



**Haringey** Council

---

## Environment and Community Safety Scrutiny Panel

---

TUESDAY, 10TH MARCH, 2015 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

**MEMBERS:** Councillors B Blake (Chair), Gallagher, Gunes, Hare, Jogee, Newton and Wright

Co-Optees: Mr I. Sygrave (Haringey Association of Neighbourhood Watches)

### **AGENDA**

#### **1. WELCOME AND INTRODUCTIONS**

#### **2. APOLOGIES FOR ABSENCE**

#### **3. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with at item 12 below).

#### **4. DECLARATIONS OF INTEREST**

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and

(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure. Disclosable pecuniary interests, personal interests and prejudicial interest are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

**5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

**6. MINUTES (PAGES 1 - 6)**

To approve the minutes of the meeting of 27 January 2015.

**7. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR COMMUNITIES**

An opportunity to question the Cabinet Member for Communities, Councillor Bernice Vanier, on developments within her portfolio.

**8. GANGS AND OPERATION SHIELD (PAGES 7 - 16)**

To consider a report on action by the Haringey Community Safety Partnership to address the issue of gangs, including Operation Shield, and an update from the Police Borough Commander on the role of the Police Service within this.

**9. OPERATION EQUINOX (PAGES 17 - 26)**

To receive an update from the Police Borough Commander on the recent increase in reported violent crime and actions by the Community Safety Partnership to address this, including the outcome of Operation Equinox.

**10. SUPPORT TO VICTIMS OF CRIME (PAGES 27 - 34)**

To receive a presentation regarding developments in the arrangements for support provided to victims of crime.

**11. WORK PLAN (PAGES 35 - 36)**

To consider the ongoing work plan for the Panel.

**12. NEW ITEMS OF URGENT BUSINESS**

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

Monday, 02 March 2015

Robert Mack  
Principal Scrutiny Support Officer  
Level 5  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Tel: 020 8489 2921

E-mail: [rob.mack@haringey.gov.uk](mailto:rob.mack@haringey.gov.uk)

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
TUESDAY, 27 JANUARY 2015**

Councillors: B Blake (Chair), Gallagher, Gunes, Hare, Jogee and Wright

Co- Optees: Mr I. Sygrave (Haringey Association of Neighbourhood Watches)

**CSP33. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Newton.

**CSP34. DECLARATIONS OF INTEREST**

None.

**CSP35. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS**

None.

**CSP36. MINUTES**

It was noted that Mr Sygrave (co-opted Member) was present at the meeting of the Panel on 6 November.

**AGREED:**

That, subject to the above mentioned amendment, the minutes of the meetings of 6 November and 10 December 2014 (budget) be approved.

**CSP37. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR THE ENVIRONMENT/ STREET CLEANSING; CURRENT PERFORMANCE**

Councillor McNamara, the Cabinet Member for the Environment, reported on the key areas within his portfolio as well as current performance in respect of street cleansing;

- In respect of recycling, he was very pleased with the work that had been taking place. However, the next phase of progress was likely to be more challenging. Most local authorities had managed to achieve levels of recycling that were between 30 and 40 per cent. Achieving levels of over 50% would be difficult, especially in view of the fact that the borough shared many of the characteristics of an inner city borough and high levels of population churn.
- Food recycling was to be rolled out in Homes for Haringey properties and other housing blocks. The system utilised aimed to replicate the service provided in other residential accommodation. Mixed recycling bins had been piloted in Wood Green and Tottenham high roads and had generally been received well.
- Operation Clean Streets had been progressing for four months now and progress was being monitored. In addition, there had also been a street safety audit that was focussed on tidying streets up and de-cluttering.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
TUESDAY, 27 JANUARY 2015**

- Although the Council was seeking to make savings in street sweeping, it nevertheless wished to be judged on outcomes rather than spend. There were statistical neighbours who spent less but achieved better outcomes. At the moment, all areas of the borough received the same level of street cleansing irrespective of need. Tottenham and Wood Green high roads were now being treated separately and were a lot cleaner.
- Public engagement regarding the sustainable transport plan was due to be launched at the end of February. The first stage of the process would be a questionnaire for Councillors regarding things that needed doing within their wards.
- Investment was taking place in the cycling and pedestrian infrastructure. This would include the installation of more cycle racks and engagement around the construction of Cycle Superhighway 1. There would also be a cycling summit later of the year. Cycling would also constitute a major part of the transport strategy.
- The refurbishment of Tottenham Green was now complete and it was due to be launched shortly. Works at Park Road were due to be finished in March. The planned refurbishment works to White Hart Lane Community Sports Centre were currently progressing. Updates on progress would be provided through the Fusion newsletter. Joint work was also taking place with Public Health to promote fitness and sport. He noted that the Panel had taken an interest in the availability of facilities and he would be happy to collaborate on work on this issue.
- Improvement works to Wood Green High Road were nearly finished. They had caused disruption to traffic and the priority had been to keep buses moving. He was grateful to the patience of residents during the works.

He responded to questions as follows;

- The Council was committed to installing cycle racks where there was a genuine need and where there currently were not any. It was intended to install a significant number and Haringey Cycling Campaign were assisting with the planning process and on the further development of proposals for cycling within the borough. Railings had generally been removed where they had been buckled or damaged. This has been requested by local Members. Panel Members commented that they favoured a traditional design for cycle racks, which allowed both wheels to be attached and were also the cheapest option. It was agreed that an update on cycling issues would be provided in due course.
- There needed to be a balance between engagement and enforcement in respect of fly-tipping. Engagement officers had been meeting large numbers of local people and enhanced enforcement procedures were being implemented. Keeping the streets clean cost the Council significant amounts and the proposals were the result of the Council needing to find £70 million of savings. A pilot project to address fly-tipping was being implemented. As part of this, there had been engagement with ward Councillors, residents and traders. Noel Park ward was being targeted first as it had the highest incidence.
- In respect of black drop boxes, the introduction of these had been a political and operational decision as part of the Operation Clean Streets initiative. Their introduction was based on evidence that they worked well elsewhere. The second phase of their implementation would be rolled out in due course.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
TUESDAY, 27 JANUARY 2015**

- Events in Finsbury Park were not seen as a cash cow by the Council. Income from these was used to fund a range of work in the borough's parks. The condition of the park after events, noise and time allowed for take up and take down were all issues that needed to be looked at further. A meeting of the Stakeholder Group would be arranged shortly. In terms of bookings for this year, Live Nation had applied to stage the Wireless Festival at the park again. The license would be subject to conditions. An analysis would be undertaken of what had been learnt from the previous round of concerts as well as what could be improved. There was also a commitment to engaging with the local community, Councillors and neighbouring boroughs.

