
COMMUNITY SAFETY PARTNERSHIP

THURSDAY, 11TH DECEMBER, 2014 at **14:45 HRS** - HARINGEY CYPRIOT CENTRE, EARLHAM GROVE, LONDON N22 5HJ

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 - 4)**
To confirm the minutes of the meeting held on 18 September as a correct record.
5. **PERFORMANCE EXCEPTION REPORT (PAGES 5 - 32)**
6. **YOS PERFORMANCE UPDATE INC FOCUS ON YOUNG VICTIMS (PAGES 33 - 42)**
7. **REPORT ON TASER USE IN HARINGEY/LONDON**
8. **METTRACE PROPOSAL**

STRATEGIC/DISCUSSION ITEMS

9. **ORGANISATIONAL DEVELOPMENTS AT VICTIM SUPPORT (PAGES 43 - 50)**
10. **VIOLENCE AGAINST WOMEN AND GIRLS (+ IRIS PROJECT) (PAGES 51 - 68)**

STATUS UPDATES

11. **STRATEGIC ASSESSMENT PROCESS AND TIMING**
12. **MAC UK - FORENSIC MENTAL HEALTH OUTREACH (BIG LOTTERY)**
13. **EMERGING ISSUES - ALL PARTNER AGENCIES (STANDING ITEM FROM THE LOCAL SAFEGUARDING CHILDREN'S BOARD)**
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**
 - 19 March 2015, 3 – 5.30pm

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Assistant Director – Corporate Governance and
Monitoring Officer
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Maria Fletcher
Principal Committee Coordinator
Tel: 020-8489 1512
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4 December 2014

Community Safety Partnership - Membership List

	NAME OF REPRESENTATIVE
Statutory partners/CSP members	<p>Cllr Bernice Vanier, Cabinet Member for Communities (Co-chair)</p> <p>Dr Victor Olisa, Borough Commander (Co-chair), Haringey Metropolitan Police</p> <p>Cllr Martin Newton, Opposition representative</p> <p>Cllr Ann Waters, Cabinet Member for Children and Families</p> <p>Zina Etheridge, Deputy Chief Executive, Haringey Council</p> <p>Andrew Blight, Assistant Chief Officer, National Probation Service - London for Haringey, Redbridge and Waltham Forest</p> <p>Douglas Charlton Assistant Chief Officer, London Community Rehabilitation Company, Enfield and Haringey</p> <p>Spencer Alden-Smith, Borough Fire Commander, Haringey Fire Service</p> <p>Jill Shattock, Director of Commissioning, Haringey Clinical Commissioning Group</p> <p>Mark Landy, Community Forensic Services Manager, BEH Mental Health Trust</p> <p>Pamela Pemberton, HAVCO, Interim CEO</p> <p>Joanne McCartney, MPA, London Assembly</p> <p>Stephen McDonnell, AD Environmental Services and Community Safety</p> <p>Eubert Malcolm, Head of Community Safety and Regulatory Services</p> <p>Dr. Jeanelle de Gruchy, Director Public Health, Haringey Council</p> <p>Lisa Redfern, Director of Children Services, Haringey Council</p> <p>Beverley Tarka, Interim Director Adult & Community Services, Haringey Council</p> <p>Andrew Billany, Managing Director, Homes for Haringey</p> <p>Tessa Newton, Victim Support</p> <p>Chair, Safer Neighbourhood Board – TBA (Interim in place)</p>
Supporting advisors	<p>Amanda Dellar, Superintendent, Haringey Metropolitan Police</p> <p>Hazel Simmonds, Interim Head Community Safety</p> <p>Jon Abbey, Assistant Director, Schools and Learning</p> <p>Claire Kowalska, Community Safety Strategic Manager (+ Theme Leads)</p> <p>Sarah Hart, Commissioning Manager, Public Health</p> <p>Maria Fletcher Committee Secretariat</p>

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**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP
THURSDAY, 18 SEPTEMBER 2014**

Present: Victor Olisa (Chair), Andrew Blight, Robin Charnley, Douglas Charlton, Jeanelle de Gruchy, Danny Egan, Tracie Evans, Andrew Francalanza, Eubert Malcolm, Joanne McCartney, Sharon Morgan, Cllr Newton, Myra O'Farrell, Stephen McDonnell, Jo Scott-Jones, Sue Southgate, Cllr Vanier, Cllr Waters.

In Attendance: Joan Appavoo, Jan Doust, Victoria Hill, Leon Joseph, Claire Kowalska, Katherine Manchester.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP122.	<p>APOLOGIES</p> <p>[Victor Olisa in the Chair].</p> <p>Apologies were received from Mark Landy, Lisa Redfern (Myra O'Farrell substituted), Pamela Pemberton (Robin Charnley substituted), Tessa Newton (Andrew Francalanza) and Beverley Tarka (Sue Southgate substituted).</p>	
HSP123.	<p>MINUTES</p> <p>The Board was informed that Spencer Alden-Smith, the Borough Fire Commander, was currently unwell and a card was circulated for members to sign.</p> <p>The Board was advised of the sad death of Paul Head, Principal of CONEL, following a severe illness. The outstanding contribution that Paul had made over the years to partnership working in the borough was recognised, particularly in community engagement in the aftermath of the riots. His death was a sad loss to the borough and the Chair asked that the condolences of the Board to be passed onto his family and friends. Jane O'Neill was currently Acting Principal at the College.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> • That the minutes of the meeting held on 29 July be agreed as an accurate record. <p>A map of the working groups sitting under the CSP would be re-circulated to members for information.</p> <p>An update on the IRIS project would be taken as an agenda item at the next meeting in December.</p>	<p>Claire Kowalska</p>

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THURSDAY, 18 SEPTEMBER 2014**

<p>HSP124.</p>	<p>TERRORISM STATUS UPDATE</p> <p>The Borough Commander advised that the threat level now stood at severe due to the actions of the Islamic State group. At a London level, an additional team of officers was now in place to increase uniformed presence on the streets. At a borough level, the emergency plan and response capability had been reviewed in light of the threat status. In terms of awareness, officers had undergone training and further information was provided on the Council website and Prevent webpage regarding terrorism and the importance of vigilance. In response to a question, confirmation was provided that a watching brief would be taken on hate crimes and that liaison was ongoing with relevant community groups.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> • That the update be noted. 	
<p>HSP125.</p>	<p>FAMILIES FIRST - EXTENDED PROGRAMME AND OPPORTUNITIES</p> <p>The Board was advised that Haringey was moving into the second phase of the programme, with additional funding to enable work to be extended to a further 486 families across the partnership. The Council would have greater ability to shape the programme going forward, with broader criteria to cover early intervention and prevention. There would be six broad headings under which authorities can determine criteria, targets, PIs, outcomes etc. A multi-agency, early help approach was being developed including establishing an early help service with Children's Services. Further consideration was required on how partners and other initiatives would engage or interact with this second, wider stage of the programme.</p> <p>The Board was given a brief overview of the first phase of the Tottenham delivery plan, the High Road West pathfinder, which sought to develop a new model of working with residents to deliver better outcome and which would constitute an extension of the reach of the Families First approach. It would focus on engaging in discussions with local people on issues and explore how to address them and release assets.</p> <p>The Board took part in a group workshop session exploring opportunities in the shaping of the extended Families First initiative, with key feedback set out below:</p> <p>Question 1</p> <ul style="list-style-type: none"> • Understanding needed of the current diversity and capacity gap. • Focus on third sector resources and support available. • The importance of the signposting of services. <p>Question 2 – aligning services</p> <ul style="list-style-type: none"> • The need to integrate pathways • Opportunities around Probation Services including a focus on parenting skills and spending time with the family of prisoners prior to release, support for prisoners on release such as through 	

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP
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	<p>mentoring and overall, a focus on preventing younger children getting into crime.</p> <ul style="list-style-type: none"> • Scope for co-location of services to be explored further. • Providing help to frontline officers to support and co-ordinate activities through skills' assessment and training and raising awareness of the services available. • Process map required and respect for lead agency. <p>Question 4:</p> <ul style="list-style-type: none"> • Baseline required on capacity and resilience which is currently in place in the community • Establishing people's priorities and desires. • Giving responsibilities to communities whilst recognising differing support needs of different groups. • Providing recognition to community activists such as small budgets for Resident's Associations etc. • Facilitating positive deviance. • Working with the whole family to break cycles. 	
<p>HSP126.</p>	<p>HEALTH AND WELLBEING STRATEGIC REFRESH</p> <p>The Director of Public Health gave an update on the population based approach to be taken for the refresh of the Strategy covering 2012-15 and which would be focused on the priorities of childhood obesity and improving mental health and wellbeing. The connections between the refresh and the work of the Board were emphasised including alcohol abuse, violence against women etc.</p> <p>In response to a question from the Board, confirmation was provided that seeking the appropriate prioritisation of mental health services within local health service provision remained a challenge, and although progress had been made in raising awareness nationally, no additional funding would be available. At a local level, the Clinical Commissioning Group was looking at the commissioning of mental health services, including the links to Children and Adult Services.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> • That the update be noted. 	
<p>HSP127.</p>	<p>COMMUNITY TRIGGER AND COMMUNICATIONS PLAN</p> <p>An update was provided on the implementation of the Haringey community trigger, which had an anticipated start date of 20 October.</p> <p>The ASB Partnership Board was currently working on the approval of the draft process. The ASB Action Team would administer the system, with final review by a Community Trigger Panel. The Council's Community Safety team would lead on the process for the whole borough and on behalf of all agencies.</p> <p>Communications for the Council website were currently being designed, with the intention of providing a single point of contact within Customer</p>	

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	<p>Services for the notification system. This information would then be replicated on partners' websites for a unified approach. Engagement sessions were also being planned with community groups to promote the new initiative.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> • That the update be noted. 	
HSP128.	<p>DRAFT RESPONSES TO SCRUTINY REPORT ON MENTAL HEALTH AND COMMUNITY SAFETY</p> <p>The Board was advised that a response was being prepared to the 11 recommendations made within the Scrutiny Report on Mental Health and Community Safety. Amongst the actions proposed was an extensive joint Health & Wellbeing Board and CSP session on mental health.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> • That the update be noted. 	
HSP129.	<p>ANY OTHER BUSINESS</p> <ul style="list-style-type: none"> • The Board was advised that Eubert Malcolm had been appointed the new Head of Community Safety and Regulatory Services. • It was advised that a report on Learning from Rotherham in relation to Child Sexual Exploitation (CSE) was due to be submitted for endorsement to the Local Safeguarding Children Board on 30 October regarding learning points to be adopted. A locally based MASE (multi-agency sexual exploitation) meeting was in place in the borough and the importance was emphasised of focussing on the voice of the child and establishing merging chronologies from agencies to facilitate early intervention. 	
HSP130.	<p>DATES OF FUTURE MEETINGS</p> <p>11 December 2014 3pm – 5.30pm</p>	

Meeting: Community Safety Partnership Board

Date: 11th December 2014

Report Title: Performance Report and related issues

Report of: Claire Kowalska, Community Safety Strategic Manager (TBA)

1. Purpose of the report

- To highlight improved performance and practice
- To present the key exception areas and agree on the partnership response
- To draw out a number of decisions for the CSP resulting from the data and the quarterly Performance Monitoring meeting (see point 6)

2. Background

- 2.1 There are numerous factors that impact on performance figures. These include baseline comparisons; different reporting periods; recording changes; levels of public confidence; police and partner interventions; effective enforcement; demographic changes; new policies and technology and offender management.
- 2.2 For this reason, the main exceptions in section 4 highlight the areas which stand out as being out of kilter with family groups and/or the MPS London average.
- 2.3 The identified areas are based on the attached documents which show:
- : An overview from each strategic outcome lead. Source: (CST)
 - : Police performance reporting (MPS)
 - : A snapshot of non-MOPAC crimes reported to the Safer Neighbourhood Board (to September 2014 compared with the previous year). Source: MOPAC
- 2.4 The latest Youth Offending data show all three main targets heading in the right direction. A presentation will be brought to the meeting.

3. Examples of improved performance and practice

- 3.1 Lead officers may expand on the reasons at the board meeting if requested. Notable areas include:
- Confidence in the police in Haringey has moved from 50% - bottom in the MPS - to 68% in line with the London average

- There has been significant success with accessing permanent employment, placements and apprenticeships for gang nominals
- The number of cases dealt with through Integrated Offender Management continues to rise and is predicted to exceed the year-end target
- Stronger links with key services in childrens' services, including Families First, housing and in prisons has greatly improved the intervention pathways for reducing reoffending
- The percentage of female victim-survivors of violence who are not withdrawing from the criminal justice process has gone from 54% to 83%
- The MARAC repeat victimisation rate is in line with the MPS average and, in the 12 months to June 2014, the Haringey MARAC saw 80% of the recommended volume of cases against a London average of 66% and a national average of 74%
- Successful delivery of WRAP/Prevent training in education settings including School Governors, schools, education welfare
- Theft from motor vehicles was down 11% at 10/11/2014 having been a challenge all year. There has been a focus on the top five offenders, alongside an MPS-wide operation focusing on number plate thefts and joint partnership work, via 'side by side' between Police and Council Parking Enforcement Teams in key areas.

