group.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i) That the delivery plans be endorsed in line with the current strategic outcomes and the responsibilities stated, ii) That the resource plan for 2012/13, noting a 50% reduction in the Community Safety fund be agreed. 	
HSP24.	<p>KEY PERFORMANCE INDICATORS</p> <p>NOTED the tabled item – Community Safety Strategy Indicators (June 2012)</p> <p>A discussion took place and the following was noted:</p>	

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	<ul style="list-style-type: none"> • Clarity was required on the fire service targets: could be arson-related or a reduction in accidental fires in dwellings – to be pursued • Knife crime should be separated into two sub-sets – general knife crime, and whether a knife is used to injure • Objective 4 – ‘reduce repeat offending’ – needed to be more specific • It was suggested that sanctioned detections for DV may not be the best partnership targets so alternatives should be investigated • A substance misuse target, probably linked to reducing acquisitive crime, is awaiting final agreement between DAAT and MPS <p>The Chair suggested that as the next Community Safety Partnership meeting was not until October, that the decision be delegated to the Performance Monitoring Group so as not to delay the implementation of the targets.</p> <p>RESOLVED That the final document be signed off by the Performance Monitoring Group before the next meeting of the Community Safety Partnership in October 2012.</p>	<p>Performance Monitoring Group, with Claire Kowalska</p> <p>PMG</p>
<p>HSP25.</p>	<p>LOCAL POLICING MODEL UPDATE - BOROUGH COMMANDER MPS</p> <p>Sandra Looby explained that the four quadrant neighbourhood teams were now in place, with more police officers on the ground overall and a degree of flexibility according to need. Induction was underway. This did not mean however that there had not been cuts and did not preclude further ones in the future. Key would be using all existing assets to better effect including across the frontline and wider partnership.</p> <p>RESOLVED to note the update.</p>	
<p>HSP26.</p>	<p>TROUBLED FAMILIES UPDATE</p> <p>Howard Jones – Consultant, Children & Young People’s Service – introduced the report as set out in the agenda papers. Since the report had been circulated the borough had 286 families who met at least 2 of the national criteria, with approximately 40 meeting all 3 criteria. The focus was on those families facing the biggest challenges.</p> <p>Extra capacity was required to drive the process – the service would investigate the most effective ways of working with partners. A new team would be appointed shortly. The Government is providing initial investment and expecting the service to operate on a payment by results model in due course.</p> <p>The Chair requested that a regular update be provided to the Community Safety Partnership.</p> <p>RESOLVED that the update be noted.</p>	

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HSP27.	<p>TOTTENHAM REGENERATION PLAN</p> <p>Anne Lippitt – Project Director – provided a presentation the Tottenham Regeneration plan. Copies of the presentation are available on request.</p> <p>The following responses were provided to questions from the floor:</p> <ul style="list-style-type: none"> • There would be clear targets for the area – jobs; quality housing; investment and public realm – and it was important that people were engaged in the project once more. • Tottenham needed to be a place that people wanted to visit, and attractions provided. <p>The need for a bespoke session with criminal justice partners was raised. This would be used to look in more detail at what can be achieved collectively in the regeneration area and what the contributions and commitments around safety outcomes should be. The Chair asked the Community Safety Manager to work with the Tottenham Team to plan a session sometime in September.</p> <p>RESOLVED to note the update and plan joint session</p>	
HSP28.	<p>DOMESTIC VIOLENCE HOMICIDE REVIEWS</p> <p>NOTED that a review meeting was in the process of being set up following a recent domestic homicide. A Project Manager and Chair had been identified and the review was on track to meet key deadlines.</p>	
HSP29.	<p>RESOURCES FOR YOUTH PROVISION</p> <p>Libby Blake – Director, Children & Young People’s Service introduced the report as set out in the agenda papers. Additional monies had been provided and diverse activities would be available over the summer for young people in the borough as well as an 83 page booklet of summer activity. Plans were in place to look at how to invest money over the next two years, with Community Safety staff part of the project group.</p> <p>RESOLVED to note the update.</p>	
HSP30.	<p>FEEDBACK FROM PERFORMANCE MONITORING GROUP MEETING</p> <p>NOTED.</p>	
HSP31.	<p>YEAR END REPORT 2011-12</p> <p>NOTED the report as set out in the agenda papers.</p>	
HSP32.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no items.</p>	
HSP33.	<p>ANY OTHER BUSINESS</p>	

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP
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	There was no other business to discuss.	
HSP34.	DATES OF FUTURE MEETINGS NOTED the dates of future meetings as below: 18 October 2012, 12-2pm 21 March 2013, 12-2pm	

COUNCILLOR RICHARD WATSON

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CHAIR

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Meeting: Community Safety Partnership Board

Date: 18th October 2012

Report Title: Half-year performance and action plan exceptions

Report of: Claire Kowalska, Community Safety Strategic Manager

1. Purpose of the report

- To report on performance and issues against key indicators
- To report on exceptions (red and amber) against action plans

N.B This report contains several appendices and must be read in conjunction with these for the detailed information and explanations.

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; anti-social behaviour and reducing re-offending are priorities that sit under the Council Plan. These remain top priorities for residents.

3. Recommendations

- That the Board note the content and new format for capturing progress, key activity and emerging issues for Q 1 & 2 (charts at appendix 1) that all Board members consider and express at the meeting how their respective – or any other - organisations or interventions could strengthen delivery across all indicators (charts at appendix 1)
- That Board members note the exception chart (red and amber) at appendix 3 against agreed activity to end September 2012

4. Overarching comments

4.1 Since the CSP meeting in June, a key indicator set has been agreed by the Performance Monitoring Group (PMG) and approved by the Chair of

the CSP – see appendix 2 in support of meeting agreed strategic outcomes.

- 4.2 Partnership indicators for measuring our performance around domestic violence remain in abeyance until identified and reliable data collection and targets have been agreed. Recommendations from the recent Standing Together review also need to be considered. A resolution is expected during Q3. A resolution is expected during Q3.
- 4.3 The Community Safety Team has been working with Council's Corporate Performance Team to produce a new format for looking at the performance indicators. These are contained on one A3 size sheet which sets out the actual data (most recently available); the context; successful activity or intervention; key and emerging issues.
- 4.4 A final space is available for partner comment which should prompt discussion at CSP level before this is put before the Joint Leadership Group. This should encourage all partners to consider jointly what might be done to improve outcomes of all relevant indicators.
- 4.5 The Anti Social Behaviour (ASB) targets have recently been agreed and will be reported in future.

5 Principal issues

5.1 Violence with injury (+ serious youth violence and knife crime)

This is an exceptionally challenging target of 5% reduction this year compared with last year. Haringey has seen a 3% reduction year-to-date up to the first week in October 2012.

Future reports will enable us to make comparisons across the London average and trend.

5.2 Property crime

Haringey has maintained exceptional performance on personal robbery (down 26%) and on motor vehicle crime (down 33% theft of and 4% theft from). High volume thefts and residential burglaries remain the main concern (latter up by 2.6% against a 6% reduction target).

5.3 Youth offending

In relation to preventing first time entrants into the youth justice system, Haringey is showing its lowest numbers and a reduction of 13% compared with last year. Diversion through triage and well structured occupational programmes has been a key success factor.

However, there are severe challenges in relation to the two other targets of reducing repeat offending and use of custody. 45% of the rolling annual

cohort of 474 (212) have re-offended – up by 10% compared with last year. Across London, only Islington and Hammersmith & Fulham have higher rates of re-offending measured as a percentage. In the family group Haringey is highest for theft and robbery but lowest for violence against the person. Haringey YOS and partners are looking at intensive interventions among a priority group.

The rate of young people in custody per 1,000 of the population has risen from 2.66 last year to 3.85 this year (65 over 45 for the same period last year). It must be stressed that the latest census estimates 7,000 more 10-17 year olds in the borough than previously captured.

In addition, riot-related cases are still going through the system and Haringey is seeing high numbers of persistent offending by the Roma community. Thefts are now the highest offences, followed by robbery and violence.

5.4 Adult re-offending

Performance by Probation of placing clients into employment (with a degree of sustainability) has increased from 33% in June to 67.5% by the end of August. This relates to 27 of the target 40 being placed and needs to be monitored in the longer term. Significant barriers remain to job opportunities for reforming offenders in the borough.

Probation is currently seeing a slightly positive trend of 0.5% for reducing the re-offending rate over the previous 3 quarters (currently 35.5% against a 38.6% target).

5.5 Percentage of clients in drug treatment with successful completions

Haringey is in the top quartile for performance in the capital and marginally above the London average. The DAAT is in the process of preparing to re-tender the DIP contract to reflect changes in drug misuse and to strengthen the integrated offender model.

Targets under development

5.6 Reducing repeat and vulnerable victims of anti-social behaviour

- Two targets have been agreed to measure a reduction in repeat and vulnerable callers. Data is only now being collected and will be reported to future PMG meetings.
- Effectiveness of drug treatment interventions (CJIT) aimed at Haringey residents arrested and charged in Haringey for Serious Acquisitive Crime (SAC) and testing positive – measured by a reduction in those arrested and charged for further SAC offences within 12 months of original arrest. Baseline to be developed by the end of October.

- Domestic violence targets – work is underway to respond to recent reviews e.g. Standing Together and agree targets with partners. Consideration to be given to attrition/ abstraction (CPS); repeat victims; understanding links to substance misuse/drug treatment; and possibly court referrals.
- Perception of safety and how well people think the Council and Police are dealing with crime and asb to be part of the forthcoming tracker survey (dependent on new Residents' Survey – currently under discussion).
- Proven (adult) re-offending is a new Probation measurement due to be introduced later this year and will include court convictions, cautions, reprimands, etc. Awaiting further information from central London Probation Trust.
- Current fire targets are apportioned across London and do not equate to borough performance. The Fire Commander is investigating.

6 Actions plans / project delivery

6.1 The CSP currently oversees a range of action plans which need to be significantly streamlined from next year.

6.2 An exception report with **red** and **amber** progress is contained in appendix 2. This informs the Board about areas of concern or slippage.

Community Safety Partnership Board: Performance Indicators - 2012/13 Appendix 2

Community Safety Strategy Objective	Indicator	Target	Trend/ Baseline	Lead Agency
Reduce Serious Violence with Injury	VWI within Violence Portfolio	5% reduction (N.B. The PMG will specifically monitor trends and changes in 'violence with injury' inc. serious youth violence and knife crime)	4,158 (2011/12) – down 4% against a 2% reduction target	Police with theme leads
Reduce All Property Crime (serious acquisitive)	KPI 4: Property Portfolio	Property portfolio – 5% reduction Personal robbery – 9% reduction, motor Vehicle crime – 8% reduction Residential burglary -8% reduction	17,571 (2011/12) – up 10% against a 1% reduction target 1,396 (11/12) 4,326 (theft of and from combined 11/12) 2,788 (11/12)	Police with theme leads
Reduce Repeat Offending (Youths 10-17)	KPI 111: Reduce number of first time entrants NI19: Reduce the rate of proven re-offending NI 43: Reduction in the use of custody	1,577 (11/12) had increased from 1,439 Binary rate has decreased from 41% to 40% but frequency has increased indicating that those who reoffend commit more offences Significantly increased from 2.90 per 1,000 young people to 3.14 (over double the London average) – August riots and more serious offending are key factors	Positive direction of travel Positive direction of travel Positive direction of travel	LBH CYPS (YOS) As above

Community Safety Partnership Board: Performance Indicators - 2012/13 Appendix 2

Reduce re-offending (adults)	Increase numbers of offenders into sustainable employment	92 or more people into sustained employment (at least 16 hours a week for at least 4 weeks)	Last year's performance was 68 so this is a challenging target. It is based on those in the Probation caseload who are unemployed at entry	London Probation Trust
	Indicator: Successful drug treatment completions as a percentage of treatment population	Improve performance over baseline	19% baseline (11/12)	DAAT/public health
Provide an Effective Response to Anti-Social Behaviour (ASB)	Reduction in repeat callers (Note: as a proxy for measuring vulnerability)	a) Reduce the number of repeat callers, calling more than twice in a 24 week period – by 10% b) Reduce those calling 10 times or more in a 24 week period by 30%	Baseline: 690 – target 621 Baseline: 15 persistent – target 10 or fewer	Police and Council (CI SNT and ASB Policy Officer)

Under development:

- Effectiveness of drug treatment interventions (CJIT) aimed at Haringey residents arrested and charged in Haringey for Serious Acquisitive Crime (SAC) and testing positive – measured by a reduction in those arrested and charged for further SAC offences within 12 months of original arrest. Baseline to be developed by end October
- Domestic violence targets – work is underway to respond to recent reviews e.g. Standing Together and agree targets with partners. Consideration to be given to attrition/ abstraction (CPS); repeat victims; understanding links to substance misuse/drug treatment; and possibly court referrals
- Perception of safety and how well people think the Council and Police are dealing with crime and asb to be part of the forthcoming tracker survey (dependent on new Residents' Survey – currently under discussion)
- Proven (adult) re-offending is a new Probation measurement due to be introduced later this year and will include court convictions, cautions, reprimands, etc. Awaiting further information from central London Probation Trust
- Current fire targets are apportioned across London and do not equate to borough performance. Fire Commander is investigating

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Community Safety Partnership Quarterly Performance Assessment
Objective 1: Reduce Serious Violent Crime

Violence Reduction

Measure	Q1	Q2	Q3	Q4	YTD	Target
Violence Reduction	95	97	98	99	99	98
Violence Reduction	95	97	98	99	99	98
Violence Reduction	95	97	98	99	99	98

Violence Reduction - Continued

Measure	Q1	Q2	Q3	Q4	YTD	Target
Violence Reduction	95	97	98	99	99	98
Violence Reduction	95	97	98	99	99	98
Violence Reduction	95	97	98	99	99	98

Violence Reduction - Continued

Measure	Q1	Q2	Q3	Q4	YTD	Target
Violence Reduction	95	97	98	99	99	98
Violence Reduction	95	97	98	99	99	98
Violence Reduction	95	97	98	99	99	98

Context

The number of serious violent crimes has decreased by 10% since August 2010 and January 2012. The CPS has continued to deliver a reduction in serious violent crime through its various initiatives. The CPS has continued to deliver a reduction in serious violent crime through its various initiatives. The CPS has continued to deliver a reduction in serious violent crime through its various initiatives.