The Panel noted that there was a waste contract monitoring board that met quarterly to look at planning and operation issues. The Cabinet Member reported that the waste contract provider needed to improve its performance in some wards, including Woodside. In addition, there were also hotspots and pockets where there were also issues and these were subject to regular monitoring. The figures for fly-tipping did not necessarily mean that the situation had deteriorated markedly. It was possible that the number of reports had merely increased as there had been historic under reporting of incidents. The Council was also seeking to be honest in reporting the scale of fly-tipping within the borough. It was important that the message regarding enforcement was publicised in order to deter people. As part of this, there needed to be engagement with landlords. A licensing scheme for landlords would help to address issues arising from rented accommodation. This had been proven to be effective elsewhere.

The Assistant Director for Environmental Services and Community Safety reported that officers were looking at a more joined up approach to dealing with fly-tipping. Enforcement was one tool that could be used to change behaviour. However, the key to addressing the issue was changing the behaviour of residents so that fly-tipping became unacceptable to all. 95% of it was probably household rather than commercial. The aim of current policy was to increase the perception of risk amongst people who might be tempted to engage in it. It was important that there was effective communication so that residents bought into what the Council was seeking to achieve.

In response to a question regarding re-cycling, the Cabinet Member stated that it was intended to continue with the co-mingled method of collection. It was noted that there were pros and cons to separating items. It was agreed that clarification would be sought as whether the North London Waste Authority had considered the potential advantages to separating items, such as glass. The Panel noted that some Councils could re-cycle a wider range of items at their waste recycling centres than Haringey currently did. Councillor Hare agreed to share details of the items that Cambridge were able to recycle to the Cabinet Member.

The Assistant Director for Environmental Services and Community Safety stated that purple rubbish bags should all be removed by 6:00 p.m. each day. If any bags were still around after this time, they should be reported to the service.

The Panel noted that, in respect of the national indicator for litter and detritus (NI195), all areas were inspected at least three times per year. The regularity on inspections above this was determined by land use.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
TUESDAY, 27 JANUARY 2015**

In summing up, the Chair stated that the Panel were aware that Finsbury Park concerts were a concern to some residents and would like to monitor the situation. In addition, there was a shared aspiration to reduce fly-tipping and the Panel would be interested in hearing about plans for promoting community buy-in.

**AGREED:**

1. That updates be provided to future meetings of the Panel on:
  - Events in parks and, in particular, Finsbury Park;
  - Plans to promote community awareness of fly-tipping and support for action to address it; and
  - Proposals to develop cycling within the Borough.
2. That clarification would be sought as whether the North London Waste Authority has considered the potential advantages to separating items, such as glass, in recycling.

**CSP38. WASTE AND RECYCLING: CURRENT PERFORMANCE**

The Panel noted that the current target for re-cycling out-turn was 37% and current performance levels were 37.9%. The target for next year was higher. The focus of the service was currently on how higher levels could be achieved. Haringey currently had the second highest rate of recycling in London. New food waste and dry recycling arrangements were being rolled out to all estates and blocks in order to increase levels. The roll out process involved engagement with residents. Panel Members were of the view that school children could play a role in helping to promote higher levels of re-cycling through being made more aware of its ecological benefits. In addition, there was also a financial argument.

**AGREED:**

That the performance data be noted.

**CSP39. AIR QUALITY: HOW THE COUNCIL ADDRESSES THE ISSUE OF AIR QUALITY AND AN UPDATE ON AIR QUALITY ACTIONS**

The Cabinet Member commented that that electronic vehicle charging was likely to be in greater demand in future years as more marketable and affordable electric cars came on the market. In terms of car clubs, most schemes involved users being tied to returning cars to where they picked them up. However, the Council was experimenting with a new scheme which was not limited by this requirement. Proposals for a 20 mph speed limit in residential streets were due to go out for consultation shortly. It was important that there were realistic expectations regarding enforcement though. It was likely to take many years to change the behaviour of drivers. There had been a huge increase in cycling in the last few years and considerable progress with developing cycle routes and parking within the borough. Cycling was a key part of the borough's Smart Travel programme. The Council's new Transport Strategy would include options in respect of cycling and walking. The Council was also pro bus and measures needed to be taken to make this clearer to residents.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
TUESDAY, 27 JANUARY 2015**

Panel Members commented that, whilst they supported the promotion of cycling, there were still safety issues and, in addition, a lot of money had been invested in small schemes that were often not used. The Cabinet Member stated that most boroughs had made mistakes but lessons had learnt. Cycling and walking were now both corporate priorities. Panel Members would be very welcome to attend the forthcoming cycling summit.

Panel Members submitted questions for answer by the lead officer for air quality, who was unfortunately unable to be present at the meeting. One particular issue concerned the small number of air quality monitoring stations and whether there was a need for an additional one. The Cabinet Member reported that engagement was taking place with Public Health and the Cabinet Member for Health and Well Being on the issue of air quality. He welcomed the Panel's questions on the issue and agreed to respond in due course.