4. Exceptions and challenges

- 4.1 The overall four year MOPAC reduction target of 20% by March 2017 (baseline 2011/12) is currently just below target at 17%. However, there will be increasing pressure on resources over the coming two years which could make the final target more difficult to achieve . The main contributor in volume is non-domestic violence with injury followed by residential burglary.
- 4.2 Comparative performance data for the year October 2013 – September 2014 showed considerable increases in:
- Non domestic violence with injury (up 28%). Third worst in the MPS behind Lambeth and Hackney
 - Residential burglary (up 15%) – worst in the MPS
 - Personal robbery (up 10%) – fifth worst in the MPS
 - Serious sexual offences (up 37% from 272 to 372 and 21% MPS average)
- 4.3 Rolling year performance to September 2014 against the previous year showed significant changes in the following areas which had greater increases than elsewhere in London. However, it should be noted that we welcome the increase in confidence to report and, with it, the ability to intervene to prevent further harm.

Increases are also due to the high profile of incidents currently in the media and the courts and it should be noted that many cases are historical.

- Reported rape offences (up by 52% or 182 offences; 30% MPS average)
- Reported racial/religious offences (up 67% to 439; 16% MPS average)
- Faith Hate Crime (up over 100% to 45; up 22% across MPS)

A short presentation will be delivered at the board meeting. Some points to be explored are:

- Responses to the appearance of new hot spots (e.g. Noel Park for burglary)
- Plans for increased CID presence and investigation on the streets (re. personal robbery)
- Initial impact of Operation Equinox (re. non-domestic violence with injury)
- The impact of increased community engagement and referral by police, Council and other partners

5. Issues raised at the Performance Monitoring Group (PMG)

A quarterly PMG is scheduled in between the CSP board meetings to look at the data in more detail. At the November meeting, the following cross-cutting issues were raised:

- Drug-related offending (especially supply) is changing the gangs picture and is on the rise for young offenders
- Timely forward planning is needed for jointly funding operations
- Co-ordinated, forward programme of dynamic communications is effective and needed with more emphasis on continued positive publicity
- CSP to be made aware that funding for some key areas is due to cease or change with effect from March 2015. This may affect more than one area under Violence against Women and Girls (see point 6 decisions)

6. Decisions / considerations for the board

- Agree to support a partnership Task and Finish group looking at current and foreseeable drug-related offending and possible mitigation, reporting back to the CSP.
- The Offender Management Unit was launched in January 2014. Agreement is sought to undertake a 12 month 'celebration' partnership event to promote achievement, review

progress/performance and agree key priorities and an improvement programme for 2015/16.

- To agree the formal process for the agreement and approval of the Gangs and Serious Youth Violence Strategy
- Partners and service leads to agree to a dedicated session around addressing funding changes in the VAWG area. This is likely to include perpetrator programmes, IDVA service, young people's services and is needed as soon as possible.
- Decide which mechanisms and plans exist for community engagement to avoid duplication and improve partnership outcomes.

Community Safety Team
December 2014



Haringey Community Safety Partnership

Community Safety Partnership
11th December 2014



Latest Performance – 10th November 2014

Haringey

YR - Haringey					Scorecard					Notes	
MOPAC Crime		Offences			SD Rate						
		FY 11/12^	Current R12	% Chg	Target	FY 11/12	Current R12				
MOPAC 7		15,686	12,949	-17.4 %		11.9%	14.8%				
Burglary		3,649	2,989	-18.1 %		12.6%	7.8%				
Criminal Damage		2,748	2,159	-21.4 %		11.5%	18.4%				
Robbery		1,497	1,021	-31.8 %		18.4%	11.9%				
Theft From MV		3,040	2,229	-26.7 %		3.6%	4.6%				
Theft/Taking Of MV		1,284	766	-40.3 %		6.1%	6.5%				
Theft From Person		1,204	1,138	-5.5 %		3.2%	3.5%				
Violence With Injury		2,264	2,647	+16.9 %		26.2%	36.6%				
Increase Confidence	Target	Q4 12	Q4 13	% Chg	Reduce Cost	Target	Previous R12	Current R12	% Chg		
Police in my local area do a good or excellent job	66%	55%	60%	+5.0% pt	Delivery of the agreed 2013/14 Budget						
Crime Type	Target	Offences			Weekly Excppts	Trends	SD Rate		Primary SD Rate		
		Previous R12	Current R12	% Chg			Previous R12	Current R12	Previous R12	Current R12	
TNO		21,428	23,427	+9.3 %			20.9%	20.3%	19.4%	19.9%	
<i>State-based</i>		1,679	1,755	+4.5 %			86.8%	87.6%	86.7%	87.6%	
<i>Victim-based</i>		19,749	21,669	+9.7 %			15.3%	14.8%	13.7%	14.5%	
Burglary	-5.0%	2,703	2,989	+10.6 %			16.1%	7.8%	6.8%	6.5%	
Burglary In a Dwelling		1,909	2,252	+16.0 %			18.1%	6.9%	5.6%	5.3%	
Burglary In Other Buildings		794	737	-7.2 %			11.5%	10.6%	9.6%	10.2%	
Criminal Damage	0.0%	1,846	2,159	+17.0 %	↑	↑	16.3%	18.4%	16.3%	18.3%	
Robbery	-5.0%	938	1,021	+8.8 %	↑		20.4%	11.9%	20.4%	11.9%	
Personal Robbery		869	961	+10.6 %	↑		19.4%	11.6%	19.4%	11.6%	
Business Robbery		69	60	-13.0 %			31.9%	18.3%	31.9%	18.3%	
Robbery of mobile phone*		469	416	-11.3 %			23.0%	13.5%	-	-	
Theft Of/From MV		3,328	2,995	-10.0 %			5.0%	5.1%	3.4%	4.0%	
Theft From MV	-5.0%	2,497	2,229	-10.7 %			4.4%	4.6%	2.2%	3.2%	
Theft/Taking Of MV	0.0%	831	766	-7.8 %			7.0%	6.5%	7.0%	6.3%	
Theft From Person	-8.0%	1,479	1,138	-23.1 %			2.6%	3.5%	2.6%	3.5%	
Theft of mobile phone*		1,032	759	-26.5 %			2.0%	4.0%	-	-	
Violence With Injury	-6.0%	1,981	2,647	+33.6 %			35.0%	36.6%	34.9%	36.6%	
Non-Domestic Abuse VWI		1,285	1,765	+37.4 %			27.5%	29.7%	27.5%	29.7%	
Domestic Abuse VWI		696	882	+26.7 %			48.7%	50.6%	48.7%	50.6%	
Domestic Abuse		1,728	2,166	+25.3 %			43.1%	38.9%	43.1%	38.9%	
ASB		Previous R12	Current R12	% Chg							
Total ASB Demand		12,008	9,967	-17.0 %							
ASB Repeat Callers		320	277	-13.4 %							
CCC Despatch		Previous R12	Current R12	% Chg							
I Calls within 15 mins		94.8%	94.0%	-0.8% pt							
S Calls within 60 mins		92.3%	88.7%	-3.7% pt							
Satisfaction		Q4 12	Q4 13	% Chg							
Overall Satisfaction		75.0%	78.0%	+3.0% pt							
Burglary		85.0%	83.0%	-2.0% pt							
Motor Vehicle Crime		72.0%	82.0%	+10.0% pt							
Violent Crime		69.0%	69.0%	0.0% pt							

Key

- Performance is at or above target
- Performance is below target but is at least half the improvement required to meet the target compared to the previous reporting period
- Performance is below target and less than half the improvement required to meet the target
- Green is improving performance
- Red is worsening performance
- Sky Blue indicates a SD Rate increase on last year
- Plum indicates a SD Rate decrease on last year



Non-MOPAC 7 Recorded Crime

Oct 13 – Sep 14

Haringey Council

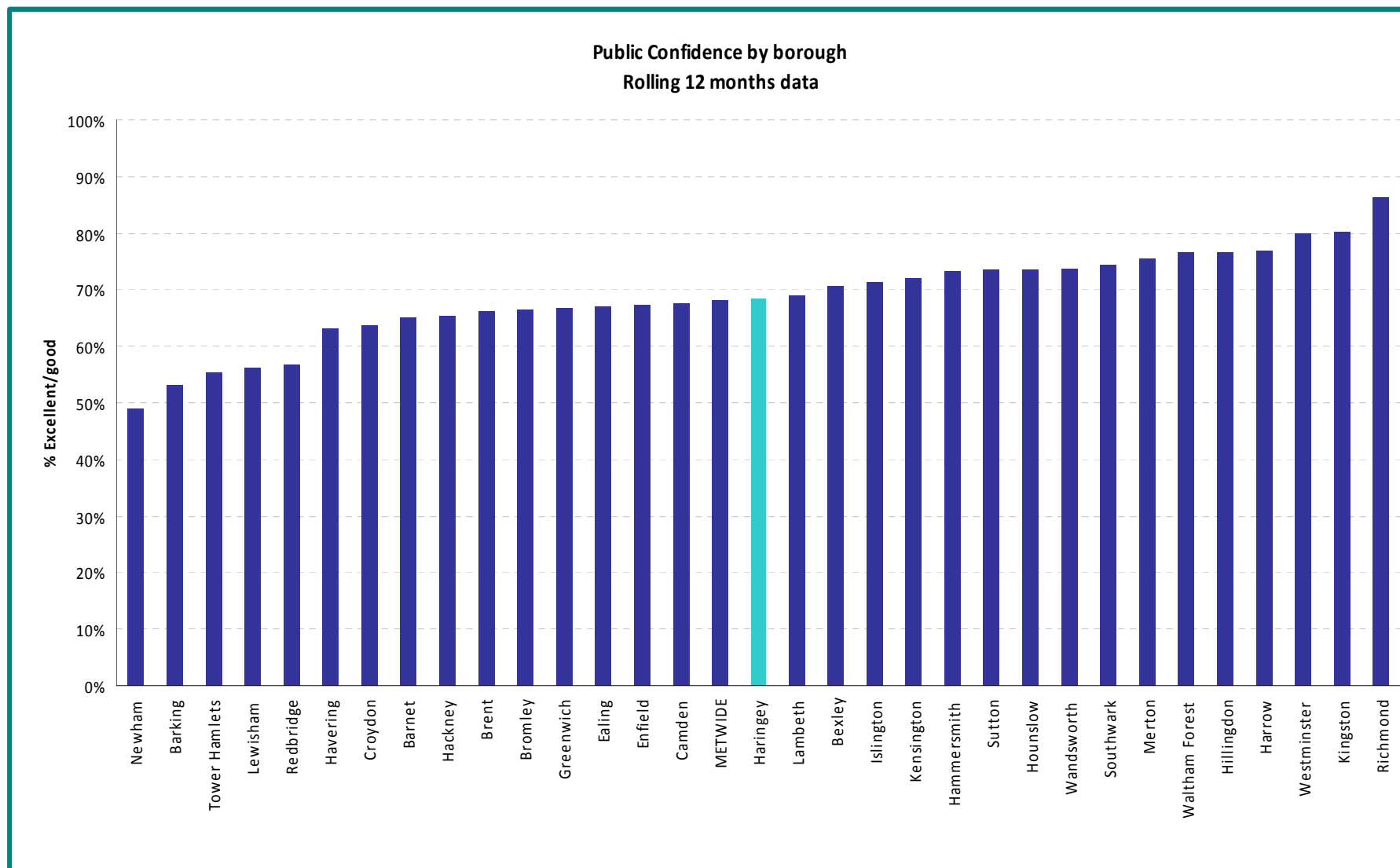
	2012/13	2013/14	% change	MPS % change
Total Notifiable Offences (TNOs)*	21,527	23,156	7.6%	-4.8%
Other Crime				
Rape	120	182	51.7%	29.6%
Serious Sexual Offences	272	372	36.8%	21.1%
Youth Violence	412	522	26.7%	9.9%
Serious Youth Violence	184	233	26.6%	10.6%
Gun Crime	72	51	-29.2%	-16.0%
Knife Crime	437	456	4.3%	-12.4%
Knife Crime with Injury	165	154	-6.7%	2.0%
Domestic Abuse	1,726	2,109	22.2%	20.2%
Homophobic Crime	26	25	-3.8%	22.7%
Racist & Religious Hate Crime	263	439	66.9%	16.1%
Disability Hate Crime	1	1	0.0%	9.8%
Transgender Hate Crime	2	3	50.0%	72.1%
Faith Hate Crime	22	45	104.5%	21.7%



