

## NOTICE OF MEETING

# ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL

**Tuesday, 11th June, 2019, 6.30 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** Councillors Eldridge Culverwell, Scott Emery, Adam Jogee (Chair), Julia Ogiehor, Barbara Blake, Julie Davies and Peray Ahmet

**Co-optees/Non Voting Members:** Ian Sygrave (Haringey Association of Neighbourhood Watches)

Quorum: 3

### 1. **FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

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The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

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

### 3. **ITEMS OF 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 as noted 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 Register of Members' 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 interests 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 - 8)**

To approve the minutes of the previous meeting held on 8<sup>th</sup> April.

**7. CABINET MEMBER QUESTIONS FOR CABINET MEMBER FOR COMMUNITIES AND ENGAGEMENT**

Verbal update

**8. MEMBERSHIP & TERMS OF REFERENCE. (PAGES 9 - 40)**

**9. APPOINTMENT OF NON-VOTING CO-OPTED MEMBER. (PAGES 41 - 44)**

**10. COMMUNITY SAFETY STRATEGY (PAGES 45 - 100)**

**11. UPDATE ON YOUTH AT RISK STRATEGY (PAGES 101 - 160)**

**12. WORK PROGRAMME UPDATE (PAGES 161 - 166)**

**13. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 3 above.

**14. DATES OF FUTURE MEETINGS**

3<sup>rd</sup> October.

Philip Slawther, Principal Committee Co-ordinator

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Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer

River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 03 June 2019

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**MINUTES OF THE MEETING OF THE ENVIRONMENT AND  
COMMUNITY SAFETY SCRUTINY PANEL HELD ON MONDAY,  
8TH APRIL, 2019, 6.30 pm**

**PRESENT:**

**Councillors: Eldridge Culverwell, Adam Jogee (Chair), Julia Ogiehor,  
Matt White and Barbara Blake.**

**Also Present: Ian Sygrave**

**63. FILMING AT MEETINGS**

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

**64. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Rice and Cllr Emery.

**65. ITEMS OF URGENT BUSINESS**

None

**66. DECLARATIONS OF INTEREST**

Cllr Culverwell declared that he was a member of the Friends of Finsbury Park.

**67. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None

**68. MINUTES**

The minutes of the meeting on 11<sup>th</sup> March were agreed as a correct record.

**69. BOROUGH PLAN PERFORMANCE FRAMEWORK - PRIORITY DASHBOARDS**

The Panel received a copy of the Borough Plan Performance Framework Priority Dashboards for noting. Officers gave an overview of the new performance framework which was being implemented as part of the Borough Plan. The Panel noted that the first progress update against the new outcomes was due in June.

**RESOLVED**

Noted.

**70. PARKS IMPROVEMENT PLAN UPDATE**

The Panel received a presentation around the future of parks and the Parks Transformation Plan. The presentation was given by Simon Farrow, Commissioning Manager Public Realm. The following was noted in discussion of the presentation:

- a. Officers commented that the development of a New Parks and Green Space Strategy was an ongoing process that would likely take around 12 months, culminating in a Cabinet report. This provided ample opportunity for the panel to get involved in the development of the service offer and officers welcomed the scrutiny panel's input.
- b. The Chair reminded the Panel that at its previous meeting it agreed that it would adopt a three pronged approach in support of this project; site visits, evidence gathering and engagement with stakeholder groups. The Panel agreed that they were happy with, and continued to endorse this approach.
- c. In response to a question around timescales for scrutiny involvement in this work, officers advised that they would welcome involvement as-and-when the Panel were able. Officers commented that consultation documents on Finsbury Park were due to go out soon, so the Panel's involvement would be timely. Officers also set out that they had put the proposals to Keep Britain Tidy, who were supportive of the collaborative approach taken.
- d. Officers set out that there had been no reduction in the budget for Parks in the MTFS agreed in by Cabinet in February. This project gave scrutiny the chance to be part of the conversation of what the future of our parks would look like. One route to achieving this was through an engagement programme that would enable officers of the Council to work with KBT, Friends' Groups, Members and local communities to help drive the new approach and helping everyone have a positive conversation around what priorities for the service could be, given the fact that budgets were limited.
- e. The Chair agreed that he would discuss dates with the clerk and would agree to set up some evidence gathering session with officers and the Cabinet Member. **(Action: Chair).**
- f. In response to a question around some of the photographic examples used in the presentation and whether they were examples of private-sector partnership arrangements, officers advised that the examples used were just to demonstrate a range of different horticultural spaces in response to Members' requests for more images at the previous Panel meeting. This was confirmed by Cllr Blake.
- g. Members present raised concerns about proposals to hold the NFL tailgate event in Bruce Castle Park and questioned why if no decision had been formally taken on the event it was included in a public document. In response, the Cabinet Member advised that no decision to hold this event had been taken and that the NFL had not yet submitted dates for the event, as it was dependent upon the fixture list being finalised.
- h. In response to a question around consultation and engagement, the Cabinet Member advised that she had held discussions with Ward Members and was

- due to meet with stakeholder groups in a couple of weeks' time. The Cabinet Member outlined that some of the key considerations were; ensuring that the event was safe and was also inclusive to all, the level of impact on the park as well as consideration of the income from the hiring of the park, given that the park was in need of improvements.
- i. The Committee sought clarification that money raised through events was ring-fenced for that particular park and suggested that this had some implication for smaller parks who could hold events. In response officers acknowledged that all events income would be ring-fenced to that particular park and also acknowledged the implications for smaller parks and green spaces. It was suggested that this was one reason for thinking through the need for a new approach to parks.
  - j. Some Members who were in attendance welcomed the Cabinet Member's reassurance that no decision had been taken on the NFL tailgate. Members outlined that Bruce Castle was a Grade One Listed Building and suggested that restoration of the park following such an event would be very difficult, especially if the event required barriers and fencing to be erected. Members sought assurances around whether organisations such as Historic England had been consulted. In response, officers advised that conversations had been held with the relevant authorities to ascertain what other authorities had done in similar circumstances. Officers reiterated that no decision had been taken on this issue but cautioned that it would be remiss of officers not to undertake some of the exploratory and feasibility work in advance of any decision being taken, as would be done with any significant decision. All formal steps required would be undertaken when the formal park hire and license applications had been submitted.
  - k. Officers and the Cabinet Member reassured the Panel that they were very much aware of the historic significance and value of Bruce Castle. Officers advised that any the proposed event would also require a License as well as planning permission before it could be held.
  - l. Members suggested that any additional income for Bruce Castle Park needed to be considered strategically, given the need for investment to Bruce Castle itself and the likely unfavourability with which the Heritage Lottery Fund would view any erection of metal railings or damage to the park.
  - m. In response to a query around the proposed route for Cycle Superhighway 2, the Panel suggested that this could be an agenda item for one of its meetings next year.

## **71. WASTE AND STREET CLEANSING UPDATE: FLY TIPPING, GREEN WASTE CHARGES AND BULKY WASTE COLLECTION**

The Panel received a report and presentation which outlined the Flytipping Strategy that was presented to Cabinet on 2<sup>nd</sup> April and provided an update on waste collection efficiency measures. The presentation was introduced by Ian Kershaw, Client and Commissioning Manager for Community Safety, Waste and Enforcement. The following was noted in discussion of the presentation:

- a. In response to a question around the level of income generated through green waste charges, officers advised that the income targets for year one was £375k and £750k in years two onwards.