Panel Members requested further information regarding whether the Council had been successful in its application to the Mayor's officer for funding to improve air quality. In addition, information was also requested on any liaison work that had taken place regarding the proposed introduction of an ultra low emission zone in central London, which was currently being consulted upon by the Mayor's office. In addition, Panel Members also questioned the effectiveness of green screens in addressing air quality. However, they were nevertheless of the view that green screens had many other useful benefits

**AGREED:**

1. That an interim and, in due course, a more detailed response be provided to the Panel's question in respect of clean air;
2. That updates be provided to the Panel on the outcome of the application by the Council for funding to improve air quality and on any liaison work with the Mayor's Office in respect of the introduction of the ultra low emission zone.

**CSP40. SCOPING REPORT - VIOLENCE AGAINST WOMEN AND GIRLS**

**AGREED:**

That the scope, terms of reference and objectives of the project be approved.

**CSP41. WORK PLAN**

It was noted that it was planned that the next meeting of the Panel would focus upon community safety issues. It was agreed that reports would be requested on the following issues:

- The outcome of Operation Equinox;
- Action against gangs, including Operation Shield;
- Support to victims of crime.

In addition, the Panel noted that the Borough Commander had previously offered to attend another meeting of the Panel. It was agreed that he would be invited along to the next meeting and requested to report on the reasons for the increase in violent crime within the borough.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
TUESDAY, 27 JANUARY 2015**

The Chair reported that the Panel had recently visited Wolves Lane nursery. It had been agreed that a visit would be arranged to Organic Lea in Waltham Forest in order to see if there were any lessons that could be learnt from the work undertaken there which could be incorporated into plans to develop Wolves Lane.

**AGREED:**

That, subject to the above mentioned additions and amendments, the future work plan be approved.

**Clr Barbara Blake**

**Chair**





**Haringey Council**

<b>Report for:</b>	Environment and Community Safety Scrutiny Panel 10 <sup>th</sup> March 2015	<b>Item Number:</b>	
<b>Title:</b>	Overview of gang-related work in the Borough including Operation Shield		
<b>Report Authorised by:</b>	Stephen McDonnell, Assistant Director of Environment and Community Safety		
<b>Lead Officer:</b>	Gareth Llywelyn-Roberts, Offender Management Strategic Lead		
<b>Ward(s) affected:</b> All	<b>Report for Key/Non Key Decisions:</b> For information		

## 1. Describe the issue

- 1.1 In Haringey there are 206 individuals age 15 – 35 years old, with the 51% aged 15-19 years, currently scored on the Gangs Matrix. An individual is scored on the matrix if they have 'been identified as being a member of a gang and this is corroborated by reliable intelligence from more than one source (e.g. police, partner agencies or community intelligence'. The majority of individuals scored on the matrix live in Tottenham and Wood Green.
- 1.1 There are 10 active gangs and one Organised Criminal Network in the borough. These gangs commit property and violent offences, engage in anti-social behaviour and are often involved in drug dealing. The gangs operating in Haringey are territorial and conflicts often arise from disputes over drug territory or simply because two gangs are from different postcodes. This territorialism impacts on communities and other young people who are not involved in gangs. There are also cross border rivalries with Enfield, Hackney and Waltham Forest.
- 1.2 The Community Safety Partnership identified the development of the Partnership's response to reduce re-offending and gang related gang violence, especially minimising its impact on young people, as a key priority. As a result the OM delivery model and structure in Haringey has undergone a period of significant change



## Haringey Council

funded through a combination of successful bids to the Mayor's Office for Policing and Crime (MOPAC) and pooled partner agency funding.

- 1.3 The Offender Management Partnership initiative is delivered through a single cutting edge multi agency Offender Management Unit consisting of the Integrated Offender Management and Integrated Gangs Unit. The Unit is the first of its kind in the MPS to allow the partner agencies, IOM and Gangs teams to work together in a co-located environment, working to a single cohort with clearly identified referral pathways and targeted support services co-ordinating the relevant agencies and disciplines to deliver interventions within an integrated scheme to provide a holistic wrap around service focused on the offenders who cause the most harm.
- 1.4 The Unit consists of Police, Probation, Council, Drug Intervention Programme, Gang Exit Team and other Pathway Partners linked to the Integrated Gangs Unit, Youth Offending Services, the Secure Estate, Domestic Violence, Mental Health, Housing, Job Centre plus and voluntary sector providers delivering services to an identified cohort of problematic offenders. The benefits of co-ordinating these strands include the following:
  - Improved data, intelligence and analysis sharing
  - Single systems of offender and case management with identified lead agencies
  - Single identified referral processes to simplify the process and increase effectiveness and efficiency by streamlined processes.
  - Development of a collaborative strategy with joint ownership and clarity of purpose across the offender management programme.
  - Maximum use of resources with joint commissioning and reduced duplication
  - Development of local success measures and evaluation
  - Smoother transition between young and adult offenders
- 1.5 The Met Police and MOPAC have proposed that the Group Violence Intervention model to reduce group related violence is piloted in the Borough under Operation Shield. The model is a multiagency community led programme of focused deterrence and collective enforcement that aims to reduce Gang Violence i.e. stabbing and shooting and not at wider gang enforcement, intervention and exit programmes, these continue as normal and remain just as valid. The initial preparation and planning has started and it is expected that the formal launch will take place in late July /early August 2015. The Pilot will run until March 2016.

## **2. Cabinet Member introduction**

- 2.1 Incorporating a range of statutory and non-statutory partner agencies into a multi-agency Integrated Gangs Unit has created a web of services that provide a stepped pathway of interventions to known perpetrators to meet a variety of needs including those of young people, targeted gang exit pathways, drug and alcohol dependency, education, training and employment, sexual exploitation, mental health etc within the wider referral and support system.