Haringey Council

Q1 2014/5 Confidence

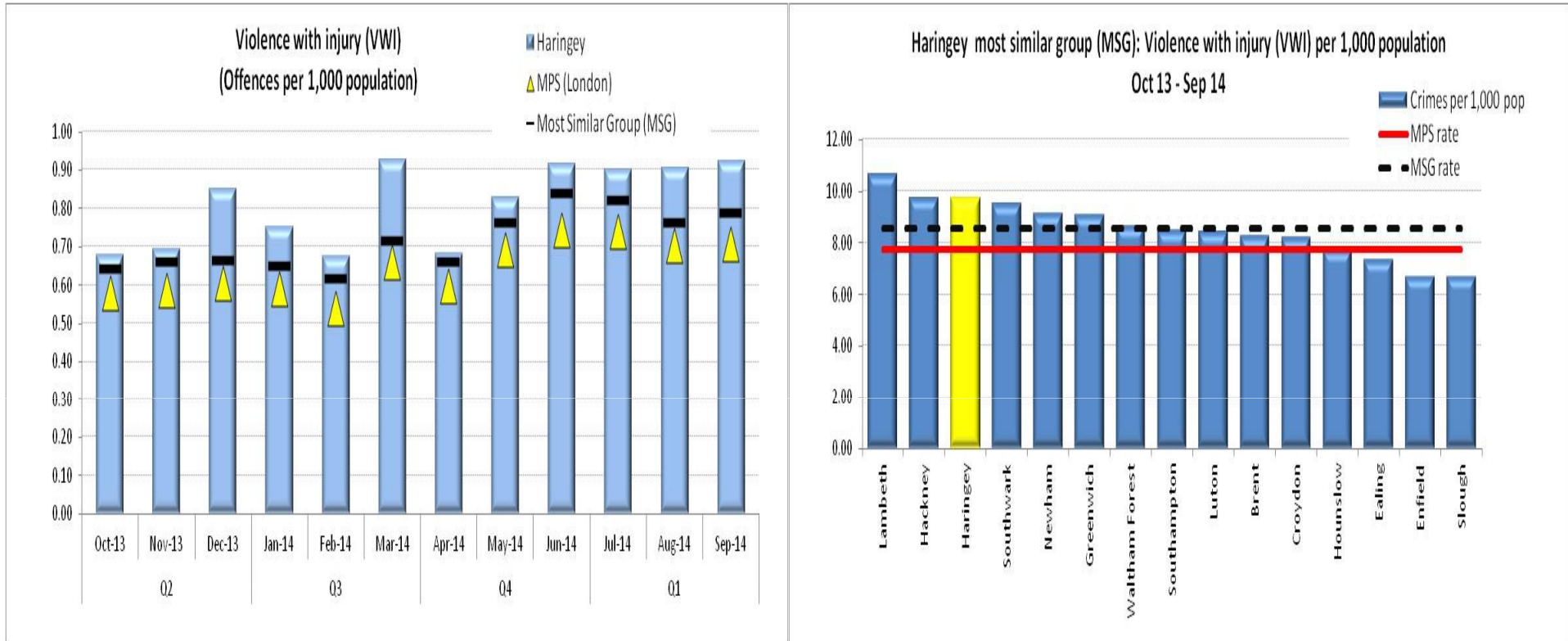
London borough comparison





MOPAC7 indicators: Violence with injury (VWI) Oct13 – Sep14

Haringey Council

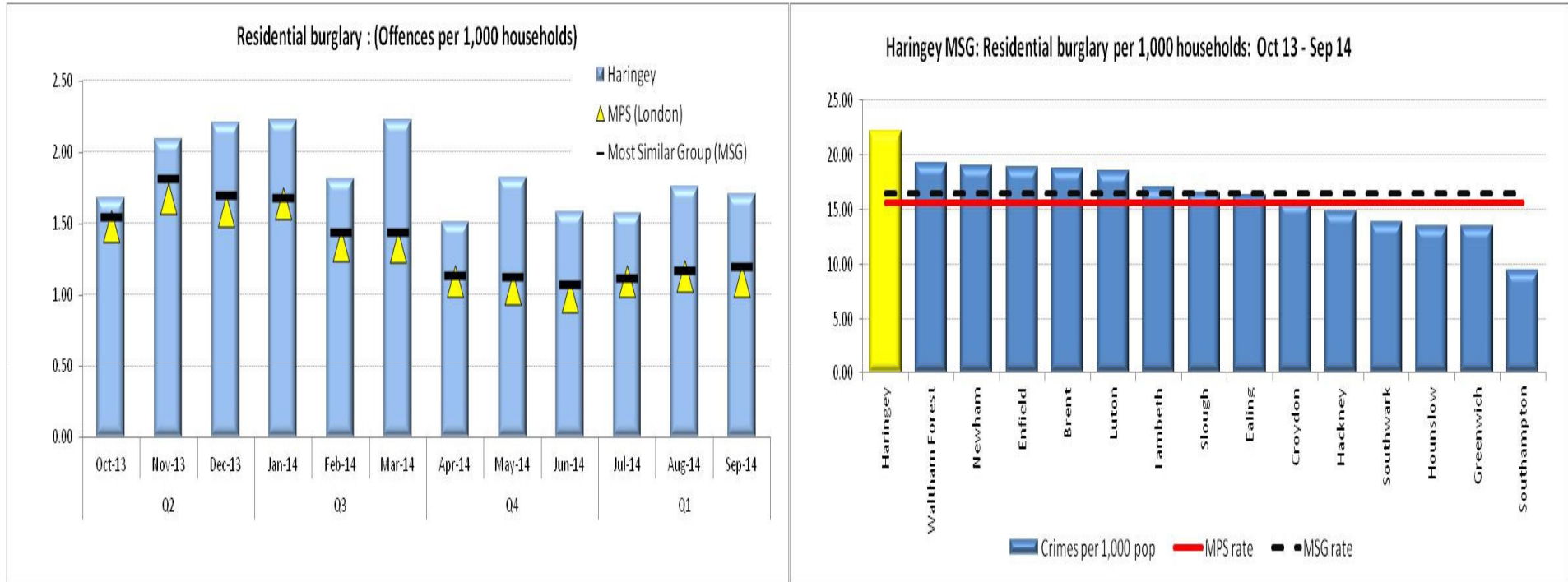


- 28% increase in VWI in the 12 months to Sep14 (increase from 1,998 to 2,563) – highest increase in MSG however both London and MSG increased by 17% & 15% respectively
- 718 offences in Q2 (Jul14-Sep14), over a third as many more (38% or 196 additional) compared to Q2 2013
- With the exception of Mar14, VWI is currently the highest it's been for three years
- Key issue is an increase in the more violent wards and areas of public disorder in Noel Park, Northumberland Park and Seven Sisters
- The partnership is currently running Operation Equinox as a key mitigating factor. An early outcome update will be given at the meeting. Police have also changed shifts to supply further presence in key are



Haringey Council

MOPAC7 indicators: Residential burglary Oct 13- Sep 14



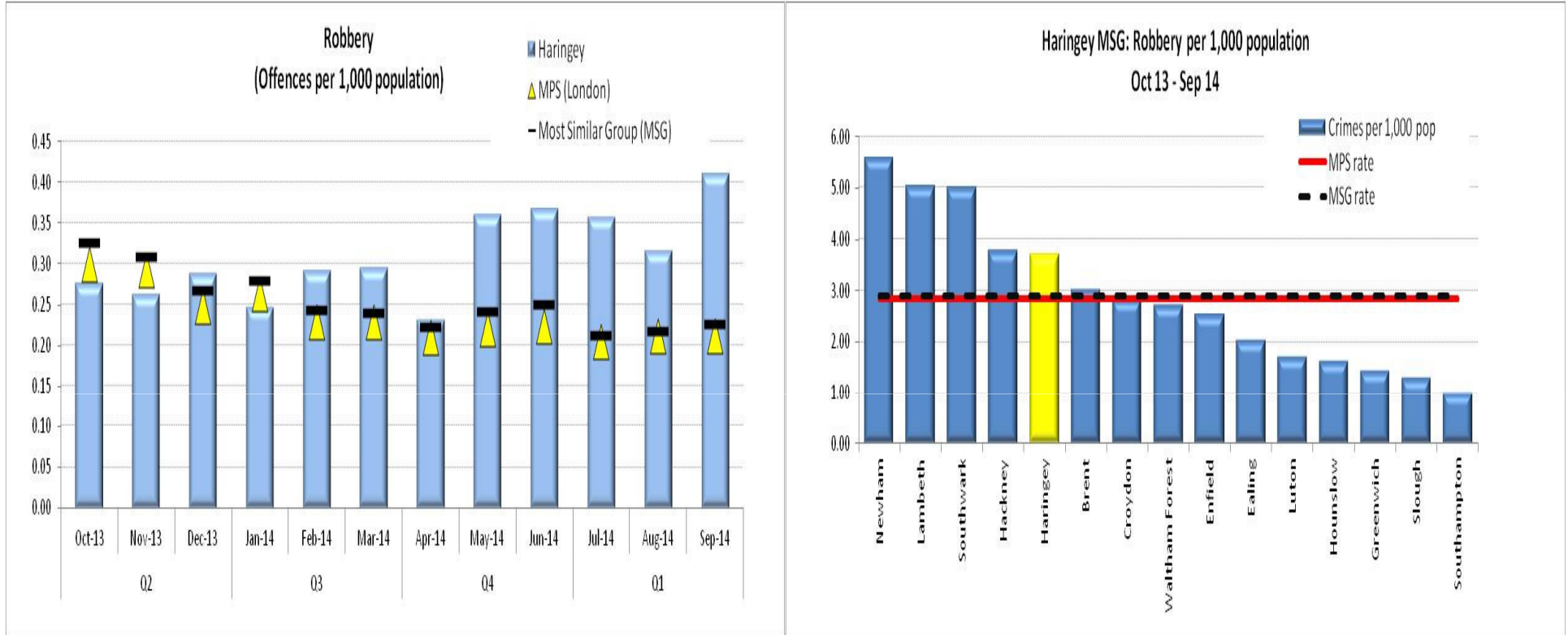
- 15% increase – only borough in MSG to show an increase during this period – London 12% & MSG 11% fall
- Haringey's residential burglary rate of 22.9 (per thousand households) the highest in London
- There has been an additional hotspot in Noel Park which we are looking into
- Operation Bumblebee was re-invigorated; Neighbourhood Watch targeting messages
- Increased lock fitting, police visits and securing neighbouring properties
- Neighbourhood police teams are looking at crime prevention signage up in localised areas
- We need to get messages out earlier to allow lead in time



Haringey Council

MOPAC7 indicators: Robbery

Oct 13 – Sep 14

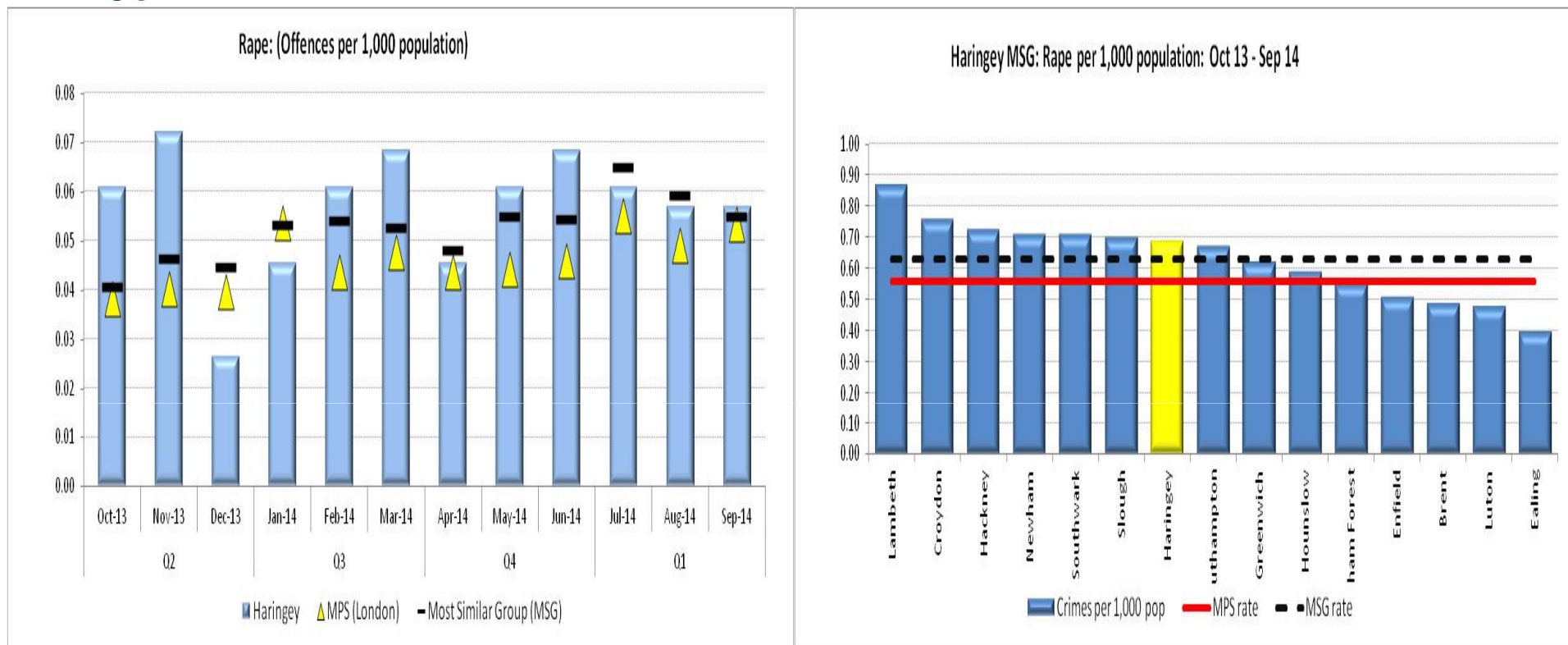


- Robberies have risen since Apr14 recording a 27% (61 additional offences) increase in Q2 compared to Q2 2013
- Robbery has risen by 9% from 920 - 976 in rolling 12 months to Sep14: the only borough in it's MSG to record an increase compared to reductions of 25% and 28% in London and our MSG respectively
- Haringey's Robbery rate of 3.7 per thousand population is 5th highest in it's MSG & 9th highest in London
- Haringey police intend to deploy proactive investigative teams in the community to impact on this