Activity

The following activities have been completed:

- **Violence Reduction - Early Warning**: A series of initiatives to reduce young people's involvement in violence. At primary schools, staff have been trained to identify and refer children at risk of becoming involved in violence. This has resulted in a reduction in the number of children referred to the CPS.
- **Violence Reduction - School Safety**: A series of initiatives to reduce violence in schools. This has resulted in a reduction in the number of schools reporting violence.
- **Violence Reduction - Youth Violence Programme**: A series of initiatives to reduce violence in the community. This has resulted in a reduction in the number of young people involved in violence.

Area of concern

- **Violence Reduction - Early Warning**: The number of children referred to the CPS has increased. This is a concern as it indicates that the initiatives are not yet fully implemented.
- **Violence Reduction - School Safety**: The number of schools reporting violence has increased. This is a concern as it indicates that the initiatives are not yet fully implemented.
- **Violence Reduction - Youth Violence Programme**: The number of young people involved in violence has increased. This is a concern as it indicates that the initiatives are not yet fully implemented.

Emerging Issues

- **Violence Reduction - Early Warning**: The number of children referred to the CPS has increased. This is a concern as it indicates that the initiatives are not yet fully implemented.
- **Violence Reduction - School Safety**: The number of schools reporting violence has increased. This is a concern as it indicates that the initiatives are not yet fully implemented.
- **Violence Reduction - Youth Violence Programme**: The number of young people involved in violence has increased. This is a concern as it indicates that the initiatives are not yet fully implemented.

Partner Comments

To be discussed and agreed by the Community Safety Partnership Board.

Community Safety Partnership Quarterly Performance Assessment

Objective 2: Reduce violence against women (including domestic violence)

Discussions are underway with key partners to develop a meaningful set of indicators around domestic and gender-based violence. Consideration is being given to attrition / substitution, repeat victimisation, links to substance misusing, treatment, and court referrals. The indicators shown below are readily available (figures taken from the MPS website) and are provided for context but they alone do not provide the whole picture.

Domestic Violence Offences - comparison

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Domestic Violence	2,124	1,818	1,618	1,418	1,218	1,018	818	618	418	218
Domestic Violence (per 1000)	1.2	1.0	0.9	0.8	0.7	0.6	0.5	0.4	0.3	0.2

Long Term Trend

Year	Domestic Violence	Domestic Violence (per 1000)
2010/11	2,124	1.2
2011/12	1,818	1.0
2012/13	1,618	0.9
2013/14	1,418	0.8
2014/15	1,218	0.7
2015/16	1,018	0.6
2016/17	818	0.5
2017/18	618	0.4
2018/19	418	0.3
2019/20	218	0.2

Domestic Violence Assaults and Sexual Offences Data

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Domestic Violence Assaults	1,500	1,300	1,100	900	700	500	300	100	50	20
Sexual Offences	500	400	300	200	100	50	20	10	5	2

Emerging Issues

- Performance indicators and targets are under development (see above).
- Standing Together Against Domestic Violence have undertaken a Domestic Violence partnership review and recommendations are currently being considered.
- Securing sustainable funding remains an issue.
- Demand for the IDVA service will increase if a DGBV national disclosure scheme is rolled out in 2013.
- The partnership will need to evaluate the effectiveness of the MARAC.

Context

Domestic violence is an offence which affects women disproportionately. According to the 2009/10 British Crime Survey (BCS) nearly three-quarters (73%) of domestic violence victims are women. It is understood that there is significant under-reporting of domestic abuse by victims, based on the 2010/11 BCS the police came to know about just 39% of incidents of all BCS domestic violence.

Domestic violence accounts for 30.2% of violence against the person (VAP) and 5.7% of total notifiable offences (TNO) in Haringey. There has been no statistically significant change from the average proportion of DV for either VAP or TNO over the last five years.

- Activity**
- Haringey has an active Multi-agency Risk Assessment Panel (MARAC) strongly supported by the police to reduce repeat victimisation.
 - The Troubled Families Initiative has identified families affected by DV as one of the local criteria for inclusion in the programme.
 - The Integrated Offender Management Model (IOM) will prioritise a cohort of repeat offenders especially where property crime and involvement in DV are key issues.
 - One full-time Independent Domestic Violence Adviser (IDVA) has been provided. The IDVA dealt with 196 cases in 2011/12. The majority of funding for 2013/14 is through the voluntary sector (NIA Project).
 - DVIP ran a workshop at the national conference hosted by Haringey/Respect in July 2012. The support programme focuses on teenage violence against parents, mostly involving sons/daughters.
 - The Haringey Women's Forum has launched a six-month programme offering training for women on the safe use of social media.
 - The review carried out by Standing Together Against Domestic Violence in September 2012 included initial feedback on the Partnership's approach to commissioning and funding. Haringey were given an overall score of 2 out of 4. Full recommendations will be considered fully.
 - Funding has been found to re-engage services of HARTS (Haringey Tenancy Support for Families) and HAQA (Haringey Action Group on Alcohol) workers. Extra solicitors' appointments for free legal advice sessions are being well used.
 - Commissioned refuge and housing support services now in place for 2012/13:
 - 10 refuge units with NAWP
 - 6 refuge units with NIA
 - 15 refuge units with Solace
 - 10 units of fleeing support with Christian Action
 - Housing support and advice from Heathstone and from the Haringey Women's Forum
 - Probono/CYPs are exploring the next steps for joint working, e.g. joint assessments, joint home visits.

Partner Comments

To be discussed and added by the Community Safety Partnership Board

Community Safety Partnership Quarterly Performance Assessment

Objective 3: Reduce all property crime

Priority Public Order APE RFLS - context

Period	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Year	Target
Personal	4,468	4,488	4,536	4,548	4,548	4,548	4,548	4,548	17,100	17,100
Public Order	117	117	117	117	117	117	117	117	468	468
Anti-social	117	117	117	117	117	117	117	117	468	468

Personal Robbery Context

Period	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Year	Target
Personal	481	481	481	481	481	481	481	481	1,924	1,924
Public Order	117	117	117	117	117	117	117	117	468	468
Anti-social	117	117	117	117	117	117	117	117	468	468

Public Order Context

Period	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Year	Target
Personal	1,106	1,106	1,106	1,106	1,106	1,106	1,106	1,106	4,424	4,424
Public Order	481	481	481	481	481	481	481	481	1,924	1,924
Anti-social	481	481	481	481	481	481	481	481	1,924	1,924

Anti-social Context

Period	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Year	Target
Personal	481	481	481	481	481	481	481	481	1,924	1,924
Public Order	117	117	117	117	117	117	117	117	468	468
Anti-social	117	117	117	117	117	117	117	117	468	468

Notes:

- 1. The number of Personal Robbery incidents in Q1 to Q4 for 2012 is 1,924. This is a reduction of 10% on the 2011 total of 2,148.
- 2. The number of Public Order incidents in Q1 to Q4 for 2012 is 4,424. This is a reduction of 10% on the 2011 total of 4,900.
- 3. The number of Anti-social incidents in Q1 to Q4 for 2012 is 1,924. This is a reduction of 10% on the 2011 total of 2,148.

Context

Historically, property crime has contributed significantly to overall crime figures. It has also been a top concern of residents. There were significant escalations in acquisitive crime between August 2010 and January 2012 (22.2%), particularly personal robbery, which increased by over half (54.7%), motor vehicle crime which rose a quarter (25.1%) and domestic burglary which increased by 10%. This coincides with the economic downturn and rising unemployment, and follows many years of significant and sustained reductions in these crimes.

Activity

- **Establishment of an Integrated Offender Management Model (IOM):** Haringey now has an IOM board and has developed an integrated model of working which knits together the case work of probation, police, the prison estate (mainly Pentonville), providers of drug and alcohol services, and voluntary sector pathway services. This is a cost effective model which pulls resources in from existing roles, budgets and contracts. The full model will be discussed at the forthcoming IOM board in October. A business case is being put together for some additional investment from MOPAC as part of next year's grant.
- **The exceptional work of the Q Cars Team** contributes significantly to the reduction in personal robbery. This is a dedicated rapid response team of highly experienced officers who respond to robbery reports at the scene and conduct investigations whilst searching for the suspect. The high quality information gathered contributes to successful convictions. It also reduces false reporting and contributes significantly to increased victim confidence and intelligence gathering. The Q Cars Team have also recently carried out bicycle based operations, using bicycles reconditioned by Dr Bike (a service funded by the Council's Single Frontline). The contribution of the Q Cars is demonstrated by a significant increase in robberies during quarter 2 of 2011/12 when a reduced shift pattern was in place and there was no additional support from the Priority Crime Teams.
- **Key crime prevention messages** (anti motor vehicle crime and burglary) are being delivered through:
 - Homes for Haringey Homezone magazine
 - Haringey MPS twitter account
 - Safer Neighbourhood Teams
 - Safer Schools Officers
 - Haringey Council press releases

Emerging Issues

- **Thefts from shops** in key locations have increased, with crimes tending to be more desperate and more acute. Associated with this there has been an increase in the prevalence of neck chain robberies.

Partners Acquisitive Crime - effect of a series of targeted drug treatment interventions.

The number of acquisitive crimes in Q1 to Q4 for 2012 is 1,924. This is a reduction of 10% on the 2011 total of 2,148.

Partner Comments

To be discussed and added by the Community Safety Partnership Board

Community Safety Partnership Quarterly Performance Assessment
Objective 4a: Reduce repeat offending (Adults)

Previous re-offending rates (adults) - the percentage of offenders in the cohort who re-offended in their 12 months

Historical trend	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Probability	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%	41.7%
London	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%

The measures have recently been created by the London Probation Trust. The latest data available relates to the October 2009 - September 2010 cohort. Changes to the way the data is reported will be implemented in the next quarter. The trend data shows the gap between Haringey and London narrowed for the September 2010 cohort, but Haringey's rate is still 6.7% above London.

Number of adult offenders into sustained employment

70,207 (702,560) offenders moved into sustained employment (at least 16 hours a week for at least 4 weeks). The target set for 2012/13 is 92 people.

The latest data shows that there have been 27 positive outcomes between April and August 2012, against a target of 40. However, this represents a significant improvement from the June position (6%), or target now being achieved, compared to only 3% as at June.

Data is provided by the London Probation Trust.

Context

Re-offending constitutes a significant proportion of overall recorded crime and there are considerable barriers to the successful resettlement of former offenders in London.

Particular crime types which featured high levels of re-offending were drug trafficking (41.7%), burglary in other buildings (31.4%) and personal robbery (28.8%) charged for the 3rd or more time.

The direct cost of re-offending in Haringey in 2007/8 was €39,715,858.3, 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 re-offending in Haringey.

Activity

Since April, two new Education, Training and Employment (ETE) advisors have been working within the Local Delivery Unit. These ETE providers work on the basis of payment-by-results, and are keen to engage offenders. Some of the methods they are using include putting job vacancies in the waiting area, working more closely with Probation Officers, and sending monthly outcome information to Senior Managers.

The work of the ETE providers is supported by monthly reminders to Probation Officers to enter relevant employment codes to ensure the outcomes are measured.

- Emerging Issues**
- **Data quality** and consistent recording are a concern.
 - **Significant barriers to employment** remain, particularly in deprived parts of the borough where job opportunities are limited.
 - London Probation Trust are looking to further develop the re-offending data at a local level to inform practice.

Partner Comments

To be discussed and added by the Community Safety Partnership Board

Community Safety Partnership Quarterly Performance Assessment
Objective 4b: Reduce youth crime and reoffending

Table with multiple columns for performance metrics (e.g., Youth Crime, Reoffending) and rows for different categories. Includes a detailed description of the objective and a list of activities.

Context:
 Reporting on the progress of the partnership's work to reduce youth crime and reoffending. The objective is to reduce the number of youth crime incidents and the number of youth who reoffend.

- Activity:**
- The partnership will continue to work with the police to reduce youth crime and reoffending. This will include working with the police to identify areas of high risk and to develop targeted interventions.
 - The partnership will continue to work with the police to reduce youth crime and reoffending. This will include working with the police to identify areas of high risk and to develop targeted interventions.
 - The partnership will continue to work with the police to reduce youth crime and reoffending. This will include working with the police to identify areas of high risk and to develop targeted interventions.

- Emerging Issues:**
- The partnership will continue to work with the police to reduce youth crime and reoffending. This will include working with the police to identify areas of high risk and to develop targeted interventions.
 - The partnership will continue to work with the police to reduce youth crime and reoffending. This will include working with the police to identify areas of high risk and to develop targeted interventions.

Partner Comments:
 To be discussed at the next meeting of the Community Safety Partnership Board.

Community Safety Partnership Quarterly Performance Assessment

Successful completion of drug treatment

Target	Actual	Percentage	Notes
20	18	90%	

Notes: The above table shows the successful completion of the treatment programme for 18 individuals. The target was 20. The remaining 2 individuals were not treated due to medical reasons.

Activity

- The first treatment programme was completed on 17th July 2013.
- Drug Rehabilitation Service (DRS) is the main provider of treatment for adults with drug issues. The DRS provides a range of services including individual, group and family therapy, as well as medical and psychological support.
- The DRS provides a range of services for the following people aged 16-25, including young people with drug issues, and young people with mental health issues.