## Haringey Council

- 2.2 The Integrated Unit has received significant external recognition from the Policing College, Home Office and MOPAC as a best practice Model. Highlighting the progress that has been made the Policing College Stocktake stated that “They normally find and have come to expect that reality does not match the information they have been provided. In this case reality had not only matched but far exceeded their expectations.”
- 2.3 Operation Shield - the Gang Violence Intervention initiative - working with known perpetrators, will directly support our key priorities of reducing serious youth violence, gang violence and especially minimising its impact on young people and on our communities. It is a welcome addition to our programme of gang intervention and enforcement activities.

### 3. **Recommendations**

- 3.1 The report is for information. No decisions are required.

### 4. **Alternative options considered**

- 4.1 No other options considered

### 5. **Background information – Gang Related Work**

- 5.1 Haringey established a co-located multi-agency Integrated Gang Unit bringing together the statutory and voluntary sector to deliver a joined up tactical approach to enforcement and intervention in relation to gangs as an integral part of the development of an Offender Management Partnership.
- 5.2 The Offender Management Partnership is delivered through a multi agency Offender Management Unit, co-located within Wood Green Custody Centre, consisting of Police, Probation, Council, Drug Intervention Programme, Gang Exit Team and other Pathway Partners linked to the Integrated Gangs Unit, Youth Offending Services, the Secure Estate, Domestic Violence, Mental Health, Housing, Job Centre plus and voluntary sector providers.
- 5.3 The co-location of partner agencies to deliver enhanced Integrated Offender Management and Gangs teams is considered best practice by the Home Office and MOPAC and is the first of its kind in the MPS to allow the partner agencies, IOM and Gangs teams to work together within a single offender management programme, working to a single cohort, with clearly identified referral pathways and targeted support services reducing duplication of work across the partner agencies, delivering enhanced capacity and information sharing, efficiency and value for money by focusing resources on the offenders who cause the most harm and encouraging and enabling innovation and truly joined up working practice in the management of offender risk and need.



## Haringey Council

- 5.4 At the core of the approach is the delivery of a managed set of interventions, sequenced and tailored to respond to the risks, harm and needs of the individual with the key aim of disrupting the offender's criminal activity to reduce the re-offending rate of prolific adults and young people across the borough who commit both acquisitive and violent offences, female offenders who are overrepresented in the borough in terms of offending and rate of re-offending, a cross cutting theme of those involved with ASB and gangs and a gang exit process for individuals identified with gang affiliation.
- 5.5 The Integrated Gang Unit works with those individuals identified on the Police Gangs Matrix, prioritising the cohort for enforcement action and intervention. The Gang Exit Team provide high quality case management to gang members identified as representing a multi-agency concern who demonstrate one or more of the following:
- Struggling to engage in current service provision/comply with Probation or youth Offending Service (YOS) orders.
  - Are at a transitional point in their support provision (i.e. YOS involvement ending, over 19 and no longer eligible for Youth Community and Participation Service support etc.)
  - Due to be released from custody
  - An escalation in gang related behaviour
  - Scored on the Police Gangs Matrix
- 5.7 The Gang Exit Workers work with a cohort of up to 70 gang affected individuals both in the community and in custody (in preparation for release). Whilst it is recognised that the main age range for those involved in gangs in Haringey is 15 – 19 the cohort includes the age range 11-25 to encompass the full range of those identified as being involved and enable early intervention.
- 5.8 The intervention options provided by the Integrated Gang Unit include those of statutory services (including Police, DiP, Probation, YOS and ASBAT and Job Centre Plus) alongside those provided by Victim Support and the Safer London Foundation. The objectives of the Integrated Gang Unit are:
- To reduce offending, re-offending and incidents of serious violence.
  - To gain improved intelligence about individuals involved in gangs and those on the periphery.
  - To gain improved understanding of the impact on families.
  - To increase the number of positive outcomes for children and young people affected by gang related activity.
  - To support victims and witnesses.
  - To increase participation in education, training and employment.
  - To reduce seriousness of the offences committed by gang affected individuals.
  - To improve access to settled accommodation.
  - To improve the borough understanding of the gang population.



## Haringey Council

5.9 In order to deliver the changes required the Community Safety Partnership agreed the pooling of resources to deliver the enhanced Offender Management programme supported by a series of 'linked' bids to the Mayor's Office for Policing and Crime. The total pooled partnership funding to support the OMU is as follows;

- Integrated Offender Management - Total partnership funding £673,000 p.a. (£2,692,000 over four years ); MOPAC Crime Reduction Fund £88,000 p.a. (£352,000 over four years)
- Drug Intervention Programme (CJIT) - Total partnership funding £868,000 p.a. (£3,472,000 over four years ); MOPAC Crime Reduction Fund £321,000 p.a. (£128,400,000 over four years)
- Integrated Gang Unit - Total partnership funding £843,000 p.a. (£3,372,000 over four years); MOPAC Crime Reduction Fund £245,000 p.a. (£980,000 over four years)
- Domestic Violence Projects - Total partnership funding £1,511,000 p.a. (£6,044,000 over four years); MOPAC Crime Reduction Fund £103,000 p.a. (£412,000 over four years)

5.10 Performance is monitored through the Offender Management Board and Community Safety Partnership, see Appendix 1. The Core Outcomes linked to the MOPAC bid for the Gang Exit Project linked to the MOPAC funding (Over 4 years) are as follows:

- Reduce re-offending – achieve a reduction in re-offending by the Gang Exit Project and Gang Worker caseload by 20% over four years. – Currently achieving 58%.
- Improve Engagement/Employment/Work Experience – ensure that 60% of the Gang Exit Project and Gang Worker caseload are engaged in education, employment or work experience over four years. – Currently achieving 61%.
- Provide Settled Accommodation – ensure that at least 60% of the caseload are living in settled accommodation (either within a family setting or independently) over four years – Currently achieving – Currently achieving 72%.
- Retention –demonstrate an 80% retention rate of the Gang Exit Project and Gang Worker caseload over 6 months. – Currently achieving 89%.
- The Gang Exit Project will work with up to 20 gang members per year/ 80 over a four year period. – Currently worked with a total of 51 cases year to date.