Haringey Council

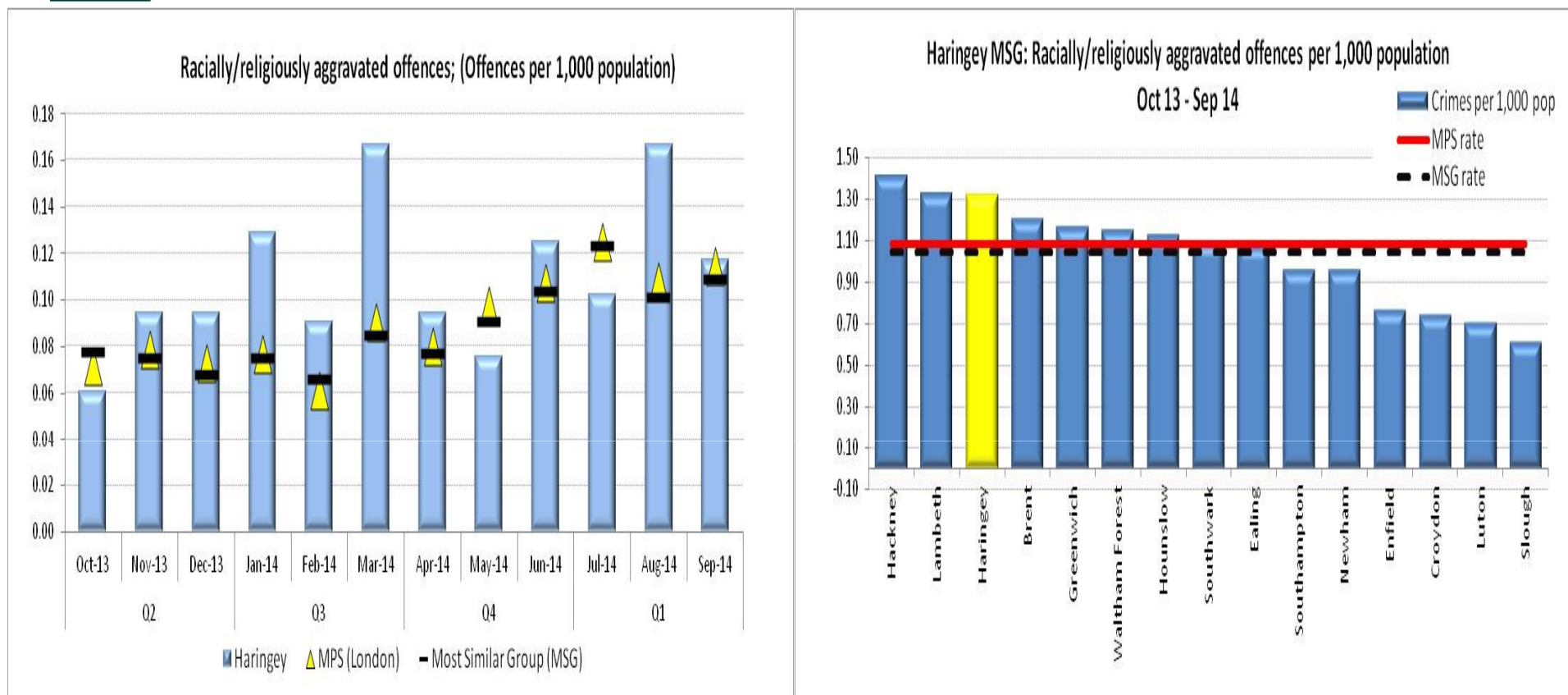
Other key concerns: Reported rape Oct 13 – Sep 14



- 180 reported rape offences representing a significant 55% (65 additional offences) increase in the 12 months to Sep14
- Highest increase in MSG although all boroughs in MSG recorded increases - London and MSG also recorded increases of 33% and 32% respectively for the same period
- Haringey’s reported rape rate of 0.68 per thousand population 8th highest in London
- This may be a combination of confidence, media profile and local services being better known



Other key concerns: Racially/religiously aggravated offences Oct 13 – Sep 14



- 348 Racial/religious aggravated offences representing a significant 84% increase (159 additional offences) in the 12 months to Sep14
- Highest increase in MSG although only one borough in the MSG recorded a reduction - London and MSG recorded increases of 25% and 28% respectively for the same period
- Racial/religious aggravated offences have risen steeply since Sep13 and Q2 more than doubled (137% increase or 59 additional offences) compared to Q2 in 2013
- Partners and the police are working on breaking down the specific driving factors behind this. CSP partners may have evidence and views to bring to the meeting



Police ASB related emergency calls

Oct 13 – Sep 14

Area	CSP	Oct12- Sep13	Oct13- Sep14	+/-	+/- (%)	Rank (volume)	Rank (+/-)
East	Tower Hamlets	20,527	18,555	-1,972	-9.6	1	1
	Newham	17,128	12,965	-4,163	-24.3	3	23
	Hackney	13,950	11,162	-2,788	-20.0	6	11
	Enfield	12,861	9,754	-3,107	-24.2	13	21
	Haringey	12,192	10,146	-2,046	-16.8	12	5
	Redbridge	10,733	8,263	-2,470	-23.0	20	18
	Waltham Forest	10,757	9,256	-1,501	-14.0	16	3
	Barking & Dagenham	8,502	6,632	-1,870	-22.0	24	14
Havering	7,742	5,498	-2,244	-29.0	28	29	
North	Ealing	14,495	11,786	-2,709	-18.7	5	8
	Camden	13,524	10,713	-2,811	-20.8	9	12
	Brent	12,738	10,523	-2,215	-17.4	10	6
	Barnet	12,781	10,361	-2,420	-18.9	11	10
	Islington	11,555	9,457	-2,098	-18.2	14	7
	Harrow	7,535	5,785	-1,750	-23.2	26	19
South	Lambeth	17,300	12,660	-4,640	-26.8	4	27
	Croydon	15,700	11,065	-4,635	-29.5	7	31
	Southwark	14,969	10,942	-4,027	-26.9	8	28
	Lewisham	12,446	9,437	-3,009	-24.2	15	22
	Greenwich	10,491	7,339	-3,152	-30.0	22	32
	Bromley	9,924	7,344	-2,580	-26.0	21	25
Bexley	7,653	5,636	-2,017	-26.4	27	26	
West	Hillingdon	11,509	8,950	-2,559	-22.2	18	15
	Hounslow	11,642	8,979	-2,663	-22.9	17	16
	Wandsworth	11,363	8,682	-2,681	-23.6	19	20
	Hammersmith & Fulham	8,726	6,857	-1,869	-21.4	23	13
	Kensington & Chelsea	7,578	6,429	-1,149	-15.2	25	4
	Merton	6,793	5,234	-1,559	-23.0	29	17
	Sutton	6,267	4,431	-1,836	-29.3	31	30
	Richmond Upon Thames	5,715	4,244	-1,471	-25.7	32	24
	Kingston Upon Thames	5,471	4,448	-1,023	-18.7	30	9
Westminster	20,402	17,962	-2,440	-12.0	2	2	
Heathrow	1,288	980	-308	-23.9	
Other	576	348	-228	-39.6	
London (MPS)	372,833	292,823	-80,010	-21.5			

REPORTED ASB CALLS TO THE POLICE

- **Performance against target**
- Q2 performance (10,146) shows 7% reduction compared to the 5% reduction target of 10,950
- **Year-on-year performance:**
- 10,146 ASB calls in the 12 months to Sep14 representing a 17% annual reduction (2,046 fewer offences)
- Improvement compared to Q1 performance of 8%
- Falling trend in call volumes over the last three quarters
- 12th highest volume of calls remains unchanged from Q1 however
- All London boroughs recorded reductions in the 12 months to Sep14
- Overall ASB related emergency calls across London fell by 22%.
- **ASB REPEAT CALLS TO THE POLICE**
- Local data for the 12 months to Sep14 shows 574 repeat calls, 22 of which had more than 10 calls in a 24 week period. This is an increase of 4 calls compared to the preceding quarter



Haringey Council

Overall Assessment

- Significant increases seen in MOPAC7 offences for Violence with injury (28%), Residential burglary (15%) and to a lesser extent Robbery (9%) - rolling 12 month period to Sep14
- Reported Rape offences have increased by over half (55%), possible reasons include
 - Recent changes reduced the number offences of offences categorised as 'no crimes'
 - More allegations of rape being recorded from emergency call data
 - Increased confidence in reporting rape due to successful high-profile cases
 - National picture shows an increase in reporting
- As most rape goes unreported this increase can be seen as being positive
- Reported Racially/religious aggravated crime has risen significantly by 84% more than London increase of 25%
 - Offences tend to be centred in town centres and transport interchanges, specifically Noel Park, Tottenham Green and Tottenham Hale wards
 - The Polish community figure as both victims and perpetrators
- The increase in ASB repeat calls in Q2 from 18 to 22 is most likely linked to in increase in calls from commercial premises and more callers linked with mental health issues



Haringey Council

Haringey peer group CSPs

**Haringey's Most Similar Group -
MSG
(15 members inc. Haringey)**

**Youth Offending
Team - YOT Family
(10 members inc.
Haringey)**

Haringey

Brent
Croydon
Ealing
Enfield
Greenwich
Hackney
Hounslow
Lambeth
Newham
Southwark
Waltham Forest
Luton - Bedfordshire
Hampshire - Southampton
Thames Valley - Slough

Haringey

Lewisham
Greenwich
Lambeth
Waltham Forest
Leicester City
Southwark
Newham
Brent
Hackney

Integrated Gang Unit - Performance Quarter 2

Description	Owner	Baseline	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Comments
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Reduce re-offending – achieve a reduction in re-offending by the Gang Exit Project and Gang Worker Caseload by 20% over four years	IGU Manager	N/A	20% Over 4 years	84%	20% Over 4 years	56%	20% Over 4 years		20% Over 4 years		The caseload demonstrated a reduction in re-offending of 56% against a target of a 20% reduction.
Improve Engagement/Employment/work experience – ensure 60% of the Gang Exit Project and Gang Worker caseload are engaged in education, employment or work experience over four years	IGU Manager	N/A	60% over 4 years	35%	60% over 4 years	57%	60% over 4 years		60% over 4 years		Performance has improved significantly with 57% of the caseload in ETE compared to 35% in Q1.
Provide Settled Accommodation – ensure at least 60% of the caseload are living in settled accommodation (either within a family setting or independently) over four years.	IGU Manager	N/A	60% Over 4 years	65%	60% Over 4 years	66%	60% Over 4 years		60% Over 4 years		Of the overall caseload, 66% are in sustainable accommodation.
Retention – demonstrate an 80% retention rate of the Gang Exit Project and Gang Worker caseload over 6 months	IGU Manager	N/A	80% over 4 years	90%	80% over 4 years	94%	80% over 4 years		80% over 4 years		94% of cases engaged with the IGU have been retained.
The Gang Exit Project will work with up to 20 gang members per year/80 over a four year period.	IGU Manager	N/A	80 over 4 years	26	80 over 4 years	35	80 over 4 years		80 over 4 years		The Gang Exit Project has worked with 35 people in Q2. A sift of the Trident Matrix in Q3 will identify individuals who will be added to Gang Worker case load.

Performance Overview

- The IGU has actively worked with 35 cases in Q2 and worked with a total of 45 cases in the year to date putting it on track to work with its target 72 cases by the end of the year.
- The Gang Exit project caseload demonstrated a reduction in re-offending of 56% against a target of a 20% reduction. Of those individuals who have offended since engaging with the project, 50% have demonstrated a reduction in the seriousness of their offending, showing a positive direction of travel in response to the IGU intervention.