- b. In response to a question about how to build civic pride, officers acknowledged that this was a key consideration and that it was important that residents felt a sense of community and pride in their local area. Officers commented that in order to bring about behaviour change, it was important to understand the reasons why people fly-tipped in the first place. Officers highlighted the example of the Great British Spring Clean event that took place the previous weekend.
- c. The Panel sought assurance about the cost of dealing with fly-tipping and how this could be better publicised to residents. In response, officers highlighted that there was no financial incentive to Veolia for higher levels of fly-tipping and dumped rubbish. Instead, Veolia had clear timescales to respond within and financial penalties for failing to meet those timescales. Officers set out that the cost of collecting fly-tipping and other dumped rubbish was around £3m but cautioned that it was spread across a number of waste service budgets and that if there was suddenly no fly-tipping, this would not automatically correspond to a £3m saving.
- d. The Panel commented that one of the main problems was with private landlords and HMO's and suggested that they would like to see tougher enforcement action taken, with landlords having their licence revoked for egregious breaches. In response, officers advised that they had taken significant enforcement action with landlords over the years and that lessons had been learned over the time that the HMO licensing scheme had been in operation. Officers agreed to provide details on the HMO licensing scheme and how this would help tackle rogue landlords. **(Action: Ian Kershaw)**.
- e. The Panel sought assurances about how officers were ensuring that landlords were communicating waste collection arrangements to their tenants. Officers advised that they had written to every landlord in the borough to advertise the bulky waste collection service. In addition, the Client and Commissioning Manager for Community Safety, Waste and Enforcement advised that he was due to attend the next Landlord's Forum to set out their responsibilities around waste and how to comply.
- f. In response to the enforcement taskforce set up by LB Newham, as set out in the presentation, the panel sought further information about how much the authority saved as a result of its £1m investment. Officers agreed to come back to Members. **(Action: Ian Kershaw)**.
- g. In addition to the three strands of the Flytipping Strategy set out in the presentation, the panel suggested that there should be a further strand around enablement, to provide easy and simple solutions for residents to do the right thing. The Panel queried whether current arrangements with Veolia could be seen as a disincentive to finding creative solutions due to the cost involved. In response, officers advised that a significant part of the strategy was to improve public perception, as well as tackling actual fly-tipping, and that they would be failing in public perception if they allowed flytipping to go unchallenged.
- h. Members elaborated that they were querying whether having an outsourced waste contract and the financial make-up thereof, actually provided an incentive to residents to dump rubbish as they knew that it would be collected anyway and that in many circumstances this could be the easiest way of disposing of bulky waste. Officers advised that there had been a lot of money taken out of the Veolia contract over the last four or five years and that despite this the officers maintained a very positive relationship with Veolia. In



- partnership with Veolia, the Council was able to ensure a flexible and responsive approach to waste management.
- i. The Panel acknowledged that there were no easy and obvious solutions to flytipping and noted that in previous years when the Council had a free bulky waste collection service, around a third of appointments were missed as there was no financial incentive to keep them.
  - j. Members suggested that a resident steering group should be set up around waste and flytipping. The Chair welcomed this suggestion and agreed to consider how to best to take this forward. **(Action: Chair)**.
  - k. Members enquired whether the Council could use capital funding to set up a waste enforcement task force and suggested that perhaps officers from Newham could be invited to come and talk to the Panel.

## **RESOLVED**

- i. That the Panel noted the new strategy, associated performance measures and progress on waste transformation savings and efficiencies.

## **72. PARKING ISSUES - DISABLED BAYS AND BLUE BADGES**

The Panel received a verbal update from officers about work that was being undertaken to examine the processes involved with disabled parking bays and blue badge applications. The Cabinet Member suggested that there was a definite role for scrutiny to play in examining these processes and welcomed comments from the panel. The following was noted during the discussion of this agenda item:

- a. The Chair proposed undertaking a format of 'scrutiny in a day' over two sessions to look at this issue. Panel Members agreed this approach.
- b. The Cabinet Member advised that there were some aspects of blue badge policy that could be changed and that there were some elements that were set by central government that consequently could not be changed. One area that was suggested for discussion was around whether the Council should offer designated disabled bays.
- c. Members commented on the issue of theft of blue badges from motor vehicles and suggested that this was fairly prevalent in some parts of the Borough, particularly around the Ladders. Members set out that the process of getting a replacement blue badge was a very long and bureaucratic process. Similar concerns were expressed about getting a companion blue badge, as well as the cost involved. The Cabinet Member acknowledged these concerns and advised that the Council was limited in what it could do about the process as it was administered by the Department for Transport.
- d. Members suggested that one area to examine could be around whether the Council could administer temporary replacement blue badges.
- e. Members sought assurances that the Council monitored the validity of blue badge use and suggested that there was anecdotal evidence of potential misuse during Spurs match days. In response, officers advised that they received regular updates on blue badge misuse which were taken very seriously by officers and each case was followed up. Officers agreed to pick up the issue around match days and pass that on to the relevant officers. **(Action: David Murray)**.

- f. Officers advised that they were looking into upgrading the IT system used as part of the Parking Transformation Strategy, but that this was not due to take place until April 2020.
- g. The Panel noted that Customer Services needed to be involved as part of the scrutiny process as they were responsible for the frontline administration of this service.
- h. Officers also noted that one of the issues was around the way that current systems do not help people feel that the Council is trying to support them through sometimes complex processes. Councillors emphasised the importance of blue badges and characterised them as being life-changing to some residents and officers welcomed the opportunity to improve services.
- i. The Chair agreed that he would speak to officers and the clerk to determine how best to take this scrutiny project forward. The Chair emphasised that he was looking to get this project up and running ASAP and noted the need for everyone to participate in a spirit of improvement. **(Action: Chair).**

### **73. CABINET MEMBER Q&A SESSION WITH CABINET MEMBER FOR ENVIRONMENT**

The Panel undertook a question and answer session with the Cabinet Member for Environment. The following arose in response to this item:

- a. The Panel requested that stakeholders had an opportunity to contribute to the Cycling and Walking Action Plan before this went to Cabinet. The Cabinet Member agreed that there would be scope for stakeholder engagement and that officers were waiting for TfL to confirm the LIP funding available. **(Action: Cllr Hearn).**
- b. The Panel sought further clarification about the NFL Tailgate event that was proposed for Bruce Castle Park and enquired, in light of the Council's Major Events Policy, whether an application in-principle had been received. In response, officers confirmed that the requisite 9-month notice period had been given and that this was designated as an application in-principle. Officers advised that they would double check and come back to Members with an update on exactly what had been received to date, from the NFL. **(Action: David Murray).**
- c. The Panel asked about whether the proposed event would be refused on the grounds that it was detrimental to the local amenity. The Panel also asked about whether there was any risk to the Council of a legal challenge if the event went ahead. Officers agreed to come back to Members on these two points. **(Action: David Murray).**
- d. The Panel questioned the Cabinet Member about whether she was satisfied with levels of cleanliness in the Borough and what reduction in fly-tipping she thought was feasible. In response, the Cabinet Member acknowledged that officers were working hard to improve cleanliness standards and that the aim set out in the Flytipping Strategy was to half the number of fly-tips.
- e. In response to a question around her biggest concern, the Cabinet Member set out that she was most concerned with the level of resident dissatisfaction with some services within her portfolio.
- f. In response to a question around her biggest achievement this year, the Cabinet Member advised that it was the Climate Change declaration.

- g. Members enquired whether a conversation had been had with NFL to offer alternative sites that did not contain Grade One listed buildings. Officers responded that their role was to manage the process for a site that had been suggested, requests to hire that site and that other sites would be considered when it was appropriate to do so.
- h. Members raised concerns around match day parking. In particular it was suggested that it was not clear how many permits were required for a match day and the time of day that they were required. In response, the Cabinet Member advised that she would pick this as part of an existing Member Enquiry that had been submitted by Cllr Brabazon and would share this response to the Panel Members. **(Action: David Murray and Cllr Hearn to circulate).**

**74. WORK PROGRAMME**

**RESOLVED**

The Panel noted the Work Programme and the changes contained therein.