Emerging Issues

- The first treatment programme was completed on 17th July 2013.
- The new combined Region of Police and Crime (ROPAC) grant will support the DRS in the future and provide additional Community Safety funding.
- The DRS will continue to work with the Police and Crime Panel to ensure that the DRS is able to provide the best possible support to the community.

Partner Comments

To be discussed and agreed by the Community Safety Partnership Board

App 3
EXCEPTION REPORT AGAINST KEY ACTION PLANS Q1&2 2012/13 – COMMUNITY SAFETY PARTNERSHIP

Priority Area	Activity	Status	Responsible Lead	Commentary / Mitigation
Anti-social behaviour plan	Secure funding to support victims and witness of ASB	●	CS Manager with CI Safer Neighbourhoods	Anticipated funding source is not available this year
Community safety strategic delivery plan	Update information sharing protocol	●	CS Manager, LBH	CST has met with corporate information team in the Council and only minor tweaks are required. Postponed to Q4. Consideration to be given to partnership refresher training
	Develop a partnership violence strategy (inc gangs)	●	CSM and Senior Policy Officer LBH	Being reviewed in light of new strategic assessment and gangs peer review
	Embed and communicate Local Policing Model and priority setting	●	Ch Inspector Neighbourhoods	Remains a top MET priority but has been delayed centrally. Consultation is now underway with boroughs
	Establish a Youth IAG	●	Ch Inspector Partnerships with community reps	Work is underway but with some delays
	Review the Stop and Search Monitoring Group and use of data to establish outcomes	●	As above	Work is underway but achieving real representation has been a challenge. It remains to be seen whether the proposed Safer Neighbourhood Boards will incorporate this work.

Priority Area	Activity	Status	Responsible Lead	Commentary / Mitigation
				Haringey MPS outcomes on stop and search have improved significantly in the past few months.
Domestic and gender based violence plan	Incorporate DV awareness into strategies for acute NHS and primary care staff	●	DV senior practitioner	Deferred until new commissioning is established from April 2013
	Structured approach to gathering and sharing data and performance information	●	AD Safeguarding and CS Manger, LBH	PMG up and running. DV needs analysis completed. Data collation and performance indicators are being reviewed and have not yet been agreed. Note to be taken of the recent Standing Together review.
	Make funding available for at least 1.8 IDVAs	●	CS Manager, LBH	Funding secured through MOPAC for 1 x full time IDVA only. This funding source is due to be reduced by a further 20% from 2013/14
Drug treatment plan	-	-	-	Main action is to re-tender the Drug Intervention service in line with changing drug use and new resource picture. On target
Gang action plan	Establish a system for collecting key data from North Middlesex, the Royal London, the Homerton and the Whittington A&E	●	Senior Community Safety Officer	The first data set has been received from North Middlesex. The quality of the information was insufficient to allow for adequate analysis. Work

Priority Area	Activity	Status	Responsible Lead	Commentary / Mitigation
	departments			continues with North Middlesex hospital to address this problem. Work is also underway with Hackney Community Safety Team to establish whether / the extent to which Haringey residents / victims of violent crime in Haringey are admitted to the Homerton for treatment.
	Referrals to the Safe and Secure programme (where appropriate)	●	As above	As a borough we have not yet made a referral to the scheme. EGYV funding has been invested to ensure that Haringey is able to make at least 2 referrals this year. One referral got to the housing stage but had to be withdrawn owing to the individual's behaviour. Haringey is now represented at the Safe and Secure Steering Group and we have negotiated that our investment can be redeemed during the first quarter of 2013/14 if we are unable to refer during this financial year.
Reducing re-offending (IOM)	Map offender interventions and	●	Interim IOM Co-ordinator (DAAT)	Anticipated by December 2012

Priority Area	Activity	Status	Responsible Lead	Commentary / Mitigation
	service provision			
	Agree IOM operating model and cohort with key partners	●	Det Superint with ACO Probation	Changes of personnel in probation have slightly delayed this but model due for endorsement by IOM board 12/10
Serious acquisitive (property) crime plan	-	-	-	The SAC plan is running in the second half of the year only
YOS improvement plan	Provision of 6 youth violence reduction programmes	●	YOS Strategic Manager	Change of provider from Khulisa to LEAP. 4 programmes will be delivered this year
	Provision of monthly management information	●	YOS Data Analyst	Outstanding from August
	Identify single points of contact in police, practitioners and Gangs Unit	●	YOS Strategic Manager and Police Sergeant	Delayed. Co-location of police will assist
	Monitor monthly victim responses received by YOS liaison officer	●	As above	Started but not yet effective
	Annual caseload audits and quality assurance follow up	●	YOS Operational Managers	Started but not yet effective

STATEMENT OF MISSION AND PRIORITIES

STATEMENT OF MISSION

Summary

A metropolis considered the safest global city on the planet.

A Metropolitan Police Service (MPS) that becomes the UK's most effective, most efficient, most respected, even most loved police force.

A capital city where all public services work together and with communities to prevent crime, seek justice for victims and reduce re-offending.

Foreword by the Deputy Mayor for Policing and Crime, Stephen Greenhalgh

Public safety is the foundation of social well-being and is the vital underpinning of London as a successful city. Everything we want to see flourish - family life, public spaces, the businesses that we depend upon and, crucially, the culture and environment that our children grow up in - requires a basis of civic order. The founder of the Metropolitan Police, Sir Robert Peel, understood that security and public safety are the preconditions for prosperity and a thriving civil society. Without the rule of law we have chaos which drains initiative, destroys ambition and leads to weakened communities of embittered poor and mobile rich. It is for this reason that maintaining order is the first duty of government, and as such, the most critical function of the Mayor of London is the oversight of policing in the capital.

Cities need to grow or otherwise they die. Growth is the engine of opportunity and the pathway that helps people out of poverty. That growth has to happen in London. Many of the businesses that make our capital great are highly mobile and we cannot afford to drive them away by failing to ensure that our city is safe. London's economy is the beating heart of prosperity in the UK. As Europe's business capital, London collects £5.4 billion of business rates each year - a tax take 15 times larger than that of the UK's second city, Birmingham. The income generated by the city's businesses ensures funding for public services across not only London but the entire country. This makes MOPAC's mission - and the performance of the Metropolitan Police - of national significance.

But the police cannot prevent crime on its own, and the effectiveness of London's wider criminal justice system is critical to public safety, which is why MOPAC's mission extends beyond policing. For the first time, the Mayor has a broad mandate to oversee and shape London's criminal justice landscape, which includes exercising MOPAC's new commissioning responsibilities to full effect. Operating within a complex city with many thousands of public, private and voluntary sector actors providing justice services, MOPAC must provide strategic leadership and an evidence-based approach to public safety, built upon collaboration, innovation and smart crime policies. MOPAC will aspire to gain more responsibility for crime reduction in the capital and seek additional powers from central government to take over formal oversight and control more of the funding of London's criminal justice agencies.

The most important Peelian principle is that ‘the police are the public and the public are the police’ and London is a cosmopolitan city inhabited by a truly global ‘public’. The capital is projected to grow by 1.25 million residents over the next 20 years. MOPAC must ensure that the Metropolitan Police and other agencies are fit to serve this growing cosmopolitan public – while also, in the medium term, meeting the major challenge of a significant budget cut. Because of London's size and unique place as a hub for international trade, tourism and migration, the city accounts for around a quarter of all recorded crime across the UK and the city hosts a unique and highly mobile criminal element.

There is no doubt that policing the metropolis is and always has been challenging. However, I am convinced that with passion and professionalism - and with the confidence and support of Londoners - the Metropolitan Police, the oldest police force in the world, can rise to this special challenge.

About MOPAC

- The “Mayor’s Office for Policing And Crime” (MOPAC) is defined in the Police Reform and Social Responsibility Act 2011 and has replaced the Metropolitan Police Authority (MPA) entirely. The same legislation creates a Police and Crime Panel (in London, the ‘Police and Crime Committee’) – currently made up of 12 members of the London Assembly – whose role is to hold MOPAC to account for its oversight duties of the Metropolitan Police.
- The core functions of MOPAC are to secure the maintenance of an efficient and effective MPS, and to hold the Commissioner of Police to account for the exercise of his functions. These functions were previously carried out by the MPA. The 2011 Act sets out a number of functions in respect of which MOPAC must hold the Commissioner of Police to account, including: having regard to police and crime plans; value for money; equality and diversity; and the safeguarding of children and the promotion of child welfare.
- The formal oversight of Scotland Yard, including budget-setting, performance scrutiny, and policy development, is the core responsibility of MOPAC. Operational decision-making on day-to-day policing matters remains the responsibility of the Commissioner of Police – whose remit in this regard is guaranteed by a new Protocol.
- MOPAC oversee police and criminal justice system performance, the budget environment, and the implementation of policies set out in MOPAC’s Police and Crime Plan. In fulfilling its duties, MOPAC is developing clear measures of performance that focus on outcomes (results), not outputs (activities).
- The role of MOPAC is broader than policing. Unlike its predecessor body, the MPA, it has overarching responsibilities for crime reduction, and significant powers to commission services and assign budgets.
- As MOPAC’s legal remit covers “crime” and envisages a general responsibility for public safety, MOPAC has opportunities not previously available to any single London agency. MOPAC must challenge and scrutinise the capital’s entire criminal justice system to: improve crime prevention; seek swift and sure justice for victims; and reduce re-offending rates. Public safety and crime reduction are important and complex missions that extend beyond policing, and go to the wider remit of MOPAC.

Role of the Deputy Mayor for Policing and Crime

- The role of the Deputy Mayor for Policing and Crime (DMPC) in London is analogous to the elected Police and Crime Commissioner (PCC) position in police forces outside of London.

Although not directly elected, the legislation is clear that, once the Mayor as occupant of MOPAC delegates his authority to the DMPC, the DMPC has the same powers and duties as a PCC, except for a limited number of functions retained by the Mayor, including: issuing of a Police and Crime Plan; and the appointment and removal of the most senior officers.

- The DMPC is the head of MOPAC and as a result is the lead executive figure for policing policy and governance in London. Public accountability for the police and for policing policy rests with the Mayor (and the DMPC on his behalf), and this requires both robust oversight of the police, and a good working relationship with the Commissioner of Police and his senior command staff.
- The Deputy Mayor role has greater significance since the creation of MOPAC, and the DMPC must collaborate with all relevant agency heads to drive improvement. MOPAC serves the local needs of Londoners, and with one important exception - the remit of the National Crime Agency and the Strategic Policing Requirement set nationally by the Home Secretary - the Deputy Mayor does not answer to national politicians or the Home Office.
- In London, the Metropolitan Police Commissioner answers to the DMPC, with a separate reporting line to the Home Secretary on national matters. For local policing in London, the Mayor (and the DMPC on his behalf) is the governing authority, but ultimately the Metropolitan Police Commissioner must at all times retain the confidence of both the Mayor (and DMPC) and the Home Secretary.

STATEMENT OF PRIORITIES

Summary

Hold the Metropolitan Police to account and deliver the Mayor's manifesto commitments and expectations.

Challenge the Metropolitan Police and other criminal justice agencies to deliver value for money for the taxpayer and meet the challenge of service delivery with fewer resources in the years ahead.

Ensure that all of London's public service agencies work together and with communities to prevent crime, seek swift and sure justice for victims, and reduce re-offending.

How does MOPAC intend to deliver those priorities?

1. Hold the Metropolitan Police to account and deliver the Mayor's manifesto commitments and expectations.

The performance of the Metropolitan Police on crime is worse than peer averages in nearly all categories, and significantly so for victim-based crimes, such as theft and robbery. Whilst recognising that the MPS face unique challenges, we must also acknowledge that improvement is possible and indeed necessary. Levels of public confidence in the MPS are too low, it has the lowest victim satisfaction rate in England and Wales, and low rates of user satisfaction – particularly amongst black and minority ethnic (BME) users.

MOPAC's challenge to the MPS over the next four years is to:

- Drive down crime in key categories (e.g. violent crimes such as robbery, serious assaults or aggravated assaults and property crimes such as theft, residential and commercial

burglary, vandalism, theft of a motor vehicle and theft from a motor vehicle) by at least 20%.

- Drive up public confidence in the MPS, as recorded by the Crime Survey for England and Wales, from 62% to 75% of Londoners thinking the MPS are doing a good or excellent job.
- Improve the visibility and availability of police officers on patrol in London.
- Close the very significant budget gap (the MPS represents 88% of the national budget gap) whilst increasing the number of police officers in warranted and front line roles.

The Mayor's expectations are that the DMPC ensures that MOPAC focuses on:

- Increasing the visibility and availability of police officers on patrol in neighbourhoods by working with the MPS to roll out an extra three police officers and at least three special constables in every safer neighbourhood team in the capital.
- Ensuring that the MPS maintains public order in London.
- Increasing London's confidence in their police by supporting the Commissioner to drive out racism and corruption in the MPS where it exists.
- Keeping overall police numbers as high as possible.
- Improving public access to the MPS by co-locating front counters in hospitals, fire stations, council housing estate offices, libraries and supermarkets.
- Establishing Safer Neighbourhood Boards in every borough to give local residents a stronger voice.
- Improving services to victims of crime with MOPAC's new statutory duty to commission victim support services.
- Making London safer for children and young people whilst supporting the MPS in tackling gang crime and serious youth violence.
- Making London safer for women and girls and combating domestic violence.
- Introducing smarter solutions to help prevent crime and disorder driven by alcohol and drug abuse.