## **6 . Background information – Operation Shield**

6.1 The Gang Violence Intervention (GVI) model was developed in the USA and has been implemented in Boston (Operation Ceasefire), Cincinnati (Cincinnati Initiative to Reduce Violence) and several other USA cities. The model is a multiagency community led programme of focused deterrence and collective enforcement that aims to reduce group related violence and has had significant impact, including reductions in homicides and non-fatal shootings of between 35% – 60%.

6.2 One of the key elements is that the model is solely targeted at Gang Violence i.e. stabbing and shooting and not at wider gang enforcement, intervention and exit programmes, these continue as normal and remain just as valid.



- 6.3 The model is a problem-solving police strategy to reduce gang related violence in communities. It targets high-risk youths and violent offenders combining aggressive law enforcement and prosecution with increasing public awareness and promotion of public safety. The model uses a pulling-levers approach by making gang members believe that severe consequences will follow from violence and knife/gun use to change their behaviour.
- 6.4 The deterrence message is not a deal with gang members to stop violence but a guarantee that violent behaviour will evoke an immediate and intense response. The tactics include execution of warrants, long sentences for chronic offenders, aggressive enforcement of probation restrictions and deployment of police enforcement powers.
- 6.5 The prevention strategy is centred on a communications campaign involving meetings with community groups and gang members. Everyone in the community is informed that gang violence will provoke a zero-tolerance approach and that only an end to gang violence will stop the gang-oriented suppression activities with promotion of community based exit pathways and support.
- 6.6 The Met Police Specialist Crime Reduction Directorate and MOPAC have proposed that the Group Violence Intervention model, a multiagency, community led programme of focused deterrence that aims to reduce group related violence is piloted in each of the five priority boroughs including Haringey, Newham, Lambeth, Westminster and Hackney.
- 6.7 The MPS and the Deputy Mayor for Policing and Crime have agreed an initial Group Violence Intervention (GVI) model pilot will be undertaken in Haringey, Lambeth, and Westminster. Hackney and Newham are participating as Control Borough's. The three pilot boroughs have consistently been identified by the MPS as high-risk locations with high levels of violence.
- 6.8 The model is based on the premise that a small number of individuals are responsible for the majority of serious violence and existing finite resources should be targeted at these high risk known groups. There are three key strands;
1. Consequences for Violence - identifying and focusing enforcement on those groups involved in the continuation of violent offences;
  2. Community Voice - mobilising local communities and key members to reinforce key moral messages that violence will not be tolerated;
  3. Help for those who ask - allowing individuals the opportunity to exit from the criminal lifestyle.



## **Haringey Council**

- 6.9 The initial preparation and planning has started in all three boroughs and will run through to March 2015. The first 'Call In' will be in Lambeth in late March/early April 2015. This will be followed by Westminster in May/June and Haringey in late July/early August 2015. The Pilot will run until March 2016.
- 6.10 MOPAC have produced a draft Operating Model and Partnership Agreement which is currently being finalised following consultation with the three Boroughs. The model requires the commitment of a wide range of agencies including Local Authority services, Haringey and Trident Specialist Police teams, Housing providers; DWP, Probation, Secure Estate, the voluntary sector, local communities etc.
- 6.11 To ensure that the borough is ready to deliver the model successfully a Task and Finish Group has been set up to undertake the initial preparation and development work, the wider enforcement processes, prepare the communications provision, gather partnership intelligence and to identify the community representatives and how we work with them.

## **7. Comments of the Chief Finance Officer and financial implications**

- 7.1 The work is being resourced from a combination of existing Community Safety and Regulatory Services resources, Metropolitan Police Service local and central resources and funding from the Mayor's Office for Policing and Crime.

## **8. Comments of the Assistant Director of Corporate Governance and legal implications**

- 8.1 N/A

## **9. Equalities and Community Cohesion Comments**

- 9.1 There are no particular equality or community cohesion implications arising from this report.

## **10. Head of Procurement Comments**

- 10.1 N/A

## **11. Policy Implication**

- 11.1 This subject links to the Community Safety Strategy 2013-2017 and the Crime Reduction priorities identified following the Strategic Assessment of Crime and Disorder;
- Rebuilding public confidence through tackling anti social behaviour, reducing acquisitive crime and by repairing trust through developing stronger community engagement, across the Community Safety Partnership;
  - Reducing gang violence especially minimising its impact on young people;



**Haringey Council**

- Understanding and tackling the impact of mental health issues that are underlying factors related to offending; and
- Developing the Partnership's response to reduce re-offending through an Integrated Offending Management (IOM) approach with a focal point on reducing youth re-offending and ensuring a seamless transition in our interventions from young offenders to adults.

11.2 The Integrated Gangs Unit supports achievement of these objectives by realising early intervention and preventative measures, reducing gang related offending, supporting effective rehabilitation and better partnership working. Performance is monitored through delivery of the Crime Reduction Action Plans 2: Prevent and minimise gang related activity and victimisation

**12. Reasons for Decision (if relevant)**

12.1 N/A

**13 Use of Appendices**

13.1. The attached appendices are as follows:

Appendix 1 - CSP Performance Report - Integrated Gangs Unit Q3

**14. Local Government (Access to Information) Act 1985**

14.1 None



### Integrated Gang Unit - Performance Quarter 3

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	58%	20% Over 4 years		The caseload demonstrated a reduction in re-offending of 58% 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	61%	60% over 4 years		Performance continues to improve with 61% 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	72%	60% Over 4 years		Of the overall caseload, 72% 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	89%	80% over 4 years		89% 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	29	80 over 4 years		The Gang Exit Project has worked with 29 people in Q3.