**75. NEW ITEMS OF URGENT BUSINESS**

N/A

**76. DATES OF FUTURE MEETINGS**

There were no more meetings scheduled for the 2018/19 municipal year.

The Chair thanked the Panel members and officers present for their contributions this year.

CHAIR: Councillor Adam Jogee

Signed by Chair .....

Date .....

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**Report for:** Environment and Community Safety Scrutiny Panel, 11<sup>th</sup> June

**Title:** Membership and Terms of Reference

**Report authorised by:** Ayshe Simsek, Democratic Services and Scrutiny Manager

**Lead Officer:** Philip Slawther, Principal Committee Coordinator,  
Tel: 020 8489 2933, Email: [philip.slawther2@haringey.gov.uk](mailto:philip.slawther2@haringey.gov.uk)

**Ward(s) affected:** N/A

**Report for Key/  
Non Key Decision:** N/A

**1. Describe the issue under consideration**

1.1 This report sets out the terms of reference and membership for Overview and Scrutiny and its panels for 2019/20

**2. Recommendations**

2.1 The Committee is asked to:

(a) Note the terms of reference (Appendix A), Protocol (Appendix B) for the Overview and Scrutiny Committee.

(b) Note the terms of reference/policy areas and membership for each Scrutiny Panel for 2019/20 (Appendix C)

**3. Reasons for decision**

3.1 The terms of reference and membership of the scrutiny panels above need to be noted at the first meeting of each municipal year.

**4. Overview and Scrutiny Committee**

4.1 As agreed by Annual Council on 20 May, the membership of the Overview and Scrutiny Committee for 2019/20 is:

Cllr Lucia Das Neves (Chair);  
Cllr Pippa Connor (Vice-Chair);  
Cllr Khaled Moyeed;  
Cllr Erdal Dogan; and  
Cllr Adam Jogee.

4.2 The Committee shall also include statutory education representatives, who shall have voting rights solely on education matters.

- 4.3 The terms of reference and role of the OSC is set out in Part Two (Article 6), Part Three (Section B) and Part Four (Section G) of the Council's Constitution. Together, these specify key responsibilities for the Committee. This information is provided in full at Appendix A.
- 4.4 There is also a Protocol, outside the Constitution and provided at Appendix B, that sets out how the OSC is to operate.

**5. Scrutiny Panels**

- 5.1 Article 6 of the Constitution states the OSC shall appoint Scrutiny Panels in order to discharge the Overview and Scrutiny role.
- 5.2 The specific functions for any Scrutiny Panels established is outlined in Article 6 of the Constitution at 6.3 (b) and 6.3 (c). The procedure by which this operates is detailed in the Scrutiny Protocol:
- The OSC shall establish four standing Scrutiny Panels, to examine designated public services.
  - The OSC shall determine the terms of reference for each Scrutiny Panel.
  - If there is any overlap between the business of the Panels, it is the responsibility of the OSC to resolve the issue.
  - Areas which are not covered by the four standing Scrutiny Panels shall be the responsibility of the main OSC.
  - The Chair of each Scrutiny Panel shall be a member of the OSC, as determined by the OSC at its first meeting.
  - It is intended that each Scrutiny Panel shall be comprised of between 3 and 7 backbench or opposition members, and be politically propionate as far as possible.
  - Each Scrutiny Panel shall be entitled to appoint up to three non-voting co-optees. The Children and Young People's Scrutiny Panel membership will include the statutory education representatives of OSC.
- 5.3 The suggested 2019/20 membership for the four Scrutiny Panels is listed below.

<b>Scrutiny Panel</b>	<b>Membership</b>
Adults and Health	Cllrs Connor (Chair), Berryman, Culverwell, Da Costa, Hakata, Opoku and White
Children and Young People	Cllrs Dogan (Chair), Carlin, Chiriyankandath, Davies Dixon, Hakata and Palmer
Environment and Community Safety	Cllr Jogee (Chair), Ahmet, Culverwell, B. Blake, Davies, Emery and Ogiehor
Housing and Regeneration	Cllr Moyeed (Chair), Barnes, Gordon, Hare, Say, Stone and Williams
All Councillors (except Members of the Cabinet) may be members of the Overview and Scrutiny Committee and the Scrutiny Review Panels. However, no Member may be involved in scrutinising a decision in which he/she has been directly involved.	

5.4 The policy areas to be covered by the four existing Scrutiny Panels have been, together with the relevant Portfolio holders for each scrutiny body, is attached at Appendix C.

## **6. Contribution to strategic outcomes**

6.1 The contribution scrutiny can make to strategic outcomes will be considered as part of its routine work.

## **7. Statutory Officers Comments**

### **Finance and Procurement**

7.1 The Chief Finance Officer has confirmed the Haringey representatives on the JHOSC are not entitled to any remuneration. As a result, there are no direct financial implications arising from the recommendations set out in this report.

7.2 Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

### **Legal**

7.3 The Assistant Director for Corporate Governance has been consulted on the contents of this report.

7.4 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committee to discharge any of its functions. The establishment of Scrutiny Panels by the Committee falls within this power and is in accordance with the requirements of the Council's Constitution.

7.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the OSC. Such reports can then be referred to Cabinet or Council under agreed protocols.

### **Equality**

7.7 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

7.8 The proposals outlined in this report relate to the membership and terms of reference for the OSC and carry no direct implications for the Council's general equality duty. However, the Committee should ensure that it addresses these duties by considering them within its work programme and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

7.9 The Committee should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

## **8. Use of Appendices**

Appendix A Part Two (Article 6), Part Three (Section B), and Part Four (Section G) of the Constitution of the London Borough of Haringey.

Appendix B Scrutiny Protocol

Appendix C Overview & Scrutiny Remits and Membership 2019/20



## **APPENDIX A**

### **PART TWO – ARTICLES OF THE CONSTITUTION**

Last updated 24 July 2017

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#### **Article 6 - Overview and Scrutiny**

##### **6.01 Terms of reference**

The Council will appoint an Overview and Scrutiny Committee to discharge the functions conferred by section 9F of the Local Government Act 2000, the Health & Social Care Act 2001 and the NHS Reform & Health Professionals Act 2002.

##### **6.02. General role**

Within its terms of reference, the Overview and Scrutiny Committee may:

- (a) Exercise an overview of the forward plan;
- (b) Review or scrutinise decisions made or actions taken in connection with the discharge of any of the Cabinet's or Council's functions;
- (c) Make reports and recommendations to the full Council, the Cabinet or relevant non-Executive Committee in connection with the discharge of any functions;
- (d) Make reports or recommendations on matters affecting the area or its inhabitants;
- (e) Exercise the right to call-in, for reconsideration, key decisions made but not yet implemented by the Executive;
- (f) Receive the reports and recommendations of its commissioned Scrutiny Review Panels; and
- (g) In accordance with statutory regulations to review and scrutinise matters relating to the health service within the Authority's area and to make reports and recommendations thereon to local NHS bodies;
- (h) Enter into or appoint such joint overview and scrutiny committees that include the London Borough of Haringey and other boroughs for the purpose of responding to consultation by NHS bodies on proposals for substantial variation or development in the provision of health services as required by The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

##### **6.03 Specific functions**

###### **(a) Scrutiny Review Panels.**

The Overview and Scrutiny Committee shall appoint Scrutiny Review Panels in order to discharge the Overview and Scrutiny role for designated public services and will co-ordinate their respective roles.