2. Challenge the Metropolitan Police and other criminal justice agencies to deliver value for money for the taxpayer and meet the challenge of service delivery with fewer resources in the years ahead

The Metropolitan Police has a recent history of delivering significant savings, as evidenced by the net incremental savings delivered in 2011/12 of £146 million and £70 million net incremental savings planned in 2012/13. These savings have been realised through major change programmes, including those within Human Resources (THR), Finance and Resource Management, and Property Facilities Management. The MPS has outsourced some back office functions such as payroll and IT support. However, more can and must be done.

The Mayor was successful in negotiating for an additional £90 million from the Home Office, which will ensure resilience throughout the Olympic period and keep London's police officers on the front line. Nevertheless, the budget challenges facing the MPS in the years ahead remain considerable.

The total MPS annual budget is £3.5 billion (£2.6 billion net). Following the Comprehensive Spending Review (CSR) in October 2010, the MPS are required to deliver savings of £538 million by the end of the four year period to 2015. This amounts to 15% of the total MPS budget. The MPS have subsequently delivered gross savings of £163 million in 2011/12, and have identified further gross savings of £334 million for the three year period 2012/13–2014/15. However, there remains a gap of £148 million in 2013/14, rising to £232 million in 2014/15, which still needs to be bridged.

The MPS are one of three forces singled out in the latest annual survey by Her Majesty's Inspectorate of Constabulary (HMIC) in July 2012 as having inadequate plans to bridge their budget gaps. In addition the forthcoming CSR in or around 2013 is likely to be more challenging than the current CSR with additional grant reductions for 2014/15, 2015/16, and 2016/17, creating further budget pressures.

Achieving the savings to bridge this budget gap is in the context of a police service that does not start from the strongest position. As HMIC found: 'The force does not yet have a developed plan to resolve this [budget gap]. While £232 million only represents around 6% of the MPS budget, it has to be found against a background of high crime rates and low victim satisfaction levels in the London area'.

Nevertheless, savings can be found. Currently 31% of costs are in the back office and support services across the MPS. 1,642 police officers are in back office functions. (4,700 are in the middle office). The MPS has the highest costs as a proportion of net revenue expenditure for the finance function and above average for human resources and ICT. The average cost per 100 criminal charges is almost three times the national average.

MOPAC will:

- Work closely with the MPS to **reduce** unnecessary overheads, duplication and back office waste, **release** underutilised assets and **reform** the Met's policing model (reducing the number of managers and supervisors whilst increasing the number of police officers in warranted and frontline roles) to bridge the budget gap whilst protecting the frontline.
- To assist the Mayor in delivering his commitment to reduce the GLA Council Tax precept by 10% over this Mayoral term (although the policing element of the GLA precept is frozen unlike many forces nationally that face a cut of 10%).
- Work with the GLA to establish a collaborative procurement process for the GLA Group and a single property unit for all land holdings so as to speed up the release of land and to reduce bureaucracy.
- Work closely with the GLA's Head of Paid Service to prepare for the relocation of MOPAC's staff to City Hall (excluding MOPAC's Directorate of Audit, Risk and Assurance).

3. Ensure that all of London's public service agencies work together and with communities to prevent crime, seek swift and sure justice for victims of crime, and reduce re-offending.

The police alone cannot prevent crime, and the performance of the wider criminal justice system in London is critical to public safety. MOPAC has a wider role in London's criminal justice landscape, which includes exercising its new commissioning responsibilities. Government funding is coming to MOPAC in support of its objectives, including developing a strategic response to crime prevention, and this presents significant opportunities for MOPAC to truly make a difference for Londoners.

Current funding includes:

- CAGGK (communities against guns, gangs and knives) - £1 million
- Youth prevention - £2.2 million
- Drug Intervention Programme (DIP) - £12.7 million
- Community safety fund - £5.3 million
- Late night levy (awaiting government response to the consultation but this could equate to £3 million a year).
- The Government has announced that it intends to devolve victim commissioning to local levels. This could mean up to £20 million coming via MOPAC.

MOPAC also uses non-ring fenced funding to invest in:

- MOPAC Community and Police Engagement Groups - £1 million
- MOPAC Partnerships – 1.6 million

MOPAC will:

- Play a leading role in criminal justice in London and devote itself to long-term reforms that improve policing *and* public safety.
- Break down silos between boroughs as well as London's public service agencies by convening high-level meetings to challenge and set goals jointly with key criminal justice agencies and the 32 boroughs in London, and encourage shared working across the criminal justice system – including co-location of staff and integrating systems.
- Utilise additional partnership funding (until recently held elsewhere but now granted to MOPAC) to fund innovative new ways to reduce crime: including community safety funding (investments used for crime prevention, such as CCTV); victim and witness support funding; and drug intervention programme (DIP) funding for addiction services and community drug treatment. These initiatives will be carried out by both the voluntary and community or 'social' sector and the statutory agencies.
- Seek more power and responsibility for crime reduction in London and ask for additional powers from the Home Office and Ministry of Justice to take over formal oversight of, and assume greater control of the funding for, criminal justice agencies in the capital.

To all Chief Executives of the London Boroughs,
Borough Commanders,
Community Police Engagement Groups,
Independent Custody Visitors,
Heads of Community Safety,
Stop & Search Community Monitoring Groups,
and Chairs of Community Safety Partnerships (for circulation)

24 September 2012

Dear Colleague,

Safer Neighbourhood Boards

In his election manifesto the Mayor pledged to establish Safer Neighbourhood Boards in every London borough.

Safer Neighbourhood Boards will be a new community engagement mechanism with a broad community safety agenda. I am aware that partners and volunteers are beginning to ask what the implications are for the existing Mayor's Office for Policing and Crime (MOPAC) funded community engagement groups which already make a contribution to police and community engagement in the wider context of partnership working. Therefore I thought it would be helpful to clearly outline the purpose of the new Boards and what work is currently being undertaken by MOPAC staff to deliver the Mayoral vision.

As defined by the Mayoral manifesto, each Board will have a number of specific responsibilities that include:

- A duty to hear and monitor complaints from victims of crime
- Monitoring public complaints against borough based police officers
- Establishing policing priorities in the borough
- Monitoring crime performance and community confidence
- Ensuring the system of custody visiting is delivered
- Playing a significant role in Community Payback
- A duty to ensure all wards have a ward panel of residents

The Mayor would also like the boards to oversee the borough MPS Independent Advisory Groups, support Neighbourhood Watch, and deliver the stop and search community monitoring function.

The MOPAC will be establishing a £1m crime prevention fund from which the new boards can bid for crime prevention projects in their area.

The Safer Neighbourhood Boards will replace the existing Community Police Engagement Groups (also known as Community Police Consultative Groups or Community Safety Boards) as MOPAC's primary engagement mechanism and will align some of the other MOPAC and MPS engagement mechanisms.

MOPAC staff are currently devising a draft implementation plan for the Safer Neighbourhood Boards which will form the basis of consultation with all stakeholders, including MOPAC volunteers. I should clarify at this point that the manifesto described some clearly defined parameters around the composition of the boards and their functions and this will therefore place some limits on the scope of stakeholders to inform the model.

In addition, we are in the process of appointing a number of non-executive advisers to the Deputy Mayor for Policing and Crime, one of whom will have a key responsibility for advising on neighbourhood matters. The Non-executive Adviser for Neighbourhoods, acting as the Deputy Mayor's representative, will engage in communication and dialogue with stakeholders to ensure that the Mayor's commitment to Safer Neighbourhood Boards is implemented.

Each borough has a MOPAC Borough Engagement Officer and ICV Coordinator and they should remain your first point of contact for any queries or suggestions ahead of the consultation exercise.

I look forward to working with you to establish a new model of engagement that ensures a continued focus on the priorities of local communities.



Natasha Plummer
Head of Borough Information & Engagement

John Piper
John Piper



TOTAL POLICING

6 September 2012

Bernard Hogan-Howe QPM, MBA, MA (Oxon)
Commissioner of Police of the Metropolis
New Scotland Yard
Broadway
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Mayor Jules Pipe
Chair of London Councils
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htell

Tel: 020 7230 2346

www.met.police.uk

- *Consultative Document - STARS*
- *S-greenhalgh / consultation*
- *4/10 - J*

Dear Mayor Pipe,

Re: Improvements to Borough Policing

I am writing to update you and seek the involvement of leaders and chief executives in the Met Change programme. Met Change is the programme that seeks to improve the services we deliver to the people of London and make the necessary cost reductions to meet the challenges of the financial settlement.

The first part of our change programme is about enhancing neighbourhood policing. It is proposed that the new Local Policing Model (LPM), which builds on the success of Safer Neighbourhoods teams, will be implemented from spring 2013. This will see around 2000 officers back on the streets so they can provide enhanced visibility and contact with the public at a ward level. Our current ward and borough based policing structure will continue to be the foundation of neighbourhood policing.

Over recent years public access to policing services has changed considerably. The introduction of a standard 101 non emergency number and our ability to diary appointments for members of the public, coupled with internet access, means the picture of provision across London is changing. We are planning for at least one police station in each borough to provide public access, 24 hours a day seven days a week. This coupled with greater neighbourhood presence - through attendance at community centres, supermarkets, care and day centres - allows communities to access the police.

We are keen to work with all London authorities to look at opportunities for sharing public access points; this seems to make sense for everyone involved, especially the public. To meet the needs of all Londoners, we are working on an internet based interpreter hub, which should allow anyone entering a police station to access services in a language of their choice and will be a big step forward for the Metropolitan Police Service.

John Piper



TOTAL POLICING

- not CI PS
- not analysts

As part of the LPM, we are looking at management costs and supervision ratios to ensure we are making most effective use of the resources we have. At a local level, neighbourhood inspectors will direct the policing of wards. The sovereignty and role of boroughs will remain. However the MPS is proposing to move to a model where senior management and some more specialised services, such as custody provision, are co-commissioned across a number of boroughs. Delivery of investigations, neighbourhood policing and response will remain embedded, and distinct, at borough level to allow local partnerships to flourish. This new model in policing terms is called Basic Command Units (BCUs). Clearly the size and shape of BCUs will vary across London, as the size and shape of boroughs does. This new model will also allow MPS leadership to be streamlined from areas to neighbourhoods.

Push 4
Commissioner
resources
+ LBs

No decisions have, as yet, been taken about the composition of BCUs, and I welcome the views of London's local authority leaders, chief executives and other key stakeholders. Accordingly, I have asked my office to contact both John O'Brien and Nick Walkley to discuss how we might engage with your leaders' committee and with the Chief Executives' London committee on these changes.

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I am copying this letter to all leaders and chief executives of London boroughs.

Yours sincerely

**Bernard Hogan-Howe
Commissioner**

Local Policing Model Stakeholder Briefing

Summer/Autumn 2012



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The need to change

- Our officers and staff have been making a real difference on the streets of London:
 - All crime in London is down by 6.1% this financial year (April – July 2012) compared to the same period last year
 - Residential burglary is down by 4% and personal robbery is down 12.9%
 - Serious youth violence has fallen by 34% since we launched the Trident Gang Crime Command - this equates to 1,000 fewer victims
- We want to continue reducing crime and anti-social behaviour - as well as building confidence and increasing victim satisfaction. But the MPS faces a significant financial challenge and we need to reduce costs
- We will achieve this by making local policing more effective and efficient



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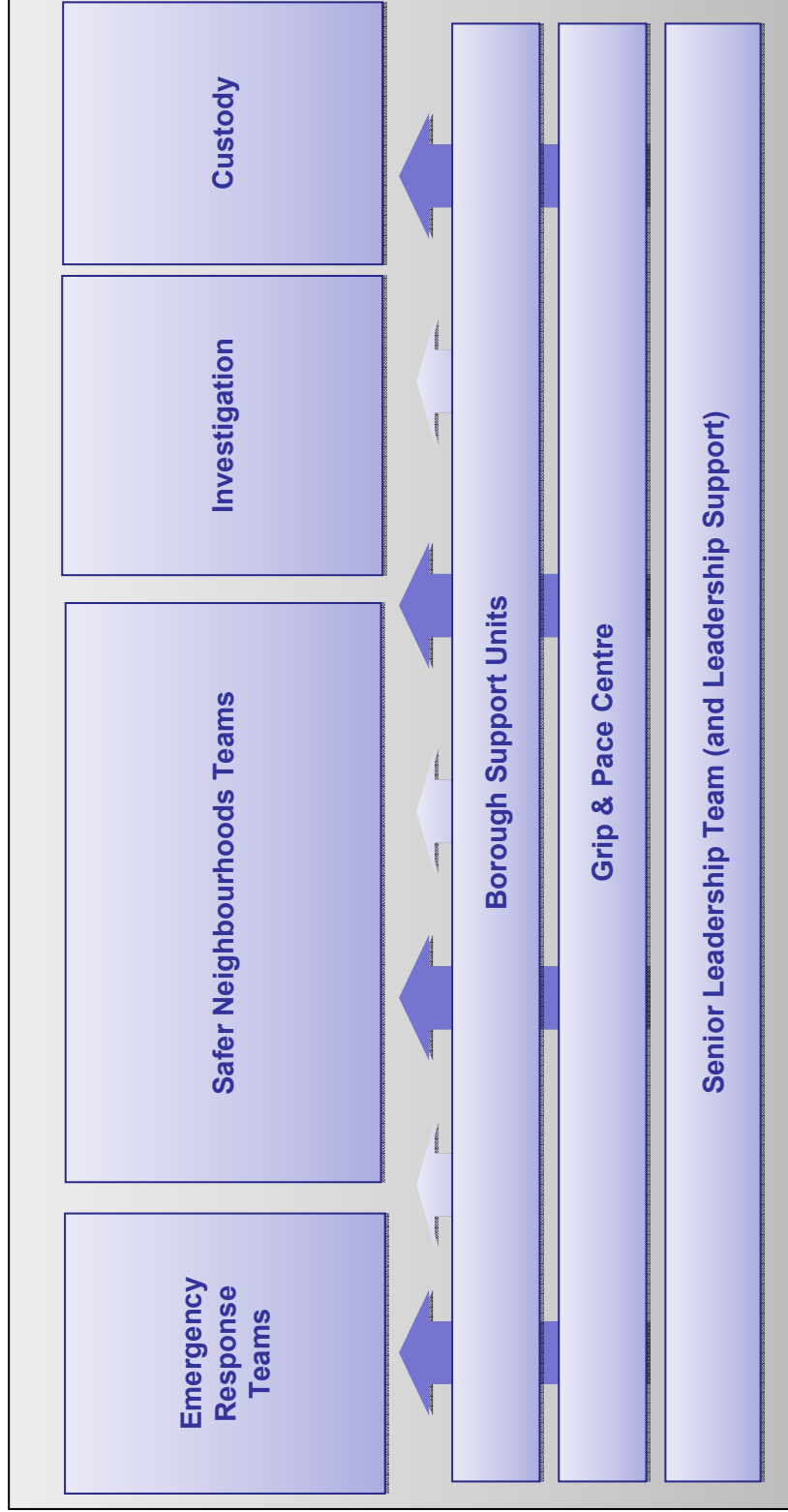
How will we improve local policing?