#### Performance Overview

- The IGU has actively worked with 29 cases in Q3 and worked with a total of 51 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 58% against a target of a 20% reduction. Of those individuals who have offended since engaging with the project, 17% 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 co-location of the Integrated Gang Unit (IGU) within the Offender Management Unit at Wood Green Custody Centre continues to ensure effective communication, information exchange and cross agency understanding. Representation from Victim Support, the Young Adults

Service, Probation CRC and NPS within the Unit has allowed for the swift resolution of issues with individual cases particularly in relation to housing and the management of license conditions.

- Daily intelligence sharing with the Police Gangs Disruption Unit continues to work well and drives both proactive and responsive activity.
- Custody based interventions delivered by the Gang Workers in partnership with DWP and Probation are proving effective in preparing clients for release and successful reintegration into the community. Two of the clients engaged in custody during quarter 2 have been released this quarter and as a direct result of to the custody based intervention were able to access training, employment and accommodation on release.
- The Haringey Integrate Project commenced in November 2014. The full team, including a newly recruited Gang Worker realigned from the IGU, will be on the ground from March 2015. In preparation for project delivery, members of the IGU the wider IGU family (Youth Offending Service, Young Adults Service, Department for Work and Pensions, Safer London Foundation) are completing AMBIT (Adolescent Mentalization-based Integrative Treatment) training together. AMBIT brings mental health, education, and social interventions together to provide direct support to young people who are not able to access mainstream help.
- In December 2014 Haringey participated in a Local Assessment Process carried out by the Home Office EGYV peer review team. The process is in two parts: day one was to undertake a broad brush conversation and engagement with frontline professional partners in Haringey around violence, young people and vulnerability. Feedback from day one was exceptionally positive about local operational knowledge and dedication of staff. The second phase (day two) will take place during March 2015 and will focus on county lines and child sexual exploitation. This local assessment process will contribute to the development of Haringey's 10 year Gangs and Serious Youth Violence Strategy.
- Haringey is a pilot borough for Operation Shield. The IGU is working closely with MOPAC and local partners to ensure that we are in a position to deliver 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 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.



**Haringey Council**

<b>Report for:</b>	Environment and Community Safety Scrutiny Panel 10 <sup>th</sup> March 2015	<b>Item Number:</b>	
<b>Title:</b>	Report of Operation Equinox in Haringey Borough		
<b>Report Authorised by:</b>	Paul Trevers, Det Chief Inspector – Gangs, Child Sexual Exploitation, Missing Persons and Acquisitive Crime		
<b>Lead Officer:</b>	Eubert Malcolm, Head of Service, Regulatory Services and Community Safety		
<b>Ward(s) affected:</b> Noel Park, Northumberland Park and Tottenham Green	<b>Report for Key/Non Key Decisions:</b> For information		

## 1. Describe the issue

- 1.1 Haringey's Community Safety Partnership has a responsibility to prevent and reduce priority crime in the borough. Haringey works with the Mayor and Deputy Mayor for London under a co-funded agreement to address the MOPAC 7 crimes, among others. These include 'violence with injury' offences which are non-domestic crimes that occur primarily in town centres. In Haringey, these incidents frequently involve stranger on stranger violence and alcohol is often present as a catalyst.
- 1.2 Incidents of 'violence with injury' have risen across the Capital but more so in Haringey. This single crime type within the MOPAC 7 has been the most significant an area of concern since the Summer 2014. Figures can be found within the report.
- 1.3 The MPS as a whole has been running Operation Equinox to combat this problem. In addition to this, Haringey has also trialled the use of a town centre based SOS bus to prevent, deter and deal with incidents on location. Attached is a police report that documents the impact thus far. The MPS has pledged ongoing support for the moment for Equinox. Further use of the SOS bus will require discussion about resourcing between the council, police, health colleagues and voluntary sector services. Early results are contained within the appended report.



**Haringey Council**

## **2. Cabinet Member introduction**

2.1 Operation Equinox is a welcome intervention from the MPS and the CSP supported this as partners. Haringey Council also supported the SOS bus trial which showed indications of success. We will be exploring how we can capitalise on the learning from this joint professional outreach service within manageable resources and proportionate to the level of the problem.

## **3. Recommendations**

3.1 For noting

## **4. Alternative options considered**

4.1 N/A

## **5.0 Background information**

5.1 See attached report

## **6. Comments of the Chief Finance Officer and financial implications**

6.1 The work is being resourced from primarily from central MPS resources.

## **7. Comments of the Assistant Director of Corporate Governance and legal implications**

7.1 N/A

## **8. Equalities and Community Cohesion Comments**

8.1 There are no particular equality or community cohesion implications arising from this report.

## **9. Head of Procurement Comments**

N/A

## **10. Policy Implication**

10.1 At a strategic level, this activity supports outcome 5 of the Haringey Community Safety Strategy and the Mayor's Crime Reduction plan. At an operational level, this



**Haringey Council**

work will be picked up through the evolving partnership joint tasking and joint enforcement arrangements.

**11. Reasons for Decision**

11.1 N/A

**12 Use of Appendices**

12.1. One police report as attached

**13. Local Government (Access to Information) Act 1985**

13.1 None

This page is intentionally left blank

**THE PROBLEM - Non DA VWI overview**

Current PIB data indicates that during 2014 London recorded a considerable increase on non DA Violence with Injury (VWI). As of the 13th November 2014 Haringey was showing the largest increase in non DA VWI across London at 40.1%. Analysis indicated that about 46% of non DA VWI offences occur on the street with just 2% being recorded as occurring inside licensed premises.

➤ Alcohol related non DA VWI

Analysis has been attempted into the significance of alcohol in particular, to non DA VWI. Alcohol has been consumed by either victim or suspect or both in at least 16% of offences. - However it is estimated this figure is inaccurate due to data reporting standards.