**(b) Policy development and review.**

The Overview and Scrutiny Committee and any Scrutiny Review Panels it may establish may:

- (i) Assist the Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues;
- (ii) Conduct research, community and other consultation in the analysis of policy issues and possible options;
- (iii) Consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- (iv) Question members of the Cabinet and chief officers about their views on issues and proposals affecting the area; and
- (v) Liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

**(c) Scrutiny.**

The Overview and Scrutiny Committee and any Scrutiny Review Panels it may establish may:

- (i) Review and scrutinise the decisions made by and performance of the Cabinet and Council officers both in relation to individual decisions and over time;
- (ii) Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iii) Question members of the Cabinet and chief officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- (iv) Make recommendations to the Cabinet or relevant non-executive Committee arising from the outcome of the scrutiny process;
- (v) Review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the overview and scrutiny committee and local people about their activities and performance; and
- (vi) Question and gather evidence from any person (with their consent).

**(d) Finance**

Overview and Scrutiny Committee may exercise overall responsibility for the finances made available to them.

**(e) Annual report.**

Overview and Scrutiny Committee must report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.

**6.04 Proceedings of Overview and Scrutiny Committee**

The Overview and Scrutiny Committee and any Scrutiny Review Panels it may establish will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

**6.05 Votes of No Confidence**

The Chair of the Overview and Scrutiny Committee or the Chair of a Scrutiny Review Panel shall cease to hold that office as a Scrutiny member if a vote of no confidence, of which notice appears on the agenda, is carried at the meeting of the relevant body. The responsibilities of that member shall be carried out by the relevant Vice-Chair until such time as a subsequent meeting of that body has been notified of the appointment of a replacement or the reappointment of the member concerned. In the event of all members of the Overview and Scrutiny Committee having been removed from office in this way at any time, Scrutiny functions shall in the interim be carried out by full Council.

**PART THREE – RESPONSIBILITY FOR FUNCTIONS**

**SECTION B**

Last updated 24 July 2017

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**SECTION 2 – COMMITTEES**

The following shall be committees of the Council and they shall have the membership as described in the Appointments of Committees, Sub-Committees, Panels, etc (as approved by the Annual Meeting):

- 1. The Corporate Committee**
  - 2. Combined Pensions Committee and Board**
  - 3. Staffing and Remuneration Committee**
  - 4. Overview and Scrutiny Committee**
  - 5. Standards Committee**
  - 6. Alexandra Palace and Park Board**
  - 7. The Regulatory Committee**
  - 8. The Health and Wellbeing Board**
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**4. Overview and Scrutiny Committee**

The Overview and Scrutiny Committee may:

- (a) exercise an overview of the forward plan;
- (b) review or scrutinise decisions made or actions taken in connection with the discharge of any of the Cabinet's or Council's functions;
- (c) make reports and recommendations to the full Council, the Cabinet or relevant non-Executive Committee in connection with the discharge of any functions;
- (d) make reports or recommendations on matters affecting the area or its inhabitants;
- (e) exercise the right to call-in, for reconsideration, key decisions made but not yet implemented by the Cabinet;
- (f) receive the reports and recommendations of its Scrutiny Review Panels;
- (g) in accordance with statutory regulations to review and scrutinise matters relating to the health service and all NHS funded services within the Authority's

area and to make reports and recommendations thereon to local NHS and NHS funded bodies;

- (h) enter into or appoint such joint overview and scrutiny committees that include the London Borough of Haringey and other boroughs for the purpose of responding to consultation by NHS bodies on proposals for substantial variation or development in the provision of health services as required by The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013;
- (i) review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible partner authorities of their crime and disorder functions;
- (j) make reports or recommendations to the Cabinet or full Council where appropriate with respect to the discharge of the crime and disorder functions by the responsible partner authorities;
- (k) make arrangements which enable any councillor who is not a Committee member to refer any crime and disorder matter to the Committee under the Councillor Call for Action procedure; and
- (l) make arrangements which enable any councillor who is not a Committee member to refer to the Committee any local government matter which is relevant to the functions of the Committee under the Councillor Call for Action procedure.
- (m) there is a Protocol outside this Constitution setting out how the Overview and Scrutiny Committee is to operate. The Protocol shall be applied in a manner consistent with the Committee Procedure Rules in Part 4 and any issue on procedure at the meeting shall be subject to the ruling of the Chair. The Protocol can be amended by the written agreement of the Leaders of the Political Groups on the Council.
- (o) to appoint two representatives to the standing Joint Health Overview and Scrutiny Committee for North Central London. (Since this appointment is for only two members to the Joint Committee, the "political proportionality" rules in the Local Government and Housing Act 1989 do not apply.)

### **SECTION 3 - SUB-COMMITTEES AND PANELS**

The following bodies shall be created as Sub-Committees of the relevant Committee of the Council under which they are listed. Bodies described as "Panels" are Sub-Committees unless otherwise stated. Sub-Committees shall report to their parent bodies and they shall have the membership as described in the Appointments of Non-Executive Committees, Sub-Committees, Panels, etc as approved by the Annual Meeting.

#### **2. Under Overview and Scrutiny Committee**

## **2.1 Scrutiny Review Panels**

- (a) To carry out scrutiny processes relevant to particular services as determined by Overview and Scrutiny Committee and within the parameters, protocols and procedures agreed by Overview and Scrutiny Committee for all Scrutiny Review Panels.
- (b) Within these scrutiny processes to request and receive submissions, information and answers to questions from Cabinet Members, officers and other senior employees of the Council, service users, external experts and relevant members of the public.
- (c) To refer the findings/recommendations in the form of a written report, with the approval of the Overview and Scrutiny Committee, to The Cabinet and/or the Council as appropriate.

**PART FOUR – RULES OF PROCEDURE**  
**SECTION G – OVERVIEW & SCRUTINY PROCEDURE RULES**

Last updated 21 July 2014

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**1. The arrangements for Overview and Scrutiny**

1.1 The Council will have one Overview and Scrutiny Committee, which will have responsibility for all overview and scrutiny functions on behalf of the Council.

1.2 The terms of reference of the Overview and Scrutiny Committee will be:

- (i) The performance of all overview and scrutiny functions on behalf of the Council.
- (ii) The appointment of Scrutiny Review Panels, with membership that reflects the political balance of the Council.
- (iii) To determine the terms of reference of all Scrutiny Review Panels.
- (iv) To receive reports from local National Health Service bodies on the state of health services and public health in the borough area.
- (v) To enter into or appoint such joint overview and scrutiny committees that include the London Borough of Haringey and other boroughs for the purpose of responding to consultation by NHS bodies on proposals for substantial variation or development in the provision of health services as required by The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.
- (vi) To monitor the effectiveness of the Council's Forward Plan.
- (vii) To receive all appropriate performance management and budget monitoring information.
- (viii) To approve a programme of future overview and scrutiny work so as to ensure that the Overview and Scrutiny Committee's and Scrutiny Review Panels' time is effectively and efficiently utilised;
- (ix) To consider all requests for call-in and decide whether to call-in a key decision, how it should be considered and whether to refer the decision to the Cabinet or to Council.
- (x) To monitor the effectiveness of the Call-in procedure.
- (xi) To review and scrutinise action taken by partner authorities in discharge of crime and disorder functions and to make reports and recommendations to Cabinet and Council on these.

- (xii) To make arrangements which enable any Councillor who is not a Committee Member to refer any local government matter, or any crime and disorder matter, to the Committee under the Councillor Call for Action Procedure.
- (xiii) To ensure that referrals from Overview and Scrutiny Committee to the Cabinet either by way of report or call-in are managed efficiently, and
- (xiv) To ensure community and voluntary sector organisations, users of services and others are appropriately involved in giving evidence to the Overview and Scrutiny Committee or relevant Scrutiny Review Panel.