- We will maintain wards and boroughs as the foundation of delivery
- We will move 2,000 police officers into Safer Neighbourhoods Teams to increase our visibility and impact on the street
- We will simplify our structure, reducing the number of separate teams and squads, to help us operate in a more flexible way
- We will establish a more effective way to control and task local police resources so that we can operate with more pace and momentum
- We will seize every opportunity to cut crime, tackle offending and support victims
- We will reduce management costs and invest in front line teams



The Local Policing Model

Our service commitments



METROPOLITAN
POLICE



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NEW
SCOTLAND
YARD

The Local Policing Model

- **Emergency Response Teams:** will focus on emergency calls and on patrol
- **Safer Neighbourhoods Teams:** will lead local crime and anti-social behaviour reduction, investigate local crime, respond to non-emergency calls, manage offenders and support victims
- **Investigation:** will focus on complex and high risk crime as well as managing public protection and, where appropriate, Gangs Teams
- **Borough Support Units:** will provide flexible uniformed, police officer support for priority crime or anti-social behaviour tasks
- **Grip & Pace Centres:** will co-ordinate intelligence and resource information to speed up tasking and use of police resources. These will act as a new hub for borough activity
- **Custody:** will provide an improved quality of service to local and other MPS teams
- **Senior Leadership Teams** (and Leadership support): will provide strong and more visible support for local policing



Public Access

- We are committed to improving public access to policing services
- In line with the MoPAC commitment, we will maintain a minimum of 1 x 24/7 front counter in every borough
- We will seek to share public access points/ front counters with partners
- We will maximise our presence in every neighbourhood by going out to schools, places of worship, community centres, supermarkets, etc to give communities more access to police
- Before any change to front counters takes place, every borough will establish and have agreed a "Public Access plan" that sets out local commitments to providing access to our services



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Basic Command Units (BCU)

- Basic Command Units (BCUs) are designed to be a more efficient and effective management structure to support local policing
- Response, Safer Neighbourhoods and Investigation teams will continue to have a strong and distinct borough identity in every BCU
- Where appropriate, senior management and support services will be shared between boroughs
- The size and shape of BCUs will vary across London. Some will contain a single borough, others will contain two boroughs
- We are now working to confirm which boroughs would most benefit from sharing and which should continue to operate on their own



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Next Steps

- Feedback from this and similar events will be used to inform the development of policing in London
- Further consultation, led by MOPAC, will begin in Oct 2012
- We will begin work on local Public Access plans in Sept 2012
- We will confirm proposals and, if appropriate, the number and composition of Basic Command Units by the end of 2012
- We aim to begin implementation of the Local Policing Model from Spring 2013



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Questions and Answers



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Information Item 1: 'Prevent' Delivery in Haringey (CSP October 2012)

1. What is Prevent?

Prevent was introduced by the previous Government in 2007 and known as 'Prevention from Violent Extremism (PVE)'. Prevent was reviewed by the coalition Government in June 2011 and streamlined to focus specifically on preventing people from becoming terrorists or supporting terrorism and is complemented by other government strategies, such as localism and promoting integration.

Prevent has a framework with three specific objectives;

- To respond to the **ideological challenge** of terrorism and the threat we face from those who promote it;
- **To prevent people from being drawn into terrorism** and ensure that they are given appropriate advice and support; and
- To work with **sectors and institutions** where there are risks of radicalisation which we need to address.

2. Implementation, co-ordination and governance arrangements for Prevent in Haringey

Delivery of *Prevent* is funded in Haringey until March 2015. The Office of Security and Counter Terrorism (OSCT) has an oversight of funding for locally delivered projects and will work with local authorities to agree associated evaluation and monitoring procedures. Prevent work is accountable locally to elected councillors. All authorities participating in Prevent work are required to produce a 'Prevent Delivery Plan' which is submitted annually to the Office of Security and Counter Terrorism (OSCT) as part of its oversight role.

Local arrangements for Prevent will be based on a 'Haringey Prevent Delivery Group' (HPDG) which will be made up of key strategic partners e.g. local authority (Adult Services, Children and Young People's Service, Place & Sustainability, Public Health Service, Homes for Haringey); Police Service; Probation Service; College of HENEL and BEH Mental Health Trust and further identified and agreed representatives from the voluntary/community sector. HPDG will meet on a termly basis or additionally when required and will report twice yearly to the existing Community Safety Partnership Board.

Prevent is delivered locally by the Senior Community Safety Policy Officer (Prevent) based within the Community Safety and Team. The Senior Community Safety Policy Officer (Prevent) will work closely with HPDG partners, Police Prevent Engagement Officers and local Counter Terrorism Police Officers on the delivery of the Prevent Delivery Plan.

3. Prevent priorities for Haringey

The Prevent priorities for Haringey have been identified from the Counter Terrorism Local Profile (CTPL) provided by Police and supplemented by current local intelligence. Listed below are the key objectives for delivery between September – March 2012-13. The objectives have been identified for implementation within the timeframes listed, to ensure they are successfully achieved by participating statutory and community stakeholders.

- a. Effective co-ordination and multi-agency engagement comprising all key stakeholders. **Sept/Oct 2012 (Prevent Priorities 1, 2 &3)**
- b. Formalise multi-agency structures for responding to individuals identified as radicalised or extremist. **Sept/Oct 2012 (Prevent Priorities 1, 2 &3)**
- c. Secured delivery of targeted programmes and projects 2012-13 e.g. establishment of Haringey Muslim Community Safety Forum. **Nov 2012 – March 2013 (Prevent Priorities 1, 2 &3)**
- d. All HPDG members and their respective frontline services aware of their roles and responsibilities re national and local PREVENT priorities. **Dec 2012 onwards (Prevent Priorities 1, 2 &3)**
- e. Further develop the rich picture (to include research/ best practice, V&CS experience and community intelligence from frontline practitioners). To understand community potential and willingness to support programmes that seek to counter measure extremist and radicalising activities. **Dec 2012 (Prevent Priorities 1 & 2)**

4. Recommendations

- i. That board members note the above points regarding the implementation of Prevent within Haringey and identify an individual or individuals within their own organisations to act as the lead on Prevent and sit on the Haringey Prevent Delivery Group.
- ii. That local Prevent Delivery Plan be circulated to all CSPB and progress reports on the implementation of the plan be reported via the existing CSP cycle of meetings.

If you need any additional information regarding 'Prevent' please contact Leon Joseph, Senior Community Safety Officer (Prevent) on tel: 0208 489 3884 or email: leon.joseph@haringey.gov.uk



Haringey Council

Report for:	Community Safety Partnership	Item Number:	
Title:	Community Safety Review -Haringey		
Report Authorised by:	CSP/		
Lead Officer:	Stephen McDonnell		
Ward(s) affected: ALL	Report for Key/Non Key Decisions:		

1. Describe the issue under consideration

- 1.1 This report sets out the summary of the findings of the Community Safety Review carried out over a six week period.
- 1.2 The purpose of the review was to consider strengths and weaknesses of the Community Safety Partnership in Haringey. The review highlights the good work that is taking place in the Borough; consider issues such as good practice in other boroughs, any synergies or duplication of effort and offers quick wins and recommendations for the partnership to take forward. The review provides an opportunity to highlight issues that have not been picked up elsewhere since the structure in the police and council has changed. The scope of the project is set out below:-
 - To meet with all CSP partners and senior officers across the Council to achieve an understanding of the strengths and weaknesses of current arrangements and what actions are required to improve the partnership;
 - To review the CSP's strategic objectives to ensure that they reflect the borough's current priorities and reflect best practice when compared to other partnerships facing similar issues;



Haringey Council

- To review the CSP to ensure that it fulfils its duties and potential, incorporating best practice from other partnerships;
- To identify quick wins where through synergies the partnership could combine resources to deliver clear actions;
- To explore the potential for further integrated working and joint resource allocation; and
- To recommend how Haringey MPS, Haringey Council and other partners can be more effective in engaging and communicating with its residents.

1.3 The report is written so that key points under each of the areas in the scope are addressed separately and recommendations, actions and quick wins are identified.

2.0 Recommendations

2.1 The details which support the recommendations are set out in the report in response to each area of the review's scope. Below are the key recommendations from the report:

- That the CSP hold a half day work shop to build relationships across the partnership with the purpose of understanding the aims, objectives and challenges faced by each of the partner agencies.
- That the CSP agree the vision for the partnership and ensure that it is communicated to all stakeholders, partners and the community.
- That the CSP decide what core business is and therefore what should be core funded to reduce crime and the fear of crime.
- That the CSP agree next steps which includes work on evaluating where further support can be offered from across the partnership to achieve improved performance by identifying improved synergies.
- That the CSP are kept abreast of the National and Regional issues to ensure it is aware of and addresses any announcements that may have strategic implications for the partnership.
- That a communications strategy be agreed by the partnership with an events calendar in place. This is to include improved communication within the partnership.
- That information about the partnerships achievements are feed back to the community and wider partnership.



Haringey Council

- The Council should consider how it can improve its structure to ensure that it effectively supports the CSP. In considering this structure the Council needs to identify a senior position (Assistant Director or above) to ensure that it has a more effective strategic overview of all matters relating to Community Safety.
- That work begins immediately to ensure bids are in place to gain funding from the MOPAC commissioning process.

3. Background information

3.1 General

3.1.1 The Public Sector is facing significant challenges in terms of the amount of savings that are to be found. The council has already found £65m worth of savings with another £25m to be found over the next 2 years. It is also worth noting that this is in a climate of reduced or no further funding from various government departments which had traditionally grant funded huge areas of work. The MPS are in the process of finding £500m over the next 3 years. Historically, the Council had in place all the services that delivered and offered strategic direction for crime reduction in one division called Safer and Stronger Communities. In order to achieve part of the savings required in January 2011 the Council considered reports which offered up savings by redistributing areas of work to different directorates and disestablishing part of the service. This has led to the current arrangement, which includes:

- Strategic Community Safety team and the Anti Social Behaviour Action Team - Place and Sustainability Directorate;
- Drug Action and Alcohol Team and Emergency Planning - Public Health;
- Youth Offending - Children's and Young Peoples Services; and
- Domestic Violence services - Children's and Young Peoples, Public Health Services and Adult & Housing Services.

3.1.2 In writing this report it is important to acknowledge the sensitivity that exist in Haringey after the shooting of Mark Duggan, the Tottenham Riots in August 2011. This has reawakened the community memory in relation to the Broadwater Farm Riots a generation ago. There have been numerous public inquiries and consultations which followed involving the police and other partners.

3.2 CSP - Legal context

3.2.1 Community Safety Partnerships were established under the Crime and Disorder Act 1998 which was amended by the Police and Justice Act 2006. The



Haringey Council

1998 Act sets out who the responsible authorities are and the various duties. Section 17 of the Crime and Disorder Act 1998, as amended by the Police and Justice Act 2006, requires responsible authorities to consider crime and disorder (including anti-social behaviour and other behaviour adversely affecting the local environment): and the misuse of drugs, alcohol and other substances in the exercise of all their duties, activities and decision making. This means that in all policies, strategies and service delivery there is a need to consider the likely impact of crime and disorder. The Act also saw the establishment of the Youth Offending Service.

3.3 Mayor's Office for Crime and Policing (MOPAC)

3.3.1 National changes have led to the establishment of Police and Crime Commissioners across the country. In London that responsibility has fallen to the Mayor of London who has established the Mayors Office for Policing and Crime. The Mayor has appointed a Deputy Mayor, Stephen Greenhalgh, to lead the agenda on his behalf. The key issues being considered by MOPAC are:

- Crime Prevention and Crime Reduction;
- Reducing re-offending – Criminal Justice; and
- Police Accountability.

3.3.2 All budgets relating to crime reduction will be transferred to MOPAC over the next few years, by 2014/15 it will be one block of money and a commissioning framework will be in place. It is unclear at the moment how much will be available (approx £23m) but, authorities will have to demonstrate why projects should be funded and what the expected outcomes will be. MOPAC expect that any funding from that organisation will be spent on crime reduction linking through to their overarching priorities and is not spent on other Council priorities. Since writing this report authorities have been informed that they will need to bid for future funding by December 2012.

3.3.3 MOPAC is working to ensure there is a consistency of measures across London so that it is clear to the public what is being measured, why and the expected outcome. It is intended that MOPAC will be the gatekeeper for central government where any issues relating to crime reduction are funnelled through its structure for comment and or direction.

4.0 Good practice

4.1 Good practice identified in the review included the work of the Emergency Planning Team during the riots in 2011 and the Multi Agency Safeguarding Hub (MASH). Synergies with safeguarding both in adults and children's services were picked up as good practice, which recognised the Council as having made significant progress in this area.