Key Improvers and Success

- The IGU has expanded to include weekly co-location of the Young Victims Project Co-ordinator from Victim Support and monthly co-location of a Social Worker from the Young Adults Service working with 16-17 year olds. This has further improved referral pathways for Victim Support and information exchange with the Young Adults Service.
- Regular referrals are being received from a wide range of partner agencies including; Police, Probation, Children and Young People's Service, Young Adult's Service, local schools and third sector providers: Barnardos, Victim Support, HARRP Trust and St Mungo's reflecting the increased profile of the team.
- There have been a number of significant successes where individuals have accessed permanent employment and apprenticeships. The Gang Workers have supported four individuals to maintain education placements, a further four individuals to access new education placements, two individuals to access employment and two more to access apprenticeships.
- Daily intelligence sharing with the Police Gangs Disruption Unit continues to work well and drives both proactive and responsive activity.
- A third Gang Worker has been recruited and will be aligned to work with the Haringey Integrate Project. This is a three year project funded by the Big Lottery and will be delivered in partnership between MAC-UK, Haringey council and Barnet Enfield and Haringey Mental Health Trust. This multi agency pilot project will put mental health at the heart of solutions for excluded young people aged 16-25 years targeting those involved in gangs/antisocial behaviour who do not access traditional services.
- A Gangs and Serious Youth Violence Strategy is in development structured around four key themes: Prevention and Early Intervention, Effective Enforcement, Community Engagement and Intervention. Contributors to the strategy workshop agreed that a common and simplified language is required to ensure that the strategy is meaningful across all services and partner agencies. The strategy will have a long term lifespan (10 years) reflecting the wider aspirations of the corporate strategic plans and regeneration of the borough with detailed short to medium term delivery plans which are refreshed annually.
- The mapping exercise exploring the links between young women and gangs has progressed well with the establishment of a 'girls and gangs forum' and development of a bespoke database to map exploited girls and offenders. The Home Office have identified this as good practice and are visiting in November to assess the potential for national rollout of the model.

Key Challenges

- Access to housing for gang associated individuals considered to be 'at imminent risk' of harm continues to be a challenge but options are being assessed jointly with the IOM Unit.
- Preparation for the Home Office peer review of the partnerships response to "County Lines" is progressing but due to the short time scale for preparation is a significant burden on the IGU.
- Preparation for the proposed "Shield" GVI initiative is progressing but it will be a very significant challenge to prepare and deliver the multi agency project which is likely to be delivered over a significant period of time.

Decision Required by CSP

- To agree the formal process for the agreement and approval of the Gangs and Serious Youth Violence Strategy.

PRIORITY OUTCOME 4 - REDUCING RE-OFFENDING - PERFORMANCE Q2.

Description	Owner	Baseline	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Comments
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Increase the Integrated Offender Management cohort from 70 to 310 cases (by 25 in year 1)	Gareth Llywelyn-Roberts	70	125	136	150	231	200		250		The IOM Unit dealt with 231 cases in Q2, dealing with 128 IOM and is predicted to exceed target
Reduce re-offending for the IOM cohort by 40% over 4 years	Gareth Llywelyn-Roberts	46%	40% over 4 years	62%	40% over 4 years	48%	40% over 4 years		40% over 4 years		The reoffending behaviour of the cohort is fluid and as expected performance is nearing expected norm as judicial interventions progress. A statistically reliable outturn will be available at yr end
To Reduce Offending by >40% of the IOM Cohort in DIP Treatment – based on number of arrests and convictions of offenders who complete the initial 12 week DIP programme and enter structured treatment	Sarah Hart	N/A - to be set in 2014/5	N/A	N/A	>40% of the IOM Cohort over 4 years	43%	>40% of the IOM Cohort over 4 years		>40% of the IOM Cohort over 4 years		The majority of offenders in the cohort have not yet been in treatment for more than 6 months. A statistically accurate measure will only be available at this point. A baseline will be set in 2014/5.
Reduce the number of females re-entering custody (IOM cohort)	Sarah Hart	To be set 2014/5	TBC		TBC	52%	TBC		T		The number of females in the IOM cohort is currently too small to provide a statistically accurate measurement. A baseline is being set in 2014/5 to enable more accurate monitoring.
Successful Drug Completions - Opiates	Sarah Hart	11.1%	9-15%	12%	9-15%	12%	9-15%		9-15%		The new service provides smoother referral and transfer between services. Performance is within the top quartile.
Successful Drug Completions - Non Opiates	Sarah Hart	47.5%	46% - 53%	45%	46% - 53%	45%	46% - 53%		46% - 53%		Completions have dropped slightly below the top quartile but the integrated treatment system is showing improving outcomes.

Performance Overview

- All indicators are close to, or exceed, target. However, the offending behaviour of the cohort is fluid and performance will reduce through the year as outstanding judicial interventions complete and a statistically accurate time period is reached where assessment of re-offending since joining the scheme can be compared with 2 years prior to the scheme.
- The number of females in the IOM cohort is currently too small to provide a statistically accurate measurement of re-offending and is skewed by the fact that two of the female cohort are currently missing and not coming to notice and a significant proportion have only recently been

released from secure estate or are awaiting disposal. A baseline is being set in 2014/5 as per the original bid and statistical accuracy will be enhanced as we increase the female cohort.

- To new target “to Reduce Offending by >40% of the IOM Cohort in DIP Treatment – based on number of arrests and convictions of offenders who complete the initial 12 week DiP programme and enter structured treatment has been agreed with MOPAC in Q2 to replace the “early estimate of offending. At present the majority of those in treatment have not yet reached the 6 month threshold and as such the numbers are relatively small. A statistically accurate assessment will be available by year end.

Key Improvers and Success

- The number of IOM cases dealt with continues to rise and is predicted to exceed the end of year target of 250 cases. The size of the cohort has also increased with 128 nominals dealt with across the Unit.
- An Offender Management Board has been established, reporting to the Community Safety Partnership with all key partner agencies represented to oversee the strategic and operational delivery of the IOM and Gangs delivery. Operational delivery is managed through daily intelligence reports, fortnightly IOM Multi Agency operational meetings and a full multi agency partnership IOM meeting every 6 weeks.
- A full needs assessment is undertaken with all offenders at first contact, including prison in-reach, which includes an assessment of ETE, accommodation and wider criminogenic needs including mental health/drug treatment etc with a full case work plan developed to deliver better outcomes for offenders
- Our enforcement regimes have been developed to enhance the opportunities to exert formal control over offenders with a process introduced to identify the top 5 nominals for borough tasking including all intelligence and daily tasking delivered through the IOM team.
- The intervention pathways have been significantly improved with the addition of Families First through a dedicated worker within probation Services and local Prisons who are working closely with service users and their families to identify safeguarding and early interventions, enhanced engagement with Housing Services and Young Peoples Services to identify early intervention including for young persons housing through a dedicated worker, substance misuse services and mental health.

Key Challenges

- Access to suitable accommodation for offenders who are not eligible for statutory housing provision is a critical ongoing need to provide the foundation for successful rehabilitation remains a challenge but is being progressed through the OM Board..
- Development of our post arrest and pre-court processes through the use of community impact statements and Police/Court bail restrictions to ensure that we have the appropriate statutory controls in place to enhance compliance with services and meet offenders’ criminogenic needs.
- The lack of analytical resource to deliver daily intelligence requirements, monitor performance, maintain offender databases and case management records and analysis to inform delivery remains a challenge but recruitment is now being actively progressed and the Intelligence Analyst should be in place by Q3.

Decision Required by CSP

1. The Offender Management Unit was launched in January 2014 and agreement is sought to undertake a 12 month ‘celebration’ partnership event to promote achievement, review progress/performance and agree key priorities and an improvement programme for 2015/16.

Outcome 6 – Preventing Violent Extremism - Performance Q2 September 2014

Description	Owner	Baseline	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Comments
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Develop an annual Prevent Delivery Plan with involvement key stakeholders (HPDG). Prevent delivery plan will incorporate national and local priorities on Syria	Prevent Coordinator			100%		100%		100%		100%	Prevent Delivery plan will be endorsed at the HPDG 23.07.14 and CSP on 29.07.14
X6 weekly facilitation of multi agency Channel Panel meetings. Channel Panel training	Prevent Coordinator		Ongoing Oct 2014	100%	Ongoing Completed October 2014	100%					Representatives from the police, Community Safety Team and social services attended the HYDRA training in October. A Channel Panel tracker has been implemented and key partners invited to meeting dependent on cases.
Prevent & Channel placed on statutory footing under Sec 17 Crime & Disorder Act	Prevent Coordinator		January 2014								To provide report summarising new responsibilities and guidance for CSP supported by recommendations for implementation with key strategic partners. Haringey's Prevent Coordinator has been invited to work with the Home Office as 'critical friend' on the statutory implementation of Prevent
Delivery of Prevent awareness training (WRAP) for key frontline professional. Key focus on schools provision of targeted support and training re Prevent and new Ofsted Inspection criteria.	Prevent Coordinator; Schools & Learning Service) Governors & Schools; SACRE		Ongoing		Ongoing						Train operational frontline teams Training diarised for Q3 to Governors; School SMT, Early Help, Education Welfare Officers, schools and family support workers.

Successful delivery of the 'community resilience' project, capacity building Haringey Muslim Network. Ongoing engagement with Haringey Muslim Network (HMN)	Prevent Coordinator & HMN		June-Dec 14		Nov 14						1st session delivered in June. Session 2, 10 th Nov
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Performance Overview

All targets in listed priorities are 'on track'.

Key Improvers and Success

- Training: Continued delivery Prevent awareness training to frontline professionals
- Fundraising: Successful involvement in pan-London Safer Giving campaign
- Successful delivery of local Prevent projects: Web Guardians & Safe and Effective Mosque and Madrassahs
- Continued engagement on Prevent with Haringey Muslim Network, resilience forum delivered in June 2014.
- Since the end of this quarter WRAP training has been delivered to Fortismere School, Parkview School, Education Welfare Team, Early Help service, schools governors and Family Support. There is training diarised for January and February 2015.

Key Challenges

- Potential Impact of Syrian humanitarian crisis. This continues to pose the greatest challenge in relation to radicalisation as continues conflict and reports from elsewhere in London and UK of people travelling to take part in the conflict, Nov 14.
- Successful adoption of Prevent and Channel statutory duties
- Further engaging with the School and higher education communities on Prevent agenda (This has now improved and training has been delivered to 3 schools in the borough, and engagement meeting has taken place with Woodside school, update for November 2014)
- Embedding Channel into existing Safeguarding referral pathways (Meeting have taken place with CYPS and prevent has been included as a referral criteria in the new single referral form process to replace CAF Nov 14. Discussions have also taken place with head of safeguarding around sustained presence at Channel Panels)

Decision/action required by CSP

How do we better understand the mechanisms we use for community engagement to avoid duplication and improve partnership outcomes.

MOPAC 7 Performance: Rolling 12 months offence totals – October 2013 – September 2014

Description	Owner	Baseline		Quarter 1 - Rolling 12 month total			Quarter 2 - Rolling 12 month total			Quarter 3 - Rolling 12 month total			Quarter 4 - Rolling 12 month total			Current performance v Baseline	Comments
		2011/12	2013/14	Target	Actual	Change %	Target	Actual	Change %	Target	Actual	Change %	Target	Actual	Change %		
Burglary	MPS, PdB	3,649	2,908	2,914	2,930	0.6	2,914	2,991	2.6	2,914		2,914			-18.0	On track	
Criminal damage	MPS, PdB	2,748	1,905	2,046	1,901	-7.1	2,046	1,969	-3.8	2,046		2,046			-28.3	Exceeding target	
Robbery	MPS, PdB	1,497	933	1,057	915	-13.4	1,057	976	-7.7	1,057		1,057			-34.8	Exceeding target	
Theft from MV	MPS, PdB	3,040	2,651	2,540	2,584	1.7	2,540	2,449	-3.6	2,540		2,540			-19.4	On track	
Theft/Taking of MV	MPS, PdB	1,284	806	910	802	-11.9	910	753	-17.3	910		910			-41.4	Exceeding target	
Theft from person	MPS, PdB	1,204	1,417	1,168	1,210	3.6	1,168	1,177	0.8	1,168		1,168			-2.2	New target may be required	
Violence with Injury	MPS, PdB	2,264	2,220	2,005	2,362	17.8	2,005	2,563	27.9	2,005		2,005			13.2	New target may be required	
MOPAC 7 combined	MPS, PdB	15,686	12,840	12,639	12,704	0.5	12,639	12,878	1.9	12,639		12,639			-17.9		

(No combined MOPAC 7 target exists, this has been calculated for demonstration purposes)

Change shown under the “Quarter” headings compares the current rolling 12 month total to the annual 2014/15 target. Change shown under the “Current performance v Baseline” heading shows the current 12 month rolling total compared to the 2011/12 benchmark.

Performance Overview

Overall MOPAC 7 offences continue to perform well driven particularly by reductions in Robbery (35%), Theft/Taking of MV (41%), Criminal damage (28%), Burglary (18%) and Theft from MV (19%). These indicators remain on track to meet/exceed their target. However, Violence with injury continues to deteriorate from 4% in June to a 13% increase in September and remains a concern alongside Theft from Person (2% increases) going into the penultimate year.