1.3 The Overview and Scrutiny Committee may establish a number of Scrutiny Review Panels:

- (i) Scrutiny Reviews Panels are appointed to examine designated Council services. Scrutiny Review Panels will refer their findings/ recommendations in the form of a written report, with the approval of the Overview and Scrutiny Committee, to the Cabinet and/or the Council as appropriate.
- (ii) Scrutiny Review Panels will analyse submissions, request and analyse any additional information, and question the Cabinet Member(s), relevant Council officers, local stakeholders, and where relevant officers and/or board members of local NHS bodies or NHS funded bodies.
- (iii) Subject to the approval of the Overview and Scrutiny Committee, Scrutiny Review Panels will be able to appoint external advisors and/or to commission specific pieces of research if this is deemed necessary.
- (iv) Scrutiny Review Panels should make every effort to work by consensus; however, in exceptional circumstances Members may submit minority reports.
- (v) Prior to publication, draft reports will be sent to the relevant chief officers or where relevant officers of the National Health Service for checking for inaccuracies and the presence of exempt and/or confidential information; Scrutiny Review Panel members will revisit any conclusions drawn from disputed information;
- (vi) Following approval by the Overview and Scrutiny Committee, final reports and recommendations will be presented to the next available Cabinet meeting together with an officer report where appropriate. The Cabinet will consider the reports and formally agree their decisions.
- (vii) Following approval by the Overview and Scrutiny Committee, reports on NHS, non-executive or regulatory matters will be copied to the Cabinet for information.



- (viii) At the Cabinet meeting to receive the final report and recommendations, the Chair of the Overview and Scrutiny Committee or the Chair of the Scrutiny Review Panel may attend and speak.
- (ix) After an appropriate period, post implementation, Overview and Scrutiny Committee will carry out a follow up review to determine if the recommendations had the intended outcomes and to measure any improvements.

- 1.4 When Scrutiny Review Panels report on non-executive or regulatory functions the above rules apply, except the references to The Cabinet shall be taken as reference to the relevant non-executive body.
- 1.5 The Overview and Scrutiny Committee shall undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol covering the Overview and Scrutiny Committee.
- 1.6 All Overview and Scrutiny meetings shall take place in public (except where exempt or confidential matters are considered).
- 1.7 The Overview and Scrutiny function should not be seen as an alternative to established disciplinary, audit or complaints mechanisms and should not interfere with or pre-empt their work.

## **2. Membership of the Overview and Scrutiny Committee and Scrutiny Review Panels**

- 2.1 All Councillors (except Members of the Cabinet) may be members of the Overview and Scrutiny Committee and the Scrutiny Review Panels. However, no Member may be involved in scrutinising a decision in which he/she has been directly involved.
- 2.2 The membership of the Overview and Scrutiny Committee and Scrutiny Review Panels shall, as far as is practicable, be in proportion to the representation of different political groups on the Council.

## **3. Co-optees**

- 3.1 Each Scrutiny Review Panel shall be entitled to appoint up to three people as non-voting co-optees.
- 3.2 Statutory voting non-Councillor members of Overview and Scrutiny Committee will be paid an allowance in accordance with the Members' Allowances Scheme in Part 6 of this Constitution.

## **4. Education representatives**

- 4.1 The Overview and Scrutiny Committee and the Scrutiny Review Panel whose terms of reference relate to education functions that are the responsibility of the Cabinet, shall include in its membership the following representatives:

- (i) At least one Church of England diocesan representative (voting).
- (ii) At least one Roman Catholic diocesan representative (voting).
- (iii) 2 parent governor representatives (voting).

These voting representatives will be entitled to vote where the Overview and Scrutiny Committee or the Scrutiny Review Panel is considering matters that relate to relevant education functions. If the Overview and Scrutiny Committee or Scrutiny Review Panel is dealing with other matters, these representatives shall not vote on those matters though they may stay in the meeting and speak at the discretion of the Chair. The Overview and Scrutiny Committee and Scrutiny Review Panel will attempt to organise its meetings so that relevant education matters are grouped together.

## **5. Meetings of the Overview and Scrutiny Committee and Scrutiny Review Panels**

- 5.1 In addition to ordinary meetings of the Overview and Scrutiny Committee, extraordinary meetings may be called from time to time as and when appropriate. An Overview and Scrutiny Committee meeting may be called by the Chair of the Overview and Scrutiny Committee after consultation with the Chief Executive, by any two Members of the Committee or by the proper officer if he/she considers it necessary or appropriate.
- 5.2 In addition to ordinary meetings of the Scrutiny Review Panels, extraordinary meetings may be called from time to time as and when appropriate. A Scrutiny Review Panel meeting may be called by the Chair of the Panel after consultation with the Chief Executive, by any two Members of the Committee or by the proper officer if he/she considers it necessary or appropriate.

## **6. Quorum**

The quorum for the Overview Scrutiny Committee and for each Scrutiny Review Panel shall be at least one quarter of its membership and not less than 3 voting members.

## **7. Chair of the Overview and Scrutiny Committee and Scrutiny Review Panels**

- 7.1 The Chair of the Overview and Scrutiny Committee will be appointed by the Council.
- 7.2 The Chair of the Overview and Scrutiny Committee shall resign with immediate effect if a vote of no confidence is passed by the Overview and Scrutiny Committee.
- 7.3 Chairs of Scrutiny Review Panels will be drawn from among the Councillors sitting on the Overview and Scrutiny Committee. Subject to this requirement,

the Overview and Scrutiny Committee may appoint any person as it considers appropriate as Chair having regard to the objective of cross-party chairing in proportion to the political balance of the Council. The Scrutiny Review Panels shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 6.5 in this Constitution.

- 7.4 The Chair of the Budget Scrutiny Review process will be drawn from among the opposition party Councillors sitting on the Overview and Scrutiny Committee. The Overview and Scrutiny Committee shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 6.5 in this Constitution.

## **8. Work programme**

Overview and Scrutiny Committee will determine the future scrutiny work programme and will establish Scrutiny Review Panels to assist it to perform its functions. The Committee will appoint a Chair for each Scrutiny Review Panel.

## **9. Agenda items for the Overview and Scrutiny Committee**

- 9.1 Any member of the Overview and Scrutiny Committee shall be entitled to give notice to the proper officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request the proper officer will ensure that it is included on the next available agenda.
- 9.2 The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and, if it considers it appropriate, from the Cabinet to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to the Cabinet within an agreed timescale.

## **10. Policy review and development**

- 10.1 The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in the Budget and Policy Framework Procedure Rules in Part 4 of this constitution.
- 10.2 In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee and its Scrutiny Review Panels may make proposals to the Cabinet for developments insofar as they relate to matters within their terms of reference. The Scrutiny Review Panels must do so via the Overview and Scrutiny Committee.

## **11. Reports from the Overview and Scrutiny Committee**

Following endorsement by the Overview and Scrutiny Committee, final reports and recommendations will be presented to the next available Cabinet meeting. The procedure to be followed is set out in paragraphs 1.3 or 1.4 above.

**12. Making sure that overview and scrutiny reports are considered by the Cabinet**

12.1 The agenda for Cabinet meetings shall include an item entitled 'Issues arising from Scrutiny'. Reports of the Overview and Scrutiny Committee referred to the Cabinet shall be included at this point in the agenda unless either they have been considered in the context of the Cabinet's deliberations on a substantive item on the agenda or the Cabinet gives reasons why they cannot be included and states when they will be considered.