5.0 Response to Scope - Overarching findings in summary

To meet with all CSP partners and senior officers across the Council to achieve an understanding of the strengths and weaknesses of current arrangements and what actions are required to improve the partnership;

5.1 All key Members of the Partnership as outlined in the Act above were interviewed. A number of Councillors, Council Officers, Senior Police Officers and members of the Community were also seen. At the time of writing the report 52 individuals had been interviewed by the Review Manager. A summary of the groupings of these individuals is highlighted below:

- 5 x Councillors
- 6 x Corporate Management Team
- 7 x Partners
- 20 x Staff
- 8 x Community
- 1 x MOPAC
- 5x Other Boroughs

5.2 All were asked if they had heard of the Community Safety Partnership. Whilst it was expected that some members of the community had not heard of the partnership it was a surprise to find some Members were not fully aware of the partnership role. Whilst all the statutory agencies were around the table it was unclear whether the Voluntary /Third Sector had been invited to form part of the partnership either through its sub groups or through leading on consultation.

5.3 The Terms of Reference (TOR) for the CSP were revised in 2012 and agreed in June 2012. The TOR is very clear about what the Partnership should be doing and if followed could lead to a number of areas of good practice. The TOR is attached to this report at Appendix one.

Impact on Young People

5.4 One of the issues raised was the level of the savings that were made in the youth service and its possible links to increasing crime. One of the partners felt that this had “a severe impact on the partnership, as there was a dramatic loss of continuity of work and experience”. However the data shows Haringey has reduced the numbers of first time entrants to the youth justice system by 36.3% since 2010. Haringey previously had the second highest numbers of first time entrants in London but now has the 14th highest (out of 32), which clearly demonstrates the degree of improvement. Overall, levels of youth crime are two to three times higher in the east of the borough than the west. However, the



Haringey Council

number of incidents of youth crime where one of the accused is a youth are similar across both the North East and South East of the borough, indicating a higher relative proportion in the North East which has a smaller youth population. This is also reflected in the levels of gun, knife and penetrative trauma involving young people, which are highest in the North East. The data shows a clear need for continued work relating to youth crime prevention and early intervention across the borough, but particularly highlights the level of need in the North East. To hold a strategic view the CSP must be aware of the work of the YOS linked to the Troubled Families Initiative (TFI). To address this it is key that representatives from each of these areas should form part of the recently introduced Performance Monitoring Group.

- 5.5 It is worth noting that the YOS has 57 staff of which 40 plus are grant funded. The CSP needs to decide what is core business, for example, if all the funding for the YOS stopped tomorrow could the YOS deliver any of its programme?

Effective Communications

- 5.6 Some of the overarching findings included the fact that, if the CSP is to truly succeed there is a need to build on trust in all areas of the partnership. Improved communication is key and building on the commitment for effective delivery across all areas should be considered as a next step. In particular, the Council and Police could build on communication between the senior levels of the organisations and improve the mechanisms for filtering that information down.
- 5.7 The Police have appointed a partnership Superintendent to work towards this outcome, however his portfolio is expanding and the Council will need to clarify who holds that similar role within the authority. There was a feeling on both sides that more could be done to improve relationships. Although, there has recently been an improvement in developing a shared understanding of the key issues within the borough through a Joint Tasking Group which has resulted in more joint operations on the ground. It is clear that by working together and dealing with difficult issues the CSP will become a more collaborative partnership, understanding the challenges faced by all partner agencies.
- 5.8 The Borough Commander would benefit from having a senior officer (Assistant Director or above) in the Council to negotiate, make and take forward decisions in addition to guiding her through the protocols procedures of a political organisation. Equally this person would be expected to guide the council through the issues faced by the MPS. The Cabinet Member and all partners would also benefit from understanding the challenges and the remit of each of the partner organisations.



Haringey Council

5.9 A number of those interviewed were unclear about what was meant by community safety and what the priorities are. The CSP has an opportunity to question and focus on what is important after this review. It will need to agree what the vision is for community safety so that everyone has a clear understanding.

5.10 It is not clear whether effective community input and capacity is facilitated by the partnership. Elsewhere in this report the community's views are expressed in relation to involvement in the CSP.

5.11 Recommendations/quick wins /next steps included:

- The Council should consider how it can improve its structure to ensure that it effectively supports the CSP. In considering this structure the Council needs to identify a senior position (Assistant Director or above) to ensure that it has a more effective strategic overview of all matters relating to Community Safety (good practice across all the boroughs interviewed).
- That the Council continues to chair the recently convened Performance Management Group and that the relevant departments/business units and partners make a commitment to attend and fully engage.
- The review offers an opportunity for the CSP to reconsider its priorities. To make them more focused and ensure that they are deliverable. The priorities should be monitored on a quarterly basis by the CSP.
- The CSP to agree a Vision (strap line) for reducing crime that is clearly articulated.
- The CSP to agree a half day workshop with the purpose of understanding each others organisation.

To review the CSP's strategic objectives to ensure that they reflect the borough's current priorities and reflect best practice when compared to other partnerships facing similar issues;

5.12 The CSP's strategic objectives are set out in the Haringey Community Safety Strategy 2011 2014. They are:

- Reduce serious violent crime (youths and adults).
- Reduce violence against women (including domestic Violence).
- Reduce all property crime.
- Reduce repeat offending (Crime and ASB).
- Provide an effective response to anti-social behaviour (ASB).
- Increase public engagement, confidence and satisfaction.



Haringey Council

- Prepare for emergencies and major events (inc. Olympics 2012).

5.13 The Strategic Priorities are:

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

5.14 The Council's Key Priorities were agreed 16th July 2012 as follows:

- Work with local businesses to create jobs.
- Deliver regeneration to key areas of the borough.
- Tackle the housing challenges.
- Improve school standards and outcomes for young people.
- Deliver responsive, high quality services to residents.

5.15 The Council is clear that community safety is a “golden thread” running through all its priorities and the delivery of all these objectives will have a positive impact in reducing crime and the fear of crime. However at least one member of the CSP stated that there was not a clear link between the Community Safety Strategy and the Corporate Plan. Whilst the Corporate Plan does have Community Safety under other major responsibilities, the Council will need to ensure that it effectively communicates, to all its partners, how its priorities positively contribute to the Community Safety agenda.

5.16 Community Safety is a major concern for Haringey residents, the most recent residents survey carried out in 2010/11 had crime as the top personal concern at 46% that is +11 higher than the previous year and is +8 higher than the rest of London.

5.17 There is a need for the CSP to rethink its priorities, although it must be acknowledged that some of these are set centrally or regionally. With the Strategic Assessment being completed at the time of this review it was felt that as long as all partners have had an opportunity to have an input this should help set the priorities which, should be focused and help to meet the strategic objectives of all the organisations, stakeholders and community. However in this process there must be meaningful consultation with the community.

5.18 Haringey CSP has approximately 11 Strategies/Plans related to community safety. This review has not allowed the time it would require to go through each plan in detail but by way of example, it was noted that the Domestic Violence action plan has 3 strategic aims with over 40 actions, the YOS strategy has 7 strategic aims with 20 actions and the ASB strategy has 2 strategic aims with 11 actions.



Haringey Council

- 5.19 Next steps should include reviewing all the plans in line with those that are required by statute and those that are “nice to have”. A further review should be tasked to rationalise the number of strategies and associated action plans and where appropriate the focus should be to adopt a task and finish approach to solving problems. This exercise would also consider how to reduce the current number of meetings (22) associated with community safety.
- 5.20 The London Borough of Lewisham has recently undertaken a similar exercise and has reduced the number of Strategies/Plans to seven.
- 5.21 In all the boroughs interviewed the Community Safety Strategy was co signed by the Borough Commander and the Cabinet Member and an executive meeting structure was in place.
- 5.22 The view was expressed that other boroughs have committed more resources/funding to deliver community safety outcomes. Having spoken to other boroughs in the same family grouping it is clear that reducing crime is a clear priority for all the boroughs. However, in all the boroughs that were contacted there had been a reduction in spend. As would be expected each borough has tackled the reduction very differently. It is difficult to compare like with like for example:
- Southwark have over 200 staff that form part of the community safety family (includes noise team, street scene enforcement, environmental health and trading standards), which is very similar to Single Frontline Services in Haringey.
 - Lewisham have approximately 100 staff including the YOS but not ASB.
 - Hackney has approx 100 staff not including the YOS but includes wardens, pollution team and CCTV.

5.23 Recommendations/Actions/Next Steps included:

- That the CSP is co chaired by the Cabinet Member and the Borough Commander.
- Next steps to include a review of the number of strategies and action plans. A more focused and streamlined approach should be adopted.
- That an Executive meeting is put in place with a minimum of the Cabinet Member, Borough Commander, Superintendent Partnerships, Director/CE, Asst Director who holds the overview. It may be worth considering inviting statutory partners when and if there are particular issues to discuss. This arrangement should be reviewed after six months to ensure the right people are round the table. Notes should be produced.



Haringey Council

- The Councils Key Priorities adopted in July 2012 will have an impact on reducing crime. It is important that the community safety “golden thread” linking these priorities is communicated effectively to partners and residents.
- Consider rationalising the number of meetings with the view to a task and finish approach.

To review the CSP to ensure that it fulfils its duties and potential, incorporating best practice from other partnerships;

5.24 The duties of the CSP in line with the Crime and Disorder Act as defined by the Home Office is set out below:-

“The responsible authorities work together to develop and implement strategies to protect their local communities from crime and to help people feel safe. They work out local approaches to deal with issues including antisocial behaviour, drug or alcohol misuse and re-offending.

They also work with others who have a key role, including community groups and registered local landlords. Each responsible authority contributes their own particular local knowledge, professional expertise and resources to ensure that the issues of most concern to local people are prioritised and addressed.”

- 5.25 Bearing the above in mind Haringey CSP may want to consider whether the representation on the partnership is correct. There is an opportunity to consider whether, for example, young people, British Transport Police and voluntary/third sector should be represented.
- 5.26 The Strategic Assessment is part of the statutory duties of the partnership and must be completed on a yearly basis. Good practice would indicate a joint forward in the Community Safety Strategy signed off by the Cabinet Member and the Borough Commander. This would show a commitment and agreement from both to what is in the plan.
- 5.27 As stated earlier in the report, MOPAC will be the holder of all funds relating to crime reduction and it has now become clear that in order for the CSP to fulfil its potential it will need to bid for resources from MOPAC in a very tight timeframe.
- 5.28 A Performance Monitoring Group has recently been set up by the Council. It is expected that all the priority areas for community safety will report to this group. The work of the monitoring group should be built on utilising a traffic light system to report any areas of concern back to the CSP from across the “Community Safety Family”. In such cases an exception report should be produced highlighting risks and measures to improve performance.



Haringey Council

5.29 The review did not find it necessary for all the “community safety family” to sit in the same team but it is essential that a senior officer (Assistant Director or above) in the Council holds the overview which could be managed through a matrix approach. Sharing information on a regular basis (e.g. monthly) and this could be incorporated into the Performance Monitoring Group meeting.

5.30 Best practice identified after speaking to and looking at examples of CSP Strategies from other authorities includes some of the following:

- a. The foreword for the CSP Strategy signed off by the Borough Commander and the Cabinet Member. This sends a message of working together and a joint approach to crime reduction. In Haringey it is signed off by the Cabinet Member.
- b. Involvement of the Voluntary/Third sector, British Transport Police at the CSP meetings or those that provide support or direction for the CSP. This should include MOPAC as funding bids will need to align with MOPACs priorities.
- c. Well established monitoring groups in place chaired by a senior officer.
- d. The police have a higher analyst in place and the local authority strategic community safety team have a dedicated analyst.
- e. Difficult and honest debates about the way forward leading to ownership and clear lines of delivery.
- f. Clear commitment and leadership within the local authority.
- g. Trust and an understanding of the challenges faced by each organisation in the partnership.
- h. Yearly Strategic Assessment to agree the priorities – published on the website.

5.31 Recommendations/Actions Next steps include:

- Consider the best practice set out above and decide which if any the CSP want to take on board.
- That the Strategic Assessment is carried out on an annual basis in line with the Crime and Disorder Act and that all partners contribute.
- That the Strategic Assessment is reviewed on a six monthly basis and that the community are consulted and informed of the outcomes.
- Consider which other organisations would be able to contribute to aims of the CSP and invite them to the meetings.



Haringey Council

To identify quick wins where through synergies the partnership could combine resources to deliver clear actions;

5.32 Recommendations/Actions/Next Steps

The following are some quick wins:

- a. The Director of Sustainability and Place should continue to attend meetings and build on the relationship with the Borough Commander.
- b. A monthly meeting with a matrix senior officer as lead to pull together the work/discuss and share information with the Community Safety “family” to make sure that there is an understanding of who is leading on what and pick up on any recent changes. The performance monitoring group could take on this role.
- c. A clear understanding of how the Police Borough Commanders new structure relates to the Council structure.
- d. Joint Communications Officer between the Police and the Council to ensure a co-ordinated approach/response.
- e. The production of a communication strategy to include issues such as information about troubled families’ initiative, DAAT, ASB etc. A calendar of events so that the partnership is aware of the “forward plan”.
- f. Task and finish approach. This could be based on a themed approach.
- g. Next steps to include a review of the ASB team to see where some sharing or joining of resources could lead to improved outcomes.
- h. Work to begin immediately to ensure bids are in place to gain funding from the MOPAC commissioning process.

To explore the potential for further integrated working and joint resource allocation.

- 5.33 Next steps should include further work to explore further or improved integrated working. It is clear to gain the greatest result it is best not to work in isolation. The danger for all partnerships with limited resources available is that some



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services seem to be taking a step back. For example the police officers were removed from the YOS even though there is a statutory duty for the police to form part of the team. Since writing this report, this has been partially corrected. This happened because the police also had to have a presence in the MASH.