➤ Gang Related violence (VWI and MSYV)

Haringey Borough has an established problem concerning Gangs and associated Serious Youth Gang Violence (SYGV). In summary there are at least eleven (11) recognised groups that meet the criteria of street gangs. There are at least 2 OCNs that operate in Haringey (Turkish Mafia and Jamaican Yardie Gang). GRITS currently shows two Haringey Gangs in MPS Top 20, namely the (a) WGM: Wood Green Mob - Ranked 12th, and (b) NPK: Northumberland Park Killers - Ranked 20th

Operation Equinox was a MPS plan to reduce VWI. Haringey supported this initiative and undertook a detailed policing plan, with partnership support, under 3 clear strands

• **Prevention (by means of visibility and proactive activity)**

- supported by Haringey NPT, ERT and MSC officers in primary patrol areas;
- Safer Transport Command (STC), British Transport Police (BTP) and Transport for London (TfL) operatives at known transport hubs and routes;
- Deployment of highly visible Dog Units and Mounted Branch
- Licensed visits and advice at known locations
- Inclusion of proactive CCTV methods and observations
- Use of mobile phone Apps re information and crime prevention

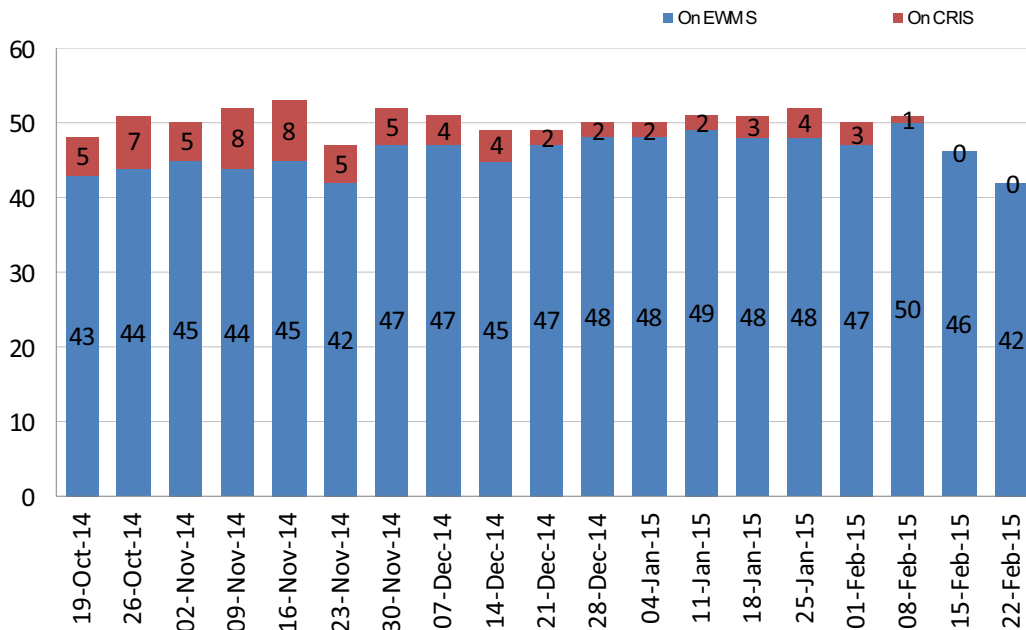
• **Intervention (by means of partnership working and offender management)**

- ASB and Environmental Noise teams from LA partners;
- Licensing teams (linked with Police teams above);
- Local Youth and Gang Service workers
- Drug and alcohol workers
- Deployment of DJ Bus
- Homes for Haringey representatives (private premises offences/incidents);
- Street Wardens
- Deployment of an SOS Community Bus
- Enhanced Offender Management

**Offender Management**

Much work has been instigated to improve our offender management processes. Whilst this has taken time we are now beginning to see the benefits of reducing outstanding offenders for VWI offences, as well as the management of live cases. As of last Friday we have made significant reductions in persons wanted for VWI offences on the Emerald Warrants Management System as well as Crime Reporting Systems. When considering this data it should be borne in mind the churn of offenders

**Outstanding Suspects**



**The SOS Community Bus**

Haringey Police secured the services of the Open Road (Essex) SOS Community Bus. The vehicle, equipped as a fully functional first aid facility (supported by a Medic in attendance) as well as a safe haven for discussion, diversion and signposting was deployed in Noel Park and Northumberland Park on eight nights - Friday and Saturdays in the lead up to Christmas. Social media and partnership meetings were utilised to promote the bus and favourable commentary was received.

On the Launch night Councillor Vanier attended and this ensured media interest. From a policing perspective I am in no doubt the Bus became a visible safe haven for the local community as well as affording Police, Drug and Alcohol partners; Gang partners and Youth services partners an opportunity to be seen working together in support of community safety. It is without doubt no coincidence that across Haringey, Noel Park Ward (where the bus was positioned 7 of the 8 nights) as well as a highly visible policing presence was deployed, VWI crime has fallen from an average of 5.3 offences per week to 2.4 offences per week (date taken from PIB 27/2/15).



Particular gains were the Health Service providers - seven persons were treated by the Medic working on the SOS bus across the eight nights, each patient thus not attending local A&E's. At an average cost for an A&E admission being £114 alone this represents a saving to A&E of over £1000. However should the SOS Bus become better known the opportunities for further savings to A&E providers may grow.

HAGA, our Substance Misuse partner supported the SOS Bus incredibly well. The following is a summary of HAGA's work on the SOS Bus and the successes it presented.