12.2 Where the Overview and Scrutiny Committee prepares a report for consideration by the Cabinet in relation to a matter where decision making power has been delegated to an individual Cabinet Member, a Committee of the Cabinet, an Area Committee, or an Officer, or under Joint Arrangements, then the Overview and Scrutiny Committee will also submit a copy of their report to that body or individual for consideration, and a copy to the proper officer. If the Member, committee, or officer with delegated decision making power does not accept the recommendations of the Overview and Scrutiny Committee, then the body/he/she must then refer the matter to the next appropriate meeting of the Cabinet for debate before making a decision.

**13. Rights and powers of Overview and Scrutiny Committee members**

**13.1 Rights to documents**

(i) In addition to their rights as Councillors, members of the Overview and Scrutiny Committee and Scrutiny Review Panels have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.

(ii) Nothing in this paragraph prevents more detailed liaison between the Cabinet and the Overview and Scrutiny Committee and Scrutiny Review Panels as appropriate depending on the particular matter under consideration.

**13.2 Powers to conduct enquiries**

The Overview and Scrutiny Committee and Scrutiny Review Panels may hold enquiries into past performance and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in these processes. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations, within available resources. They may ask witnesses to attend to address them on any matter under consideration and may pay any

advisers, assessors and witnesses a reasonable fee and expenses for doing so. Scrutiny Review Panels require the support of the Overview and Scrutiny Committee to do so.

### **13.3 Power to require Members and officers to give account**

- (i) The Overview and Scrutiny Committee and Scrutiny Review Panels may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions (Scrutiny Review Panels will keep to issues that fall within their terms of reference). As well as reviewing documentation, in fulfilling the scrutiny role, it may require any Member of the Cabinet, the Head of Paid Service and/or any senior officer (at second or third tier), and chief officers of the local National Health Service to attend before it to explain in relation to matters within their remit:
  - (a) any particular decision or series of decisions;
  - (b) the extent to which the actions taken implement Council policy (or NHS policy, where appropriate); and
  - (c) their performance.

It is the duty of those persons to attend if so required. At the discretion of their Director, council officers below third tier may attend, usually accompanied by a senior manager. At the discretion of the relevant Chief Executive, other NHS officers may also attend overview and scrutiny meetings.

- (ii) Where any Member or officer is required to attend the Overview and Scrutiny Committee or Scrutiny Review Panel under this provision, the Chair of that body will inform the Member or proper officer. The proper officer shall inform the Member or officer in writing giving at least 10 working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Overview and Scrutiny Committee or Scrutiny Review Panel. Where the account to be given to Overview and Scrutiny Committee or Scrutiny Review Panel will require the production of a report, then the Member or officer concerned will be given sufficient notice to allow for preparation of that documentation.
- (iii) Where, in exceptional circumstances, the Member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee or Scrutiny Review Panel shall in consultation with the Member or officer arrange an alternative date for attendance, to take place within a maximum of 10 days from the date of the original request.

### **14. Attendance by others**

The Overview and Scrutiny Committee or Scrutiny Review Panel may invite people other than those people referred to in paragraph 13 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and officers in other parts of the public sector and may invite such people to attend. Attendance is optional.

**15. Call-in**

The call-in procedure is dealt with separately at Part 4 Section H of the Constitution, immediately following these Overview and Scrutiny Procedure Rules.

**16. Councillor Call for Action (CCfA)**

The Council has adopted a Protocol for handling requests by non-Committee Members that the Committee should consider any local government matter which is a matter of significant community concern. This procedure should only be a last resort once the other usual methods for resolving local concerns have failed. Certain matters such as individual complaints and planning or licensing decisions are excluded.

Requests for a CCfA referral should be made to the Democratic Services Manager, who will check with the Monitoring Officer that the request falls within the Protocol. The Councillor making the referral will be able to attend the relevant meeting of the Committee to explain the matter. Among other actions, the Committee may: (i) make recommendations to the Cabinet, Directors or partner agencies, (ii) ask officers for a further report, (iii) ask for further evidence from the Councillor making the referral, or (iv) decide to take no further action on the referral.

The Protocol is not included within this Constitution but will be subject to regular review by the Committee.

**17. Procedure at Overview and Scrutiny Committee meetings and meetings of the Scrutiny Review Panels.**

- (a) The Overview and Scrutiny Committee shall consider the following business as appropriate:
  - (i) apologies for absence;
  - (ii) urgent business;
  - (iii) declarations of interest;
  - (iv) minutes of the last meeting;
  - (v) deputations and petitions;

- (vi) consideration of any matter referred to the Committee for a decision in relation to call-in of a key decision;
  - (vii) responses of the Cabinet to reports of the Committee;
  - (viii) business arising from Area Committees;
  - (ix) the business otherwise set out on the agenda for the meeting.
- (b) A Scrutiny Review Panel shall consider the following business as appropriate:
- (i) minutes of the last meeting;
  - (ii) declarations of interest;
  - (iii) the business otherwise set out on the agenda for the meeting.
- (c) Where the Overview and Scrutiny Committee or Scrutiny Review Panel has asked people to attend to give evidence at meetings, these are to be conducted in accordance with the following principles:
- (i) that the investigation be conducted fairly and all members of the Overview and Scrutiny Committee and Scrutiny Review Panels be given the opportunity to ask questions of attendees, to contribute and to speak;
  - (ii) that those assisting the Overview and Scrutiny Committee or Scrutiny Review Panel by giving evidence be treated with respect and courtesy;
  - (iii) that the investigation be conducted so as to maximise the efficiency of the investigation or analysis; and
  - (iv) that reasonable effort be made to provide appropriate assistance with translation or alternative methods of communication to assist those giving evidence.
- (d) Following any investigation or review, the Overview and Scrutiny Committee or Scrutiny Review Panel shall prepare a report, for submission to the Cabinet and shall make its report and findings public.

#### **17A. Declarations Of Interest Of Members**

- (a) If a member of the Overview and Scrutiny Committee or Scrutiny Review Panel has a disclosable pecuniary interest or a prejudicial interest as referred to in Members' Code of Conduct in any matter under consideration, then the member shall declare his or her interest at the start of the meeting or as soon as the interest becomes apparent. The member may not participate or participate further in any

discussion of the matter or participate in any vote or further vote taken on the matter at the meeting and must withdraw from the meeting until discussion of the relevant matter is concluded unless that member has obtained a dispensation from the Council's Standards Committee.

- (b) If a member of the Overview and Scrutiny Committee or Scrutiny Review Panel has a personal interest which is not a disclosable pecuniary interest nor a prejudicial interest, the member is under no obligation to make a disclosure at the meeting but may do so if he/she wishes.

## **18. The Party Whip**

Scrutiny is intended to operate outside the party whip system. However, when considering any matter in respect of which a Member of scrutiny is subject to a party whip the Member must declare the existence of the whip and the nature of it before the commencement of the Committee/Panel's deliberations on the matter. The Declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

The expression "party whip" can be taken to mean: "Any instruction given by or on behalf of a political group to any Councillor who is a Member of that group as to how that Councillor shall speak or vote on any matter before the Council or any committee or sub-committee, or the application or threat to apply any sanction by the group in respect of that Councillor should he/she speak or vote in any particular manner."

## **19. Matters within the remit of more than one Scrutiny Review Panel**

Should there be any overlap between the business of any Scrutiny Review Panels, the Overview and Scrutiny Committee is empowered to resolve the issue.



## **Appendix B**

### **PROTOCOL COVERING OVERVIEW AND SCRUTINY COMMITTEE (OSC)**

#### **1. INTRODUCTION**

- 1.1 A key objective of Haringey's Governance Review 2010/11 was to ensure that the Overview and Scrutiny function can help the Council to make key decisions and develop policy in a useful and effective manner.
- 1.2 The Terms of Reference for the OSC is stated in the Council's Constitution (Part 3 Section C). The purpose of this protocol is to set out in detail the process by which the OSC will function.
- 1.3 This document will be subject to regular review along with other governance arrangements, to ensure that it remains updated in the light of experience.