Key Improvers and Success

End of year performance showed Burglary, Criminal damage, Robbery and Theft of MV offences had already exceeded their respective four year targets (2011/12 benchmark); this performance could permit a an increase this year and still achieve their overall 20% MOPAC reduction. Rolling 12 month offences to September 2014 shows performance for these offences has remained consistent;

- Burglary is 18% down compared to 2011/12 – on track
- Criminal damage is 28% down compared to 2011/12 – exceeding target
- Robbery is 35% down compared to 2011/12 – exceeding target
- Theft/Taking of MV is 41% down compared to 2011/12 – exceeding target
- Theft from MV is 19% down compared to 2011/12 – on track

Key Challenges & Mitigation

Theft from Person and particularly Violence with Injury continue to underperform having the worst Q2 annual performance missing their annual targets:

- VWI up by 28% on previous year and 13% up on 2011/12 (anchor point). This is being addressed through the MPS Operation Equinox with supporting partnership work
- Theft from Person (TfP) is 2% down on 2011/12. Operation Equinox is in part picking up VWI. There will also be a partnership Week of Action in Noel Park Ward in the run up to Christmas. This area of the borough has been a hotspot area for TfP offences. Communications and awareness raising information to follow

Decision Required by CSP

- Confidence is currently only measured via the MPS Public Attitudes Survey (PAS). The Local Authority has asked a question relating to both the Police and Council for at least 4 years but not this year. *'To what extent do you agree that the police and local council are dealing with the ASB & crime issues that matter in this area – strongly agree/tend to agree/disagree'*. Recommendation: That the question be captured for 2014/15 within an appropriate survey as there is an established baseline/trend to reference it against and there are no other partnership related confidence questions/surveys. Previous years capture of this information saw a rising improvement in confidence

ASB - Outcome 5 Performance: Rolling 12 month totals: October 2013 - September 2014

Performance Overview

There were 10,146 ASB related CAD calls in Q2 representing a 7% reduction compared to the 5% annual reduction target of 10,950 ; this is an improvement compared to Q1 performance which was 1% above the annual target. Local repeat call data shows 574 repeat calls, 22 of which had more than 10 calls in a 24 week period. This increase of 4 repeats compared to the preceding quarter is driven by commercial premises featuring as well as an increase from callers linked with mental health issues.

Key Improvers and Success

There were 10,146 ASB related emergency calls to the police in the 12 months to September 2014 representing a 17% annual reduction. Haringey's ranking of 12th highest for volume of offences remains unchanged from Q1. It should be noted that all London boroughs recorded reductions in the 12 months to September 2014 and overall ASB related emergency calls across London fell by 22%.

Alongside local programs such as the successful Summer ASB initiative that took place this time last year - the significant fall in calls across London can also be linked in part to the change in ASB call categories introduced in October 2013; designed to improve the police emergency call system from a response to a risk based system.

Key Challenges & Mitigation

Local data shows that there were 574 repeat calls to the police, 22 of which had more than 10 calls in a 24 week period. This is a 83% increase (10 additional repeats) compared to Q2 last year (12) and 4 more than the preceding quarter. Note: MPS published repeat caller figures for London show Haringey had 288 repeat calls in the 12 months to September 2014, 13% fewer (n=44) compared with the same period last year and just below the London reduction performance of 15%. The discrepancy (re 574 calls compared with 288 calls) has been raised with the MPS for clarity.

Re volume calls cited and aspect relating to 10 calls or more in a 24 week period; exceptionally hot weather may have comprised a driving factor. The MPS ASB Summer Safer Places initiative focusing on Haringey's long term ASB hotspots may have also led to increased reports. The initiative ran from 14th July - 17th September and proved successful during the summer period last year. A number of these reports pertain to commercial premises and a concerted partnership approach is to be developed to address this. Despite the number of cases successfully completed by the ASB-PAG falling short of its 70% target the group is actively encouraging more referrals and it is envisaged that more will be closed at the next meeting. The group has also recently widened its remit to capture repeat victims of burglary. At the present time case

referrals into the group is a priority. Work is underway to address this. The impact of increasing referrals may lead to a reduction in the proportion of overall numbers of cases being resolved.

Description	Owner	Outturn 2013/14	Quarter 1 - Rolling 12 month total			Quarter 2 - Rolling 12 month total			Quarter 3 - Rolling 12 month total			Quarter 4 - Rolling 12 month total			Comments
			Target	Actual	Change %	Target	Actual	Change %	Target	Actual	Change %	Target	Actual	Change %	
Reduce reported ASB- related CAD calls (Annual 5% reduction)	Otis Williams	11,526	10,950	11,093	1.3	10,950	10,146	-7.3	10,950			10,950		Performance against target: Q2 performance shows 7% reduction compared to the 5% reduction target. Year-on-year performance: There were 10,146 ASB related emergency calls to the police in the 12 months to September 2014 (Q2) representing a 17% annual reduction. Haringey's ranking of 12th highest for volume of offences remains unchanged from Q1. All London boroughs recorded reductions in the 12 months to September 2014 and overall ASB related emergency calls across London fell by 22%.	
ASB repeat calls to the police (10 or more calls within a 24 week period)	Otis Williams	13	TBA	18	...	TBA	22	...	TBA			TBA		Local data for September shows 574 repeat calls, 22 of which had more than 10 calls in a 24 week period. This 22% increase represents only 4 more repeats than the preceeding quarter.	
Proportion of ASB Partnership action Group cases that are successfully resolved	Otis Williams	65%	70%	28.5%	41.5%	70.0%	33.0%		70.0%			70.0%		Group recently reinvigorated following ASB tools and powers reform and the need for relevant single points of contact re Community Trigger. Group has agreed to widen remit to include repeat victims of burglary and in the process of encouraging further referrals.	
Community confidence in how well Police and Council are dealing with crime and anti-social behaviour	Otis Williams	58%	64%	See comment	...	64%			64%			64%		Environmental Services & Community Safety survey not being undertaken this year. Current proxy indicator is the MPS PAS survey ('Police in my local area do a good or excellent job') showing 68% confidence level as at q2. An LBH corporate survey may capture the previously captured indicator (old N121) - tbc	
Increase in number of victims and witnesses of ASB supported year on year (50%↑ over 4 years)	Otis Williams	46 cases/tg t 60 target	3.1%↑ on target	31 cases	100%	3.1%↑ cases	62	100%	3.1%↑			3.1%↑		Reason for 100%↑ re q1&2 compared with 2013/14 is because the project went live 12 months ago (end of q2). Outturn at year end was 46 against tgt of 60 cases but achieved in half year left.	
Increase in referral for support within 3 months of the start of the investigation	Otis Williams	Year 2 to provide baseline	to provide baseline	See comment	...	to provide baseline			Year 2 to provide baseline			Year 2 to provide baseline		In Q2 the project introduced an agreement with the council ASBAT that when a complainant makes a report of ASB, it is now standard procedure to include the ASB Project Coordinator in the email to the ASB officer so that she is aware of the case and a referral can be made straight away, if it is appropriate. This has been working well and all 24 cases received from the ASBAT were received within 3 months of the start of the investigation.	
Increase in those reporting lower levels of vulnerability	Otis Williams	Year 2 to provide baseline	20% increase over 4 years	See comment	...	to provide baseline			Year 2 to provide baseline			Year 2 to provide baseline		The vulnerability matrix was introduced toward the end of Q2 for new referrals for support but was not well received by the initial clients that it was trialled with. The clients reported a reluctance to engage in the tool as they wanted to talk instead of being asked questions as was their experience with the investigating ASB Team. This tool will be continued to be trialled with new referrals in Q3 to see if this is an effective measure regarding outcomes around vulnerability. As per MOPAC's suggestion, this will be done by the worker retrospectively based on engagement with client; taking focus away from client having to do this directly.	
Increase in confidence following support by VS (20% over 4 years)	Otis Williams	Year 2 to provide baseline	20% increase over 4 years	See comment	...	to provide baseline			Year 2 to provide baseline			Year 2 to provide baseline		Victim Support's Service User Survey was completed with those cases closing to the project during Q2 2014/15. Those cases where support is ongoing will be surveyed during the quarter in which they close. Of those surveyed during the quarter 100% were satisfied or very satisfied with the support received, with 100% saying they would recommend the services of Victim Support. Out of the clients who reported that their confidence was affected as a result of the ASB, 100% of clients said that the support made a positive difference to their confidence. When asked about confidence in the police 100% of the clients said they felt more confident. This is a marked improvement from Q1 where only 50% felt more confident in the police following support, with 25% less confident.	
Increase the number of successful outcomes at Court supported by victims coming forward and involving Victim Support Worker	Otis Williams	Year 2 to provide baseline	to provide baseline	See comment	...	to provide baseline			Year 2 to provide baseline			Year 2 to provide baseline		During Q2 2014/15, one new case was referred for support which will be progressing to court. The client has not yet attended but they are currently receiving emotional support in regards to the upcoming court case.	

Italic font: New/revised targets

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Violence Against Women and Girls (formerly domestic and gender based violence) - Performance Q2

Description	Owner	Baseline	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Comments
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	
IDVA - % of closed cases where there was an increase in the victim's safety level	Victoria Hill	80%	80%	84%	80%	85%					51 referrals in total for Q2 (of that 11 cases were re referred) Out of the 51 referrals 39 successfully contacted, resulting in engagement by 37. 47 cases closed. 40 had one or more successful outcomes.
% of victim-survivors who do not withdraw from the CJ process	Victoria Hill	80%	80%	54%	80%	83%					
Uptake of accredited perpetrator programmes	Victoria Hill	50% uptake	50% uptake	80% 10 assessed 8 suitable							Waiting list now in place. No provision available for Q2. Discussion needed to secure additional funds to recommission the service. Meeting agreed 04/11/2014.
Increase in referral numbers to MARAC	Victoria Hill	299	410 by March 2017	85	410 by March 2017	88					At 80% of CAADA'S recommended volume. 80% deemed by CAADA to be exceptional performance.
Audited MARAC cases to meet at least two of agreed outcomes	Victoria Hill	80%	80%	80%		55 – 67%					1 ST audit 10 cases reviewed in Dec 2013. 2 nd audit July 2014 increased to 15 cases. Out of a total of 4 outcomes 55% had 2+ and 67% of case had at least one outcome.
MARAC repeat victimisation rate - see separate rationale HIGH	Victoria Hill		11-15%	20%	11-15%	19%					MARAC repeat victimisation rate over 12 month period 01/07/2013 – 30/09/2014 was 13%. The rate for the same period across the Met Police area was 19%

Performance Overview

All targets (with the exception of the perpetrator programme) were close to target or exceeded target.

Key Improvers and Success

CAADA consider that the Haringey MARAC should hear 410 cases per year (40 cases per 10,000 of the adult female population). In the 12-month period from 1st July 2013 to 31st June 2014, the Haringey MARAC heard 331 cases, around 80% of CAADA's recommended volume. CAADA data analysis over the same period has indicated MARACs in the London Metropolitan area were seeing on average 66% of the expected volume, with a national average of 74%, so the Haringey MARAC is improving its performance on volume.

Repeat victimisation rate at 19% is a continued improvement over previous quarters.

Key Challenges

To work with IDVA provider to improve data included in the monitoring reports to demonstrate effectiveness of the service more accurately.

Agree with Hearthstone an appropriate performance indicator on preventing homelessness.

IDVA contract expires in 2015. Partnership contribution from CYPS, police, CCG/public health is necessary to build the service's capacity to reflect best practice when the domestic violence care pathway is redesigned. Currently 3 IDVA in post but would need 5 in total to ensure the new pathway is effective and safe.

DVIP contract is now on hold and a waiting list of men to be assessed for the programme is in place whilst a sustainable approach to commissioning perpetrators work is explored. CYPS, public health to be approached to match fund the MOPAC money available as only sufficient funds to commission 6 months further work.

Decision Required by CSP

Partners and service leads to agree to a dedicated session around addressing funding gaps and matched funds in key VAWG areas. This is likely to include perpetrator programmes, IDVA service, young people's services as soon as possible.