- 5.34 In order to fully understand the gaps, it is suggested that the police partnership Superintendent work with an officer from the council to explore the potential for identifying and implementing good practice. For example there is potential for better working with the ASBAT. The ASBAT did have a police officer in the team and a dedicated police officer to contact to take cases forward, this no longer exists. The DV service was a good example of a one stop shop but changes have lead to gaps in the service.
- 5.35 Although it is extremely unlikely that Haringey Police Borough Command will be joined with any of the surrounding Boroughs it is worth considering any overlapping issues. This could relate to ASB, gangs, burglary and better use of CCTV to capture or alert the police to any criminal activity.
- 5.36 Next steps would be to consider what the structure for delivering community safety within the local authority should look like. This will need a further in-depth piece of work. There is recognition that resources across the partnership are very tight and that there are further savings to be found. The MPS as a whole is looking to save £500m over 3 years. Haringey council intends to save a further £25m over the next 2 years.

5.37 Recommendations/Actions /Next Steps include:

- As previously recommended the Council should consider the structure required to improve the effectiveness of the authority within the CSP.
- The CSP to decide whether, further work should be carried out in partnership to consider improved synergies or different ways of working.

To recommend how Haringey MPS, Haringey Council and other partners can be more effective in engaging and communicating with its residents.

- 5.38 Communication across the partnership as a whole was seen as an issue. In particular the changes that had taken place within the Council and the Police had not been communicated to the CSP. There was no risk assessment carried out to highlight any improvements, gaps or potential for failure in the new set



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up. Similarly the Police have restructured and there was no consultation about why the changes had taken place. This has led to a lack of understanding of who should be contacted in particular incidents.

- 5.39 When asked the question “Who in the Council would you contact to discuss community safety issues?” the majority of the Community Representatives said in the past they would always have contacted the former Head of Safer Stronger Communities. In many cases they were unclear who to contact now but, some were aware of Claire Kowalska and had contacted her. They all named a police officer that they would contact. The view was expressed that some members of the community would prefer to contact the council rather than the police especially with regards to the upcoming sensitivities surrounding the IPCC investigation into Mark Duggan’s death.
- 5.40 A Senior Community Safety Policy Officer with responsibility for the Prevent Agenda is now in place within the Community Safety team and this has been seen as a real positive by the community, which could help in future engagement.
- 5.41 Without doubt communication needs to be improved there is very little use of social media. At the time of writing this report there was no comprehensive Communication Strategy which incorporated issues from across the wider Community Safety Team (e.g. YOS, DAAT, ASBAT, Troubled Families, Economic Development), in place. The strategy should include an events calendar so that it is clear to the community, stakeholders and the partnership what events were coming up. Any communication strategy should consider the use of social media. There should also be improved communication within the council as well as between the council and police. For example the Cabinet Member for Communities plus the responsible officers in the council should be part of the police messaging system. (This can be text or email informing Members and officers of any murders, impending community tension that the police are aware of). Message of the day is a system that allows the council to keep staff updated. For example the 11 ASB orders which had been granted by the courts after years of joint work by the ASBAT could have been communicated.
- 5.42 The response from the Community on engagement included:
- On the whole the community felt that the police had been open and transparent and had tried to engage since the riots.



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- That the council had listened to their concerns but they were still frustrated by the lack of action thereafter.
- That since the removal of the post of Head of Safer Stronger Communities it was less clear whom to engage with as part of the process in rebuilding community relations across the partnership.
- A view was expressed that the police and the council were seen as being “too cosy” therefore there was not enough challenge

5.43 Best practice from other authorities. (Lewisham and Hammersmith and Fulham) identified the need for a conference/summit once a year. The purpose would be to inform the community about what had been delivered by the partnership, to hear the community concerns and help to agree priorities for the coming year.

5.44 Concerns were expressed by more than one person about the disestablishment of the Community Police Consultative Group (CPCG). The Community felt that it was a way to ensure Community input and challenge. At the time of writing the report no consultation had taken place with MOPAC about what would be replacing it. There has however been a letter from the Commissioner which talks about Total Policing and this may provide the opportunity for consultation.

5.45 More than one person expressed the view that the changes in the Council structure has led to a loss of knowledge, experience and continuity and this coupled with the changes to the Police structure has meant that it has been more difficult for the community to develop relationships with both partners. However, it was felt to address this it was key to feedback information and engage with the community, which could include communicating achievements particularly to the young people using social media, twitter, face book, via a blog or through working with schools to help to raise awareness. A number of suggestions such as focus groups, one off meetings “have your say”, internet panels plus opportunities to carry our research were all ways to get information to and from a variety of sources.

5.46 Recommendation/Actions/Next Steps

- The CSP needs to consider what is meant by community engagement and ensure that the community is signed up to it.
- There must be feedback to community leaders and residents on actions taken.



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- An annual crime summit should be considered as a way of engaging with the community perhaps as part of the priority setting process.
- As set out earlier in the report, a new approach to communication which highlights some of the success of the partnership must be put in place. “You said, we did...”
- Build on the recommendations that have come out of the Tottenham Riots.

6.0 Conclusion

6.1 In answering the question what does success look and feel like all those who were asked the question said:

- clear communication/consultation with actions that delivered clear outcomes;
- prioritise resources to deliver outcomes;
- communication that is balanced and not reactive but more proactive;
- clarity around the top ten performance indicators leading to an ability to understand what is being delivered and whether the partnership is getting value for money;
- more engagement with young people (understanding stop and search);
- develop the vision of the partnership and ensure this is filtered down and understood;
- a single point of contact; and
- measures to improve public confidence.

6.2 At the time of this review the work relating to Domestic Violence was being reviewed by Standing Together and a report is expected shortly.

6.3 In terms of engaging with the community there were a number of recommendations set out in the various reports after the August 2011 riots. This included the following consultations:

- The Citizens’ Inquiry into the Tottenham Riots
- After the Riots: Taking Tottenham Forward.

Building on those recommendations would ensure that action is taken. A communication strategy is key with the use of social media, focus groups, inclusion of young people and community leaders. This will also give the CSP a clear route to consultation.



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- 6.4 The Localism Act 2011 sets out the government's commitment to decentralisation and strengthening local democracy aiming to shift power from central government to individuals, communities and councils. The Act includes measures to improve community empowerment through the right to buy local assets and run local services. MOPAC's new commissioning approach could lead to the community (voluntary/third sector) leading/delivering some of the projects required to reduce crime.
- 6.5 In conclusion the partnership as a whole is experiencing a pace of change with ever increasing budget constraints not witnessed for a generation. Whilst this is one of the most difficult times to deliver core business and ensure partnership delivery the review found ownership, leadership, communication, community involvement and focused actions were key to achieving effective outcomes.

4. Comments of the Chief Finance Officer and financial implications

5. Head of Legal Services and legal implications

6. Equalities and Community Cohesion Comments

7. Head of Procurement Comments

8. Policy Implication

9. Use of Appendices

The Community Safety Partnership Terms of Reference

10. Local Government (Access to Information) Act 1985

Background Papers

Haringey's Community Safety Strategy 2011- 2014
 Strategic Assessment 2010-2011
 Joint Strategic Needs Assessment

Plans and action plans from across the partnership
 : CSP Annual Delivery Plan (currently 3 year) - statutory
 : Drug Treatment Plan (2 year)
 : Annual Borough Youth Justice Plan - statutory



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- : Reducing Re-offending Plan (3 year)
- : ASB partnership plan (annual)
- : Gang Delivery Plan (annual)
- : Property Crime Plan (annual)
- : DV partnership plan
- : Hate crime action plan (in draft)

Citizens' Inquiry into the Tottenham Riots
Taking Tottenham Forward –February 2012
Councils Corporate Plan 2011 -2014
Future of Neighbourhood Management Services 25th January 2011
Community Safety Delivery in Haringey May 2012
Proposals for a new Single Frontline Service January 2011
After the riots (MPS report)
New Proposed Operating Model – Haringey (MPS February 2012)

**The Community Safety Partnership
Terms of Reference
June 2012**

1. Purpose

The CSP is a partnership group which is responsible for delivering the outcomes in the Community Safety Strategy 2011-14 which relate to the prevention and reduction of crime, fear of crime, anti-social behaviour, harm caused by drug and alcohol misuse and re-offending.

The Partnership will work towards its vision by:

- Having strategic oversight of issues relating to all aspects of community safety
- Overseeing production of annual crime/needs assessments
- Using evidence from crime audits, needs assessment and other data sources to plan value for money services and interventions
- Making decisions in an inclusive and transparent way
- Maximising the opportunities to be gained from financial efficiency by closer partnership working and reducing duplication
- Monitoring and evaluating services and interventions to make sure they are having a positive impact on identified areas of priority need

2. Principles

The following principles will guide the CSP's work. It will seek to:

- Balance risk and harm
- Seek long-term solutions to areas of multiple deprivation
- 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

3. Responsibilities and core business of the CSP

3.1 Strategic planning:

- To oversee the delivery of the strategic priorities for community safety, holding those responsible to account.
- To integrate, wherever appropriate, the plans and services of partner organisations.
- To ensure that the partnership is kept up to date so that it is able to respond effectively to changes in legislation, information and developments in relation to community safety.

LOGO

- To identify, gain and manage funding as required to implement the Community Safety Strategy 2011-14.
- To produce, adopt and review an information sharing protocol.

4.2 Taking a needs based approach:

- To be well informed about community safety issues affecting the people of Haringey and take an evidence based approach to tackling the key issues that have negative impact.
- To oversee the production of annual crime audits/needs assessments and endorse action plans ensuring clear links between need and activity
- To use the findings of the annual crime audit, needs assessments and other data sources to inform the group's priorities and work programme.

4.3 Monitoring outcomes:

- To agree a performance framework with regular monitoring and evaluation of outcomes against agreed milestones and targets.
- To monitor and review key performance indicators.
- To ensure equalities underpins the work of the partnership and all improvements deliver equality of access, outcome, participation and service experience.
- To report progress and account for actions and performance on the implementation of the Community Safety Strategy to the Joint Leadership Group.

4.5 Community engagement:

- To ensure the views of service users about the services they need are taken into account in the delivery of those services in line with Haringey's [community engagement framework](#).

4.6 Integrated working:

- To establish specific, time-limited task and finish groups to report on particular topics, as and when required. The task and finish groups will advise, guide and report their findings to the Group.
- To ensure that all partners and statutory agencies have a clear understanding of each other's roles and responsibilities.
- To provide advice, assistance or other support to enable partners to join together to design and deliver services around the needs of users thereby helping to eliminate unnecessary gaps and duplication between services.
- To agree and monitor the allocation and use of all relevant budgets, encouraging the use of pooled budgets, staff and services where appropriate

4. Priorities and Outcomes

We want to achieve the following outcomes:

- A reduction in serious violent crime (youths and adults)
- A reduction in violence against women (including domestic violence)
- A reduction in all property crime
- A reduction in repeat offending (Crime and ASB)
- An effective response to anti-social behaviour (ASB)
- An increase in public engagement, confidence and satisfaction
- A reduction in repeat victimisation, especially of vulnerable people

LOGO

5. Operational protocols

5.1 Membership

The membership of the CSP will:

- reflect statutory duties
- be related to the agreed purpose of the partnership
- be reviewed annually
- possess the relevant expertise to carry out the responsibilities
- be responsible for disseminating decisions and actions back to their own organisation and ensuring compliance

The current Membership list is attached on page 5

6.1 Chair

The chair of the CSPB will be Cabinet Member for Communities

6.2 Vice Chair

The vice chair of the CSPB will be Police Borough Commander

6.3 Deputies and representation

Partner bodies are responsible for ensuring that they are represented at an appropriate level. Where the nominated representative is unable to attend, a deputy will attend in their place.

6.4 Co-opting

The Board may co-opt additional members by agreement who will be full voting members of the Board.

6.5 Ex-officio

The partnership may invite additional officers and other stakeholders to attend on an ex-officio basis, who will not be voting members of the CSPB, to advise and guide on specific issues.

6.6 Confidentiality

The Commissioning Group has a strategic remit and will not therefore discuss individual cases. However, the disclosure of information outside the meeting, beyond that agreed, will be considered as a breach of confidentiality.

6.7 Meetings

- A minimum of 3 meetings a year will be held.
- A meeting of the CSPB will be considered quorate when at least the chair or vice chair, and a representative of each of the local authority, health and police are in attendance.
- Attendance by non-members is at the invitation of the chair.
- The agendas, papers and notes will be made available to members of the public when requested, but meetings will not be considered as public meetings.
- Members will develop and agree protocols for the conduct of members and meetings.

6.8 Agendas

LOGO

Agendas and reports will be circulated at least five working days before the meeting, after the agenda has been agreed by the Chair and Vice Chair. Additional late items will be at the discretion of the chair.

6.9 Partner action

Representatives will be responsible for ensuring that all key issues are disseminated back to their organisations, ensuring compliance with any actions required and reporting back progress to the CSP.

6.10 Interest

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

6.11 Absence

If a representative of a statutory agency is unable to attend, a substitute must be sent to the meeting. If there is no representation for three meetings the organisation/sector will be asked to re-appoint/confirm its commitment to the partnership.