#### **2. AIMS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

- 2.1 To provide a framework within which the work of the Council can be scrutinised in a constructive way that adds value to the Council's performance.
- 2.2 To help the Council to achieve its objectives by identifying areas for achieving excellence, and to carry out a scrutiny which identifies what needs to be done to improve the situation.
- 2.3 Not to duplicate work carried out by the Council, but provide an objective view of what needs to be done to improve the quality and cost effectiveness of services provided to local people.

#### **3. RESPONSIBILITIES**

- 3.1 The OSC can scrutinise any matter which affects the authority's area or its residents' wellbeing.
- 3.2 The Local Government Act 2000, the Health and Social Care Act 2001, the Local Government & Public Involvement in Health Act 2007, and the Police and Justice Act 2006 give the OSC the power to:
  - (i) Review and scrutinise decisions made or actions taken in connection with the discharge of any of the functions of the Executive or Full Council;
  - (ii) Review and scrutinise local NHS-funded services, and to make recommendations to reduce health inequalities in the local community;
  - (iii) Review and scrutinise Crime Reduction Partnerships;<sup>1</sup>
  - (iv) Make reports and recommendations on any issue affecting the authority's area, to the Full Council, its Committees or Sub-Committees, the Executive, or other appropriate external body;
  - (v) "Call In" for reconsideration a decision made by the Executive;

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<sup>1</sup> Section 19 of the Police and Justice Act 2006

- (vi) Require information from relevant partner authorities;<sup>2</sup>
- (vii) Give notice to a relevant partner authority that they must have regard to scrutiny reports and recommendations on any local improvement targets.<sup>3</sup>

- 3.3 Scrutiny recommendations shall be responded to by the appropriate body within 2 months of receiving the recommendations.<sup>4</sup> Where a response is requested from NHS-funded bodies, the response shall be made within 28 days.<sup>5</sup>
- 3.4 The OSC shall be responsible for scrutinising the draft Treasury Management Strategy Statement (TMSS) annually before its adoption by full Council, in accordance with the Council's Constitution (Part 4 Section I).
- 3.5 The OSC shall respond to a Councillor Call for Action (CCfA) referral, which will be handled in accordance with the Council's Constitution (Part 4 Section G).

#### Scrutiny Review Panels

- 3.6 The Overview and Scrutiny Committee shall establish 4 standing Scrutiny Review Panels, to examine designated public services.
- 3.7 The Overview and Scrutiny Committee shall determine the terms of reference of each Scrutiny Review Panel. If there is any overlap between the business of the Panels, it is the responsibility of the Overview and Scrutiny Committee to resolve this issue.
- 3.8 Areas which are not covered by the 4 standing Scrutiny Review Panels shall be the responsibility of the main Overview and Scrutiny Committee.

#### **4. MEMBERSHIP AND CHAIR**

- 4.1 The Overview and Scrutiny Committee shall comprise 5 members, and be politically proportionate as far as possible. The Committee shall also comprise statutory education representatives, who shall have voting rights solely on education matters. The membership shall be agreed by the Group Leaders, Chief Executive and Monitoring Officer, and ratified each year at the Annual Council Meeting.
- 4.2 The chair of the OSC shall be a member of the majority group. The vice-chair shall be a member of the largest minority group. These appointments shall be ratified each year at the Annual Council Meeting.

#### Scrutiny Review Panels

- 4.3 The chair of each Scrutiny Review Panel shall be a member of the OSC, and shall be determined by the OSC at their first meeting.

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<sup>2</sup> Section 121 of the Local Government and Public Involvement in Health Act 2007

<sup>3</sup> Section 122(21C) of the Local Government and Public Involvement in Health Act

<sup>4</sup> Ibid section 122 (21B)

<sup>5</sup> Regulation 3 of Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002

- 4.4 It is intended that each Scrutiny Review Panel shall be comprised of between 3 and 7 members, and be politically proportionate as far as possible. It is intended that other than the chair, the other members are non-executive members who do not sit on the OSC.
- 4.5 Each Scrutiny Review Panel shall be entitled to appoint up to three non-voting co-optees.
- 4.6 If there is a Children and Young People's Scrutiny Review Panel, the membership shall include the statutory education representatives of OSC. It is intended that the education representatives would also attend the Overview and Scrutiny Committee meetings where reports from a relevant Scrutiny Review Panel are considered.

## **5. MEETING FREQUENCY AND FORMAT**

- 5.1 The intention is that OSC shall hold 6 scheduled meetings each year. One meeting, at the start of the civic year, shall agree the annual work programme of the OSC. One meeting, in January, shall consider the budget scrutiny reports from each Scrutiny Review Panel. The remaining meetings shall undertake the work programme and consider the reports from the Scrutiny Review Panels.
- 5.2 An extraordinary meeting of the OSC may be called in accordance with the Council's Constitution (Part 4 Section G).
- 5.3 The agenda and papers for OSC shall be circulated to all members and relevant partners at least 5 clear days before the meeting.
- 5.4 There shall be a standing item on OSC meeting agendas to receive feedback from Area Committees. Area Committee Chairs shall be able to attend OSC meetings, and ask questions.
- 5.5 Members of the Council may Call In a decision of the Executive, or any Key Decision made under delegated powers, within 5 working days of the decision being made. The full procedure is given in the Council's Constitution (Part 4 Section H).
- 5.6 Pre-decision scrutiny on forthcoming Cabinet decisions shall only be undertaken at scheduled OSC meetings, in adherence with the Council's Forward Plan.

### Scrutiny Review Panels

- 5.7 It is intended that each Scrutiny Review Panel shall hold 4 scheduled meetings each year.
- 5.8 An extraordinary meeting of a Scrutiny Review Panel may be called in accordance with the Council's Constitution (Part 4 Section G).
- 5.9 The agenda and papers for Scrutiny Review Panels shall be circulated to all members and relevant partners at least 5 clear days before the meeting.

## **6. PROCESS FOR CABINET INVOLVEMENT**

- 6.1 The OSC shall develop recommendations for arrangements to focus its resources and time available on effective scrutiny of the Cabinet, within the guidance of this protocol. It is not intended that this will include submitting written questions to Cabinet members, in advance of an OSC meeting. The recommended arrangements shall be jointly discussed with the Cabinet prior to the first meeting of OSC.
- 6.2 The Leader of the Council and Chief Executive shall be invited to OSC once a year, at the meeting when the Committee's work programme is set. This shall be an opportunity to jointly discuss the Council's priorities for the next year.
- 6.3 The Leader/ Cabinet Member attending an OSC or Scrutiny Review Panel meeting may be accompanied and assisted by any service officers they consider necessary. The Member may invite an officer attending to answer a question on their behalf.

## **7. THE OSC WORK PROGRAMME**

- 7.1 The Council's Policy, Intelligence and Partnerships Unit shall coordinate the work programme of the OSC at the beginning of each civic year.
- 7.2 Any partner, member or service user may suggest an item for scrutiny. The OSC shall have regard to all such suggestions when they decide their work programme.
- 7.3 The OSC and Scrutiny Review Panels are able to request reports from the following areas to enable its scrutiny role, which shall be identified in the OSC's work programme:
  - (i) **Performance Reports;**
  - (ii) **One off reports** on matters of national or local interest or concern;
  - (iii) Issues arising out of **internal and external assessment;**
  - (iv) Issues on which the Cabinet or officers would like **the Committee's views or support;**
  - (v) Reports on **strategies and policies** under development;
  - (vi) **Progress reports** on implementing previous scrutiny recommendations accepted by the Cabinet or appropriate Executive body.
- 7.4 In deciding their work programme for the year, the OSC and Scrutiny Review Panels shall determine how partnership bodies shall be scrutinised within the boundaries of scheduled meetings.