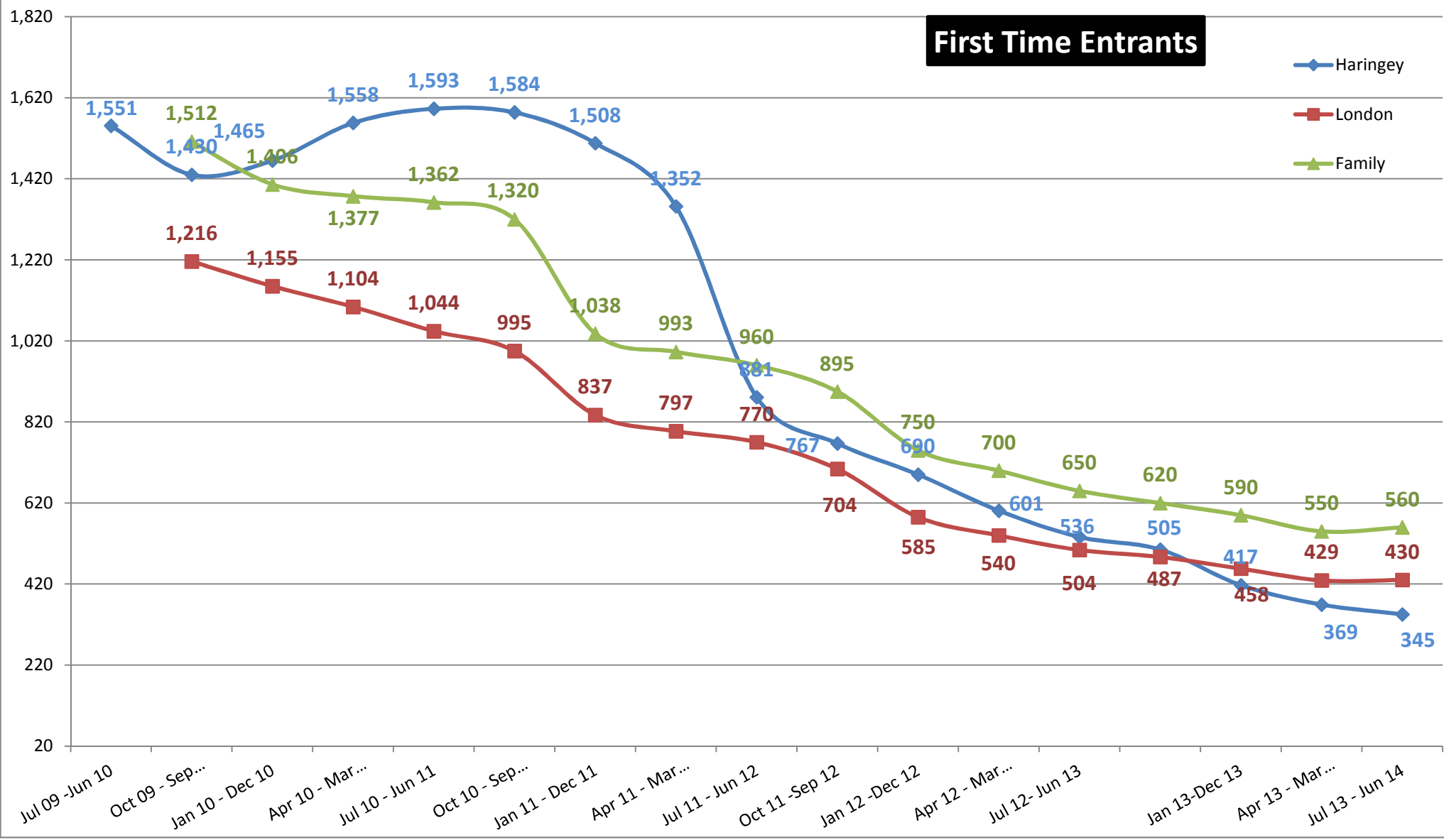
ANNUAL DATA

Crime Type / Indicator	Notes	Annual data (Haringey)						Direction of Travel	Latest Performance Q2	Comments
		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14			
First time entrants to YJS	Rate per 100,000 10-17 year olds. (Actual Numbers in brackets)	2132 (398)	2031 (372)	1465 (256)	1,508 (255)	690 (164)	417 (99)	▼	345	The number of first time entrants has continued to decrease. We now have the lowest number entrants in our family group. Less young people are entering the youth justice system. This is partially due to the success of the Triage service which diverts low-tariff offenders. There has also been a marked reduction in the number of offences committed
Use of custody	Rate per 1,000 10-17 year olds. (Actual Numbers in brackets)		2.46 (43)	2.90 (49)	2.70 (64)	1.94 (46)	1.81 (43)	▼	1.71	The numbers of custodies have reduced but at a far less rate than other London Boroughs. Despite a reduction of offences the gravity of seriousness of offences is still high
Reoffending	% of cohort reoffending.	35.4	39.1	43.1	48.2	44.5		▼	41.9%	Re-Offending continues to decrease since its peak of 49.5% over a year ago. It has reduced by 15%. Only 1% higher than the London and family averages. The number of re-offences are actually lower than London/family averages for the first time

QUARTERLY DATA

Indicator	Notes	Quarterly Submission Date															
		Jul-Sep 10 10/11 Q2	Oct - Dec 10 10/11 Q3	Jan - Mar 11 10/11 Q4	Apr - Jun 11 11/12 Q1	Jul-Sep 11 11/12 Q2	Oct - Dec 11 11/12 Q3	Jan - Mar 12 11/12 Q4	Apr - Jun 12 12/13 Q1	Jul-Sep 12 12/13 Q2	Oct-Dec 12 12/13 Q3	Jan-Mar 13 12/13 Q4	Apr-Jun 13 13/14 Q1	Jul - Sep 13 13/14 Q2	Oct-Dec 13 13/14 Q3	Jan-Mar 14 13/14 Q4	Apr-Jun 14 13/14 Q1
First time entrants to YJS	Rates per 100,000 of 10-17 year olds. Rolling year data (Actual Numbers below dotted line)	Jul 09 - Jun 10	Oct 09 - Sep 10	Jan 10 - Dec 10	Apr 10 - Mar 11	Jul 10 - Jun 11	Oct 10 - Sep 11	Jan 11 - Dec 11	Apr 11 - Mar 12	Jul 11 - Jun 12	Oct 11 - Sep 12	Jan 12 - Dec 12	Apr 12 - Mar 13	Jul 12 - Jun 13	Oct 12 - Sep 13	Jan 13 - Dec 13	Apr 13 - Mar 14
		1,551	1,430	1,465	1,558	1,593	1,584	1,508	1,352	881	767	690	601	536	505	417	369
		271	250	256	263	269	268	255	228	209	182	164	143	127	120	99	89
<i>London Average</i>		1,216	1,155	1,104	1,044	995	837	797	770	704	585	540	504	487	458	429	
<i>Family Average</i>		1,512	1,406	1,377	1,362	1,320	1,038	993	960	895	750	700	650	620	590	550	
Use of custody	Rate per 1,000 of 10-17 year olds. Population = 23,370	Oct 09 - Sep 10	Jan 10 - Dec 10	Apr 10 - Mar 11	Jul 10 - Jun 11	Oct 10 - Sep 11	Jan 11 - Dec 11	Apr 11 - Mar 12	Jul 11 - Jun 12	Oct 11 - Sep 12	Jan 12 - Dec 12	Apr 12 - Mar 13	Jul 12 - Jun 13	Oct 12 - Sep 13	Jan 13 - Dec 13	Apr 13 - Mar 14	Jul 13 - Jun 14
		2.96	2.84	2.90	2.66	2.28	2.53	2.70	2.74	2.36	2.19	1.94	2.11	2.06	1.90	1.81	1.77
		50	48	49	45	54	60	64	65	56	52	46	50	51	48	49	44
<i>London Average</i>		1.53	1.67	1.73	1.51	1.60	1.63	1.56	1.37	1.00	0.92	0.91	0.90	0.88	0.87	0.86	
<i>Family Average</i>		2.21	2.54	2.66	2.16	2.40	2.44	2.29	2.15	2.02	1.30	1.25	1.33	1.29	1.29	1.29	
Reoffending	% of young people in cohort reoffending	Jan 08 - Dec 08	Apr 08 - Mar 09	Jul 08 - Jun 09	Oct 08 - Sep 09	Jan 09 - Dec 09	Apr 09 - Mar 10	Jul 09 - Jun 10	Oct 09 - Sep 10	Jan 10 - Dec 10	Apr 10 - Mar 11	Jul 10 - Jun 11	Oct 10 - Sep 11	Jan 11 - Dec 11	Apr 11 - Mar 12	Jul 11 - Jun 12	Oct 11 - Sep 12
		42.3	41.1	39.1	39.9	38.1	40.1	43.1	44.7	45.2	47.1	48.2	49.5	48.6	47.2	44.5	41.9
		34.4	34.5	34.2	34.6	35.6	35.5	36.3	37.6	39.8	40.4	40.5	40.1	39.3	38.8	39.5	
<i>Family Average</i>		36.7	36.8	37.2	38	37.6	39.4	41.3	41.6	42.4	42.8	42.9	42.2	41.3	40.1	39.8	
Local Projection											47.0	48.8	47.2	45.7	44.9	43	
Re-Offending with Triage					38.7	36.5	36.6	37.9	38.9	39.0	41.7	43.0	44.0	43.8			

First Time Entrants

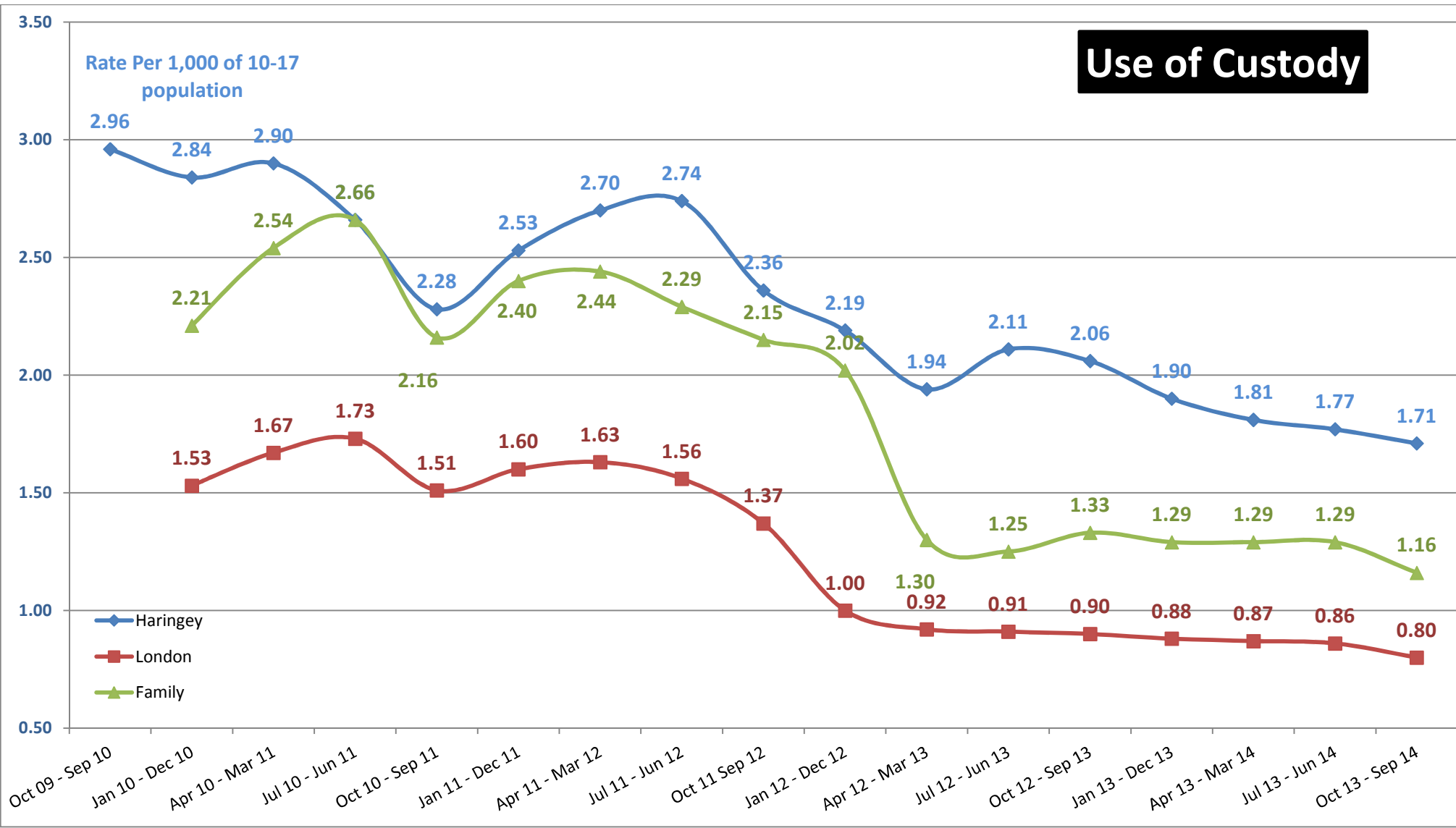


First Time Entrants - London

Rank	YOT	Number	Rate
1	Bexley	54	226
2	Sutton	43	229
3	Kingston and Richmond	70	234
4	Barnet	99	284
5	Havering	69	301
6	Harrow	71	305
7	Merton	52	317
8	Ealing	98	319
9	Bromley	95	321
10	Kensington and Chelsea	33	323
11	Redbridge	102	340
12	Haringey	83	345
13	Wandsworth	71	365
14	Westminster	54	374
15	Waltham Forest	93	388
16	Hillingdon	115	424
17	Hounslow	98	439
18	Hackney	101	451
19	Camden	73	452
20	Enfield	149	455
21	Tower Hamlets and City of London	103	458
22	Barking and Dagenham	109	515
23	Greenwich	128	538
24	Brent	160	555
25	Lewisham	138	568
26	Hammersmith and Fulham	68	571
27	Croydon	217	583
28	Newham	200	634
29	Islington	95	639
30	Lambeth	164	697
31	Southwark	158	708