*HAGA participated in 7 of the 8 nights of the SOS Bus initiative. We provided an average of 4 staff per session with 2 early finishers and 2 late finishers staying until close. The manager from partner agencies did not attend so we deployed our day centre manager to oversee the project.*

*Stats:*

*Contacts brief interventions: 69*

*IBA on bus: 14*

*Accessed treatment at HAGA: 7*

*Referrals to night shelters: 6*

*Overall the bus initiative was very successful for us in terms of engaging a large number of potential clients and achieving good street referrals.*

*IBA*

*Males: 10*

*Females: 4*

*Achievements:*

*1 street homeless lady attended the bus and was supported by both Police and HAGA as she was essentially on the run from gangs and at risk of exploitation. She was signposted to hostel accommodation and engaged into BUBIC support.*

*A lady was brought to the bus by her teenage daughter who had seen then bus on TV and got IBA and has engaged in some follow up work with HAGA.*

*Review:*

*The ability to meet gone to ground, hard to reach and isolated drinkers and their carers was excellent as was the chance to put harm reduction advice directly into the hands of 69 members of the public seen affected by alcohol.*

*We would like to continue a project of this type but would need to pride more staff and volunteer deployment as this success was achieved by static delivery. With more staff and the potential to patrol we could canvas more venues, localities and engage a much wider group. We saw 73 individuals directly and 13 have had further intervention and treatment for their identified issue.*

*In comparison we see up to 50 street drinkers a year in outreach so this ability to see 73 in essentially 49 hours as a static service does suggest enormous potential for us to engage large numbers of drinkers outside unaware of treatment or their health needs.*

- **Long term crime reduction utilising the above.**

With the above facets so with a continuation of services, the Long term crime reductions will be achieved and maintained by a continuation of:

- Drug and alcohol services;
- Closure of problematic premises and venues;
- Detailed reactive investigations
- Continued visible policing methods
- Media campaign and reassurance

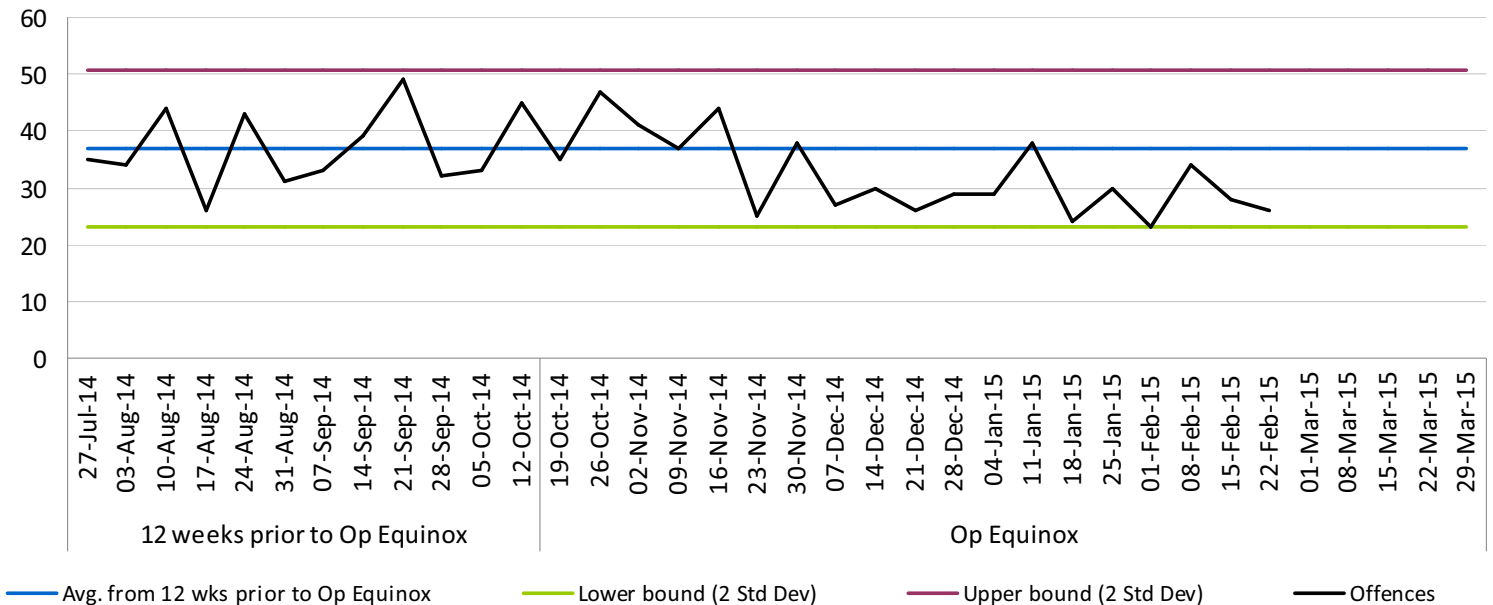
**Summary**

Over the period of Op Equinox there has been a sustained investment of NPT, ERPT, MSC and CID officers (including Haringey Gangs Unit and Proactive Team) into supporting the Op Equinox objectives. This has included significant numbers of officers patrolling our key wards - Noel Park, Northumberland Park and Tottenham Green.

Additionally partners including BUBIK; HAGA, Gang Workers, Youth Workers and Veolia (Street cleaners) have supported the operation with their own visible presence across Haringey to reduce and prevent crime; to offer disruption and diversion opportunities.

During week commencing 16th February 2015 the MPS Daily scorecard highlighted that Haringey was showing a 29.1% rise in VWI - this is a fall of 12% resulting from the Op Equinox activity. The current chart of VVO offences below shows a continued pattern of decline in VWI across Haringey - with 17 of the 19 weeks of Op Equinox showing reported VWI to be less than the previous weekly average.

**Offences**



OP Equinox will continue to run for the foreseeable future. Funding has been secured to allow increased visibility to be maintained and our focus remains across Noel Park, Northumberland Park and Tottenham Green wards; however all other wards are being monitored by the three cluster Inspectors to ensure any pattern of change in VWI is identified immediately.

**Paul Trevers**  
**Detective Chief Inspector**  
**Operation Equinox lead.**

This page is intentionally left blank

# 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

**Environment and Community Safety Scrutiny Panel – Work Plan B/F***Items for Future Panel Meetings:*

- Neighbourhood Policing Model
- Events in parks and, in particular, Finsbury Park
- Plans to promote community awareness of fly-tipping and support for action to address it
- Proposals to develop cycling within the Borough.

*Panel Project(s):*

- Sports Facilities - Equality of access and quality across the borough.

This page is intentionally left blank