Community Safety Partnership - Membership List (DRAFT)

ORGANISATIONS	NO. OF REPS	NAME OF REPRESENTATIVE
Haringey Council (Statutory Partner)	9	Cllr Richard Watson , Cabinet Member for Communities (Chair) Cllr Martin Newton , Opposition representative Lyn Garner , Director, Place and Sustainability Stephen McDonnell , AD Single Frontline Libby Blake , Director, Children and Young People's Service Lisa Redfern , Deputy Director, Adult and Community Services Dr. Jeanelle de Gruchy , Director Public Health Claire Kowalska , Community Safety Strategic Manager Marion Morris , Drug & Alcohol Partnership Manager
Mental Health Trust	2	Lee Bojtor , Director Mark Landy , Community Forensic Services Manager
Haringey Metropolitan Police (Statutory Partner)	1	Sandra Looby , Borough Commander (Vice-Chair)
Haringey Fire Service (Statutory Partner)	1	Borough Fire Commander – currently vacant (interim rep. Robert Davies , Community Station Manager)
Haringey Probation Service (Statutory Partner)	1	Kate Gilbert , Assistant Chief Officer, Probation (on secondment – interim cover Mary Pilgrim)
Homes for Haringey	1	Paul Bridge , Chief Executive
Community Police Consultative group	1	Enid Ledgister , Haringey CPCG
Community representation	TBC	
HAVCO	1	Chief Executive (TBA) Pamela Pemberton (Deputy)
Metropolitan Police Authority (Statutory Partner)	1	Joanne McCartney , MOPC
Haringey Magistrates Court	1	Stephen Carroll , Bench Legal Manager
Haringey Crown Prosecution Service	1	Hywel Ebsworth , CPS
SUPPORTING OFFICERS		Claire Kowalska , Community Safety Strategic Manager Chief Inspector Jane Easton , Haringey Police Maria Fletcher Committee Secretariat

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Information item 2: Teenage Pregnancy in Haringey

1. Introduction

Haringey had the highest teenage pregnancy rate in the country in 2010. As part of its response to this unacceptable situation, the shadow Health and Wellbeing Board recommended that the Community Safety Board be briefed in order to consider its contribution to address this priority.

This paper briefly outlines key information on teenage pregnancy in Haringey, links to community safety and includes the key health services and interventions available to support teenage pregnancy prevention and teenage mothers.

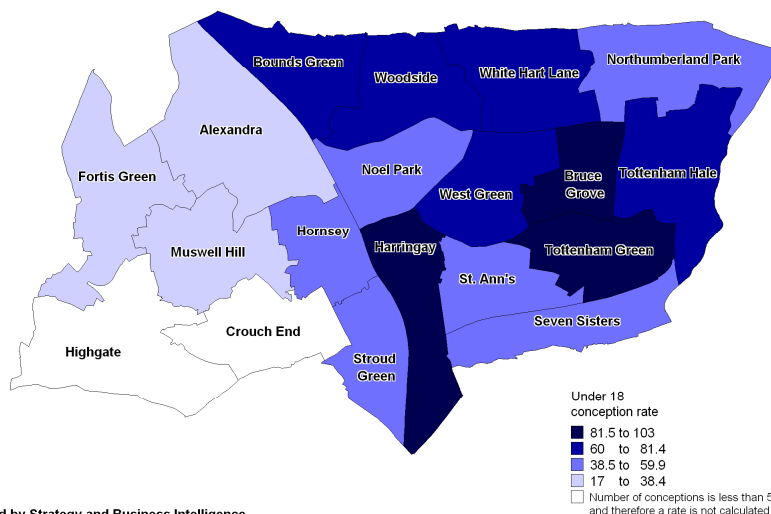
2. Teenage Pregnancy in Haringey

Reducing teenage pregnancy is a priority in Haringey's Health and Wellbeing Strategy.

The overall trend (based on 3-year 'rolling average' data) is a decreasing one. However in 2010, the rate increased and at 64.7 per 1000, was the highest in England (England and Wales rate was 35.5 per 1000). 203 teenagers became pregnant with 62.1% leading to an abortion. Data so far suggests a decrease in 2011. Positively, Haringey's under-16 conception rate decreased to its lowest rate in 2010.

Figure 1. Ward data showing teenage pregnancy rates (2008-2010)

Teenage Pregnancy 2008-2010



Produced by Strategy and Business Intelligence
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2.1 What is the local data telling us?

- Large majority of conceptions are in the east of the borough (Fig.1)
- Most conceptions are to 17 year olds
- Most conceptions led to an abortion
- Bruce Grove had the highest number of conceptions in 2009., 2010 and 2011* (*birth data is incomplete for 2011)
- Majority of girls are White British
- Over representation of Black Caribbean girls

2.2 Why is teenage pregnancy a problem?

More teenage conceptions lead to a termination suggesting poor or no contraceptive use and increased risk of sexually transmitted infections. Teenage parents and their children often have less healthy pregnancies and poor infant health. Their education and employment opportunities are often adversely affected.

2.3 Issues related to community safety

- high risks associated with pregnancy and domestic violence
- teenage relationship abuse
- sexual exploitation and poor sexual health
- sexual exploitation within a gang context
- gaps in local knowledge and under-reporting of sexual violence

3. Services and interventions – teenage pregnancy prevention

1. Haringey's contraception and sexual health website www.shharingey.co.uk and helpline: 0208 442 6536 Monday to Friday, 9.30am to 4.30pm.
2. Come Correct C-Card, free condom distribution scheme for under 25s available at access points in Haringey and across London. www.comecorrect.org.uk
3. Emergency hormonal contraception (EHC) pharmacy scheme, free to under 25s. Pharmacy details on www.shharingey.co.uk
4. NHS Abortion care in Haringey. Central Booking Service 08457 30 40 30, including self referral. www.bpas.org Vulnerable under 19s abortion support. 4YP Haringey, Leanna Powell, 07930 683 563.
5. Young + healthy. (Available later this autumn 2012) A free mobile app for 13 – 19 year olds. Includes games, quizzes, videos, information and quick links to help lines and local services on smoking, drugs, alcohol, sexual health, safe relationships, emotional wellbeing, healthy eating and exercise.

4. Services and interventions – teenage mothers

1. Family Nurse Partnership. Intensive support programme for first time teenage mothers in Haringey. Cecilia Sabri, FNP Supervisor, 020 8275 4035

2. YPT (Young Parents Team) Specialist Midwives at Whittington Hospital, Constance Danlardy, 07785 326 444 or 07785 335 133
3. Midwives at North Middlesex Hospital, 0208 887 2614/4055
www.northmid.nhs.uk

Vivien Hanney,
Teenage Pregnancy Coordinator

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Report for:	Safeguarding Adults Board
Title:	Hate Crime Action Plan
Report Authorised by:	Mun Thong Phung Director Adult & Housing Services
Date	8 October 2012
Lead Officer:	Helen Constantine Head of Business Management helen.constantine@haringey.gov.uk

1. Background

In March 2012 the Home Office published a cross-departmental plan to tackle hate crime setting out the strategic direction the Government wishes to take to address this issue¹. The briefing explores what the Government's ambitions are when it comes to tackling hate crime, looking in particular at:

- The different types of hate crime highlighted by the plan;
- The key objectives of the plan and their relevance for local authorities;
- The wider policy context; and
- The reaction from organisations in the sector.

The Home Office plan provides a blueprint for the Government to help set a national direction and support local efforts over the next three years to combat hate crime. The Crime Prosecution Service and Association of Chief Police Officers have agreed 5 monitored strands of hate crime which are as follows: disability, race, religion or belief, sexual orientation and transgender identity. In line with the same, best practice and relevant legislation, the Haringey definition of Hate Crime is as follows:

“Hate crime or harassment is any behaviour (verbal or physical) that is perceived by the victim or any other person to be motivated by hatred because of a particular characteristic of that person”.

¹ ***Putting People First: More Effective Responses to Anti-Social Behaviour : Home Office May 2012*** - Full document can be found via: [The white paper](#)(Opens in a new window)



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In 2012-13, Haringey is undertaking to raise awareness of the importance of tackling hate crime, collecting and presenting data, encouraging and highlighting examples of best practice and giving victims better protection under the law. The Home Office has set a national direction to combat hate crime and is made up of three key areas:

- **Preventing Hate Crime:** Publishing an analysis of hate crime data; working with schools and voluntary sector partners to help tackle bullying in schools; and a new cross-Government Disability Strategy (action on changing attitudes and behaviour). ***The aim is early intervention to minimise the risk of incidents escalating. Awareness, detection, prevention – ensure the system is able to respond to potential cases of abuse.***
- **Increasing Reporting and Access to Support:** making it easier for victims of hate crime to come forward and report offences. ***The Home Office and the Association of Chief Police Officers will be working with councils, police forces and housing providers to improve the handling of public calls about anti-social behaviour so that hate crime victims can be better identified (the Home Office will be collecting best practice examples of work carried out by Community Safety Partnerships to tackle hate crime and publish in the autumn).***
- **Improving the Response to Hate Crime:** Making the criminal justice system more effective and dealing more robustly with offenders. ***Councils and other local partners work jointly with the criminal justice system to bring offenders to justice – making available information on hate crime and local support services.***

2. Haringey's Hate Crime Action Plan

A priority for Haringey is to contribute to prevention of hate crimes from occurring or escalating in seriousness. This includes engaging with communities to celebrate diversity and promote good community relations. This is in addition to tackling reported incidents of hate crime through effective prosecution of offenders, emphasising that no hate crime is acceptable in our community. Haringey wants people to see that action is being taken, and this in turn should encourage higher levels of reporting.

As referenced in the action plan, the Lead officer in Community Safety is to coordinate delivery of the action plan through joint work with relevant partners and lead officers.

To address the national and local challenges in tackling hate crime, the key priorities and project areas for 2012-13 are highlighted in the Action Plan (appended in **Section 5** of this paper).

3. Recommendation

That the Safeguarding Adults Board agrees the content of the Hate Crime Action Plan.

4. Glossary to Action Plan

ASC	Adult, Safeguarding & Commissioning
ASC QB	Adult, Safeguarding & Commissioning Quality Board
ASBT	Anti Social Behaviour Team
A&VS C	Adult & Voluntary Sector Commissioning
BIT	Business Intelligence Team
CYPS	Children & Young People Service
CSPB	Community Safety Partnership Board
CST	Community Safety Team
JSNA	Joint Strategic Needs Assessment
LDPB	Learning Disabilities Partnership Board
MASH	Multi Agency Safeguarding Hub
MPS CSU	Haringey Police Community Safety Unit
PIP	Policy, Intelligence & Partnership
SAB	Safeguarding Adults Board
SAT	Safeguarding Adults Team



5. Haringey's Hate Crime Action Plan

Action		Lead Department	Lead Officer/s	Timescale
Key Area 1: Preventing Hate Crime				
1.1	Work with Head Teachers Forum to tackle bullying in schools <i>(Any compliance issues will be addressed following review of information captured)</i> Work with voluntary sector partners to help tackle bullying in schools	CYPS A&VS C CYPS	J Doust B Nicholls J Doust	Mar 2013 Jan 2013 / ongoing
1.2	Ensure effective and targeted interventions are in place to protect people Physical Disabilities, Sensory Impairment, Learning Disabilities, and their families	SAT ASBT	D Paterson O Williams	Mar 2013
Key Area 2: Increasing Reporting and Access to Support				
2.1	Publication of hate crime awareness raising information (e.g., reporting routes and support services) via Haringey People, website, posters, etc.	CST	O Williams	Sept-Dec 2012
2.2	Promote reporting lines and details of support services via accessible materials to help people with Physical Disabilities, Sensory Impairment, Learning Disabilities	SAT	D Paterson	Sept-Dec 2012
2.3	Evaluate effectiveness of LDPB campaign to tackle hate crime against those with learning disabilities and continue to improve practice	SAT	D Paterson	Jan-Mar 2013
2.4	Services to assess whether appropriate IT systems/forms are in place and that staff understand the importance of the collection of data to monitor hate crimes across the five agreed strands	PIP CST	A Brown O Williams	Sept-Dec 2012
2.5	Safeguarding to set up system to identify and record hate crime victims to ensure that all incidents of hate crime and harassment are dealt with effectively Monitor HATE crime in Abuse of Vulnerable Adults return Update ASC Improvement & Quality Action and Performance Plans (Outcome 4)	SAT SAT ASC QB	D Paterson	Sept-Dec 2012 Ongoing Ongoing
2.6	Collation and analysis of available hate crime data across the equalities strands to establish trends, hotspots and prevalent issue types for intelligence led responses <i>(NB: in so far as information is available under 2.4 above)</i> ➤ Use of safeguarding performance framework / housing, schools and police data ➤ Include findings within JSNA and/or STRATAS	CST / BIT	O Williams / P de Bourg	Jan-Mar 2013



Action		Lead Department	Lead Officer/s	Timescale
Key Area 3: Improving the Response to Hate Crime				
3.1	Update multi-agency safeguarding adults information sharing protocol - to include children and young people and Hate Crime	SAB	H Constantine	Oct 2012
3.2	Liaise with court users group to improve links around sentencing and publication of successful case outcomes	CST	O Williams	Jan–Mar 2013
3.3	Evaluation of case findings <ul style="list-style-type: none"> ➤ <i>Assessment of sample of closed cases to improve processes and outcomes – snapshot of 'x' number of cases by 'y' time</i> ➤ <i>Appropriate case studies</i> 	CST	O Williams	Mar 2013
Governance/Other:				
4.1	Report strategic action plan progress to the CSPB	CST	O Williams	Oct 2012
4.2	Progress Report to SAB	SAB	D Paterson	Oct 2012
4.3	Establishment of Equalities Forum to capture: <ul style="list-style-type: none"> ➤ <i>Community intelligence</i> ➤ <i>Community engagement</i> ➤ <i>Targeted information to raise awareness</i> 	PIP MPS CSU CST	A Brown J Willats O Williams	Sept–Dec 2012
4.4	Examine examples of best practice in other boroughs <ul style="list-style-type: none"> ➤ <i>Through pan London Hate Crime Coordinators Group</i> 	CST	O Williams	Oct 2012
4.5	Coordination of plan and working group of relevant officers/partners to review and oversee progress	CST	O Williams	Oct–Mar 2012

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