Use of Custody

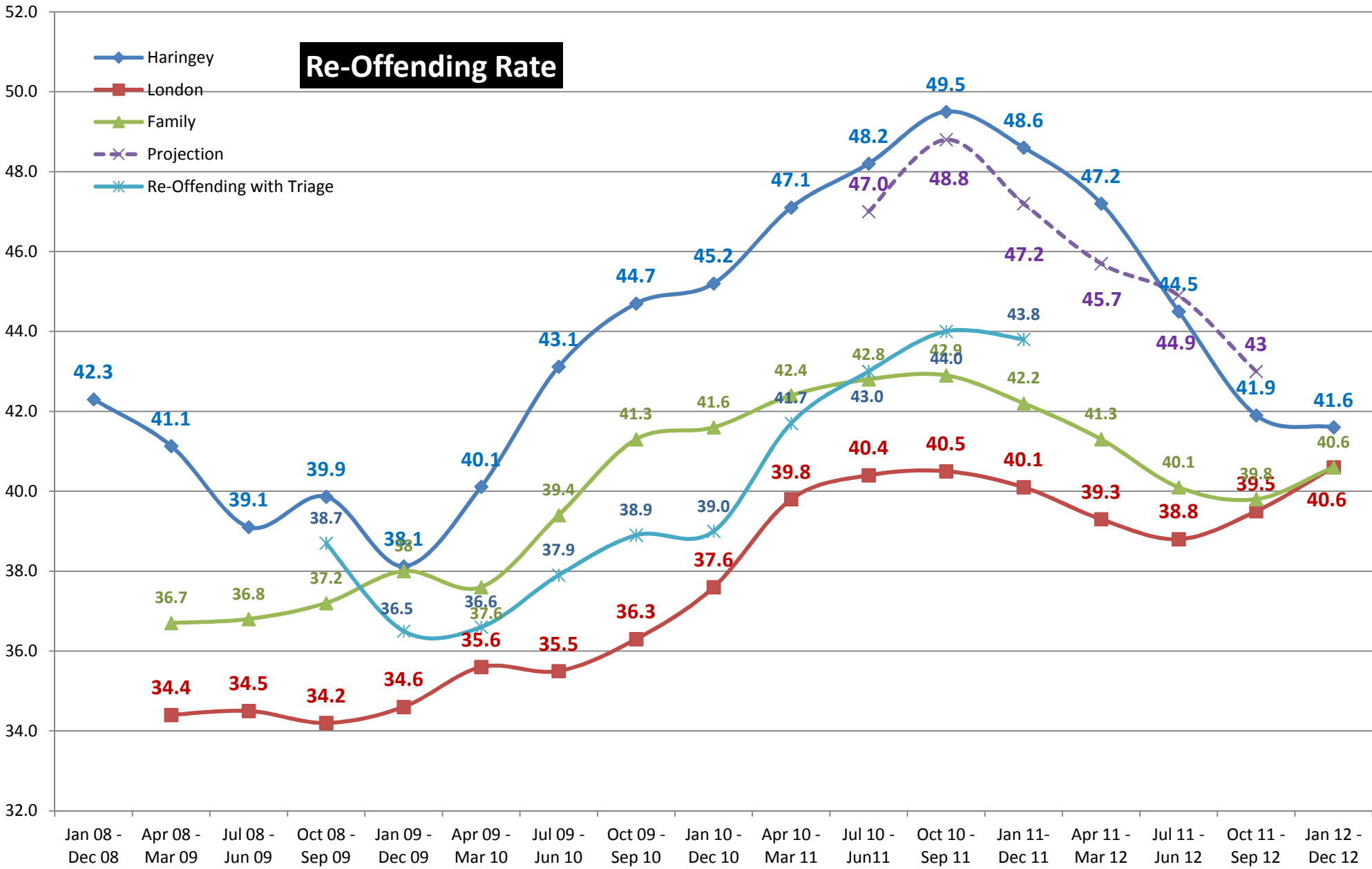
Rate Per 1,000 of 10-17 population



Use of Custody - London			
Position	YOT	Custody	Rate per 1,000 10-17 yr olds
2	Sutton	1	0.05
1	Kingston and Richmond	3	0.10
5	Hounslow	6	0.27
4	Bexley	7	0.29
3	Greenwich	7	0.30
7	Havering	8	0.35
6	Merton	6	0.36
10	Ealing	14	0.45
8	Barnet	16	0.46
11	Harrow	12	0.51
13	Bromley	18	0.61
14	Tower Hamlets and City of London	15	0.66
9	Camden	11	0.68
31	Enfield	23	0.70
16	Waltham Forest	17	0.71
23	Kensington and Chelsea	8	0.79
15	Redbridge	24	0.80
19	Southwark	19	0.85
17	Hillingdon	24	0.89
20	Croydon	36	0.97
24	Lambeth	26	1.11
22	Newham	37	1.17
21	Wandsworth	24	1.23
30	Hammersmith and Fulham	17	1.42
18	Westminster	21	1.45
26	Hackney	33	1.48
29	Brent	43	1.49
27	Lewisham	37	1.53
28	Haringey	41	1.71
25	Islington	33	2.23
12	Barking and Dagenham	N/A	N/A

Re-Offending Rate

- Haringey
- London
- Family
- Projection
- Re-Offending with Triage



London Re-Offending Rates

Position	YOT	Frequency	Binary %
1	Bexley	0.84	32.6
2	Sutton	0.78	33.1
3	Barnet	0.71	34.5
4	Havering	0.84	36.1
5	Camden	1.01	36.2
6	Merton	0.98	37.0
7	Greenwich	0.83	37.2
8	Hillingdon	0.97	37.3
9	Enfield	0.88	37.4
10	Newham	0.93	37.4
11	Westminster	1.06	37.6
12	Kingston and Richmond	1.14	37.7
13	Southwark	0.99	38.9
14	Lewisham	0.97	39.0
15	Harrow	0.98	39.9
16	Hackney	1.11	40.6
17	Hounslow	1.36	41.1
18	Tower Hamlets and City of London	1.17	41.5
19	Haringey	1.08	41.6
20	Waltham Forest	1.32	42.6
21	Ealing	1.03	42.7
22	Redbridge	1.28	42.7
23	Kensington and Chelsea	1.30	43.0
24	Wandsworth	1.37	43.2
25	Brent	1.20	43.6
26	Bromley	1.14	43.6
27	Lambeth	1.24	44.0
28	Hammersmith and Fulham	1.37	45.1
29	Islington	1.52	46.2
30	Croydon	1.40	47.1
31	Barking and Dagenham	1.39	48.2

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Victim Support Services

Tessa Newton
Victim Support
December 2014

Background

- Victim Support has been delivering services to victims of crime for more than 40 years and supporting witnesses of crime attending court for more than 25 years
- In 2013 it was decided that the previous MOJ grant to Victim Support would be divided and allocated to local Police Crime Commissioners from April 2015 to commission local services to victims

New structure for working with Victims of crime

- MOPAC (the London PCC) requested to be an “early adopter” of the victim services budget
- Grant awarded to Victim Support to run a revised victim service for London from October 2014 for 12 months
- New process for Enhanced Priority Referrals
- New process for Standard Referrals
- Key focus on vulnerable and repeat victims
- New services – Children & young people, International Visitors Project

Key Changes

- Referrals received for all victims of crime, including crime types not previously funded for support e.g. business crime and motor vehicle theft
- Referrals categorised as *Enhanced Priority Referrals* or *Standard Referrals*
- New services including dedicated enhanced service for Children & Young People and new support service for tourists who are victims of crime during their stay in the capital
- Strong focus on partnership working with specialist services

Referrals

Enhanced priority referrals

- Violence with Injury
- Sexual Offences
- Domestic Violence
- Robbery
- Arson endangering life
- Action Fraud
- Young people
- Vulnerable (defined later)
- Repeat victims (from different crimes)
- Persistently targeted (same crime type)

Standard referrals

- Violence without injury
- Burglary
- Criminal damage
- Theft
- Arson not endangering life
- Harassment
- Other fraud
- Other miscellaneous offences
- All Crimes from 1/10/14 (minor criminal incidents must have crime number for it to be referred)

Vulnerability (VCOP definition)

A person is vulnerable/at risk if as a result of their situation or circumstances they are unable to protect themselves from harm and the crime they have suffered causes an adverse impact on their quality of life. Adverse impact includes the risk of harm, the deterioration in their health, mental and or emotional well-being, or an inability to carry out their normal day to day routine through fear and intimidation.

New Pan-London Services

Children & Young People's Service

- New Pan London CYP Service
- Enhanced Service Provision to young people
- Pan London Service includes 10 caseworkers and volunteers
- Support shaped by risk level

International Visitors Project

- New dedicated support project for visitors to London who become victims of crime
- Specialist International Visitor Advocates employed
- Support and advocacy to international visitors who become victims of crime in London, assessing their needs and liaising on their behalf with agencies and partners related to the project, such as embassies and ticket agencies

Opportunities for Haringey

Young Victims & Partnership Approaches

- Gap in support for young victims
- Opportunity to build on the existing YV project to pilot co-location model for increasing support to young victims
- Partnership approach to reaching young people affected by crime

Business Crime

- Opportunities to tie into new work streams to engage local business in Wood Green and the Tottenham regeneration work

Violence Against Women and Girls.

A health issue?

Victoria Hill

Violence Against Women and Girls Strategic Lead



Context

- **£8.3 million**
- DV > high blood pressure, obesity and smoking
- 19 – 44yrs DV > greater than cancer, war and motor vehicle accidents
- Under recognised and under treated in primary care



Prevalence in the consulting room

- 1207 women 16+ in 13 practices in Hackney completed a survey. Medical records reviewed.
- 41% exp physical violence, 74% exp controlling behaviour and 46% had been threatened
- In previous 12 mths 17% exp physical violence and 35% felt afraid
- Only 15% had reference to DV in medical record.



GP referrals to DV services

Referral figures April 2014 – October 2014

Agency name	Number of referrals made by GPs
Hearthstone	7
MARAC	2
Solace WA floating support	1
Victim Support	0
Nia IDVA	0

Note Nia IDVA delivers Project IRIS in LB Hackney. For the same period they received 72 referrals from Hackney GPs.

Domestic Homicide Reviews

- 54 completed DHRs reviewed
- Common theme was the need for improved training and awareness on domestic violence and abuse for GPs and healthcare professionals. The report mentions cases where disclosures of DVA were not followed up or where clinicians did not know what to do.
- IRIS cited as an example of action that can be taken locally to improve the response.

NICE Guidelines

- NICE published guidance on ‘Domestic violence and abuse: how health services, social care and the organisations they work with can respond effectively’ (Feb 2014)
- IRIS meets recommendations 15 &16.



Outline of IRIS

- Systematic introduction of an evidence based approach to addressing domestic violence and abuse (DVA) in primary care
- DVA training, support and referral programme for primary care staff
- Targeted intervention for female patients aged 16+ who are experiencing or who have experienced DVA from a partner, ex-partner or adult family member.

Elements of IRIS

- Advocate educator
- HARKS diagnostic template
- Clinical Lead
- Whole practice approach
- Simple referral pathway

Identification and Referral to Improve Safety of women experiencing Domestic Violence with a primary care training and support programme: a cluster randomised controlled trial. The Lancet October 13 2011



Haringey Council

Aims of IRIS

- Increase identification of victims of DVA in primary care
- Earlier intervention
- Provide primary care practitioners with the skills and tools to identify, respond, refer on and record disclosures of DVA from their patients.



Advocate Educators

- Advice, info and support – advocacy for victims
- Safety plan and risk assessment
- Signposting to services
- Ongoing consultancy with primary care staff



IRIS Impact

- 22 fold difference in the discussion of referrals between clinicians and their patients resulting in a six-fold increase in actual referrals for patients being received by the specialist service
- 3 times more likely than those attending control practices to have a recorded identification of DVA in their medical record



IRIS GP comments

I'm now convinced! As an experienced GP, the whole project has been nothing short of transformational!

IRIS is a well presented, simple approach, and although is one of the many new services that we offer, it is one that stood out as useful because it works.

IRIS GP comments

We have been able to pick up more cases and have been able to help women who had previously been unable to talk about their abuse.

I am much more aware of patients who were living with abuse and the negative impact that this was having on their health. The penny drops and you realise the exact scale and extent of the problem amongst your patient population.



IRIS patient comments

Thank you for your patience and kindness for without you where would people like me be?...when I am down I think of your words of encouragement and feel strong again.

I have slowly got my freedom back and am so happy to be making my own decisions, planning my own way in life. This is not just for me, it's for my children and women like me out there.



Haringey Council

IRIS outcomes

Patients	Primary care professionals	Practices
Improved quality of life	Improved response to DV/A	DV/A aware
Improved physical health	Provision of holistic care	DV/A resource available to access
Improved mental health	Continued professional development	
Reduction in abuse and repeat victimisation		
Increase in victim safety		



Cost savings

Societal saving - £37 per year per woman registered at the practice. Total = £116, 735 savings per practice per year. Approx £2.9 million across commissioned site (the model of one AE for 25 practices)

NHS saving - £1 per woman registered at the practice per year, this equals £3,155 per practice. Approx £78,875 across a commissioned site.

IRIS costs

1 full time AE for 25 practices

- 1st year **£69, 037**
- 2nd year **£46, 087**
- 3rd year **£46, 475**

(plus London Salary weighting)

- IRIS model is an effective intervention and will help to reduce NHS costs

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