## **8. BUDGET SCRUTINY REVIEW**

- 8.1 The budget shall be scrutinised by each Scrutiny Review Panel, in their respective areas. Their reports shall go to the OSC for approval. The areas of the budget which are not covered by the Scrutiny Review Panels shall be considered by the main OSC.
- 8.2 A lead OSC member from the largest opposition group shall be responsible for the co-ordination of the Budget Scrutiny process and recommendations made by respective Scrutiny Review Panels relating to the budget.
- 8.3 To allow the OSC to scrutinise the budget in advance of it formally being set and convey those recommendations to the Cabinet, the following timescale is suggested:
- **Scrutiny Review Panel Meetings: May to November**  
Each Scrutiny Review Panel shall undertake budget scrutiny in their respective areas, to be overseen by the lead member referred to in paragraph 9.2. Between May and November, this shall involve scrutinising the 3-year Medium Term Financial Plan approved at the budget-setting full Council meeting in February.
  - **Cabinet report on the new 3-year Medium Term Financial Plan to members of the OSC: December**  
The Cabinet shall release their report on the new 3-year Medium Term Financial Plan to members of the OSC, following their meeting to agree the proposals in December.
  - **Scrutiny Review Panel Meetings: January**  
Overseen by the lead member referred to in paragraph 9.2, each Scrutiny Review Panel shall hold a meeting following the release of the December Cabinet report on the new 3-year Medium Term Financial Plan. Each Panel shall consider the proposals in this report, for their respective areas, in addition to their budget scrutiny already carried out. The Scrutiny Review Panels may request that the Cabinet Member for Finance and Sustainability and/or Senior Officers attend these meetings to answer questions.
  - **OSC Meeting: January**  
Each Scrutiny Review Panel shall submit their final budget scrutiny report to the OSC meeting in January containing their recommendations/proposal in respect of the budget for ratification by the OSC.
  - **Cabinet Meeting: February**  
The recommendations from the Budget Scrutiny process, ratified by the OSC, shall be fed back to Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/proposals made by the OSC in relation to the budget.



## APPENDIX C: Overview & Scrutiny Remits and Membership 2019/20

Scrutiny Body	Areas of Responsibility	Cabinet Links
<p><b>Overview &amp; Scrutiny Committee</b>            Cllrs Das Neves (Chair),            Connor (Vice Chair),            Dogan,            Jogee,            Moyeed</p> <p>The Committee shall also comprise statutory education representatives, who shall have voting rights solely on education matters</p>	Brexit Preparedness Communications; Commissioning Strategy; Corporate Governance; Corporate Policy and Strategy; Council Performance; External Partnerships; Insourcing Policy and Delivery	Cllr Ejiofor Leader of the Council
	Council HR and Staff Well-Being Culture (including Bruce Castle) Emergency Planning; Fairness Commission; Information Management; IT and Digital; Leisure; Libraries; Licensing, Regulatory Services and Enforcement	Cllr Amin Cabinet Member for Corporate and Civic Services
	Accommodation Strategy Council Budget and MTFS; Capital Strategy; Commercial Partnerships; Council Finances; Council Tax Reform Agenda; Property, including Commercial Portfolio	Cllr Adje Cabinet Member for Finance and Strategic Regeneration
	Community Buildings; Community Cohesion; Equalities; Voluntary and Community Sector	Cllr Mark Blake Cabinet Member for Communities and Equalities
	Adult Learning, Training and Skills	Cllr Gideon Bull

Scrutiny Body	Areas of Responsibility	Cabinet Links
	Business Engagement Community Wealth Building Growth and Inward Investment Procurement SME Business Development Tackling Unemployment and Worklessness Town Centre Management	Cabinet Member for Local Investment and Economic Growth
	Customer Services Customer Transformation Programme	Cllr Seema Chandwani Cabinet Member for Street Management and Neighbourhoods
	Cross cutting, significant or high profile issues; Matters outside the remit of individual panels	To be determined according to issue
<b>Adults &amp; Health Scrutiny Panel</b> Cllrs Connor (Chair), Da Costa plus TBA	Adult Social Care; Child and Adolescent Mental Health Services (CAMHS) (lead); Connected Communities; Health and Social Care Integration; Mental Health and Well-Being; Public Health; Refugee and Migrant Support; Health Devolution Pilots; Safeguarding Adults; Services for Adults with Disabilities and Additional Needs; Violence Against Women and Girls (VAWG) Prevention; Women's Equalities	Cllr James Cabinet Member for Adults and Health
<b>Children &amp; Young People Scrutiny Panel</b> Cllrs Dogan (Chair), Dixon, Palmer plus TBA plus the statutory	Adoption and Fostering; Children to Adult Social Care Transition; Early Years and Child Care; Looked-after Children and Care Leavers;	Cllr Brabazon, Cabinet Member for Children and Families



<b>Scrutiny Body</b>	<b>Areas of Responsibility</b>	<b>Cabinet Links</b>
education representatives of OSC	Safeguarding Children; Schools and Education; Services for Children with Disabilities and Additional Needs; 16-19 Education	
	Youth Justice; Youth Services	Cllr Mark Blake Cabinet Member for Communities and Equalities

<b>Environment &amp; Community Safety Scrutiny Panel</b> Cllr Jogee (Chair), Emery, Ogiehor plus TBA	Air Quality; Biodiversity and Trees; Carbon Management and Zero 50; Liveable Neighbourhoods; Parks and Open Spaces; Renewable Energy; Sustainability; Strategic Transport	Cllr Hearn Cabinet Member for Sustainability and Planning
	Fly Tipping and Civic Pride; Highways; Parking and Parking Transformation; Recycling, Waste and Street Cleansing; Enforcement issues relating to the above	Cllr Seema Chandwani Cabinet Member for Street Management and Neighbourhoods
	Community Safety and Police Engagement; Prevent Programme; Tackling Anti-Social Behaviour;	Cllr Mark Blake Cabinet Member for Communities and Equalities
<b>Housing &amp; Regeneration Scrutiny Panel</b> Cllr Moyeed (Chair), Barnes, Hare plus TBA	Building Regulations; Estate Renewal and Resident Engagement; Health and Safety Issues Related to Housing Stock (inc Hackitt Review); Homelessness and Rough Sleeping; Housing Investment Programme; Housing Strategy and Development; Landlord Licensing and Enforcement; Partnerships with Homes for Haringey & Social Landlords; Private Rented Sector Engagement	Cllr Ibrahim Cabinet Member for Housing and Estate Renewal
	London Plan and NPPF Consultation; Planning Enforcement; Planning Policy and Delivery; S106/CIL Policy	Cllr Hearn Cabinet Member for Sustainability and Planning
	Tottenham Regeneration;	Cllr Adje

	Wood Green Regeneration	Cabinet Member for Strategic Regeneration
If there is any overlap between the business of the Panels, it is the responsibility of the OSC to resolve the issue. Areas which are not covered by the 4 standing Scrutiny Panels shall be the responsibility of the main OSC.		

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**Report for:** Environment and Community Safety Scrutiny Panel – 11 June

**Title:** Appointment of Non Voting Co-opted Member

**Report authorised by:** Ayshe Simsek, Democratic Services and Scrutiny Manager

**Lead Officer:** Philip Slawther, Principal Committee Cordinator, 020 8489 2957  
[philip.slawther2@haringey.gov.uk](mailto:philip.slawther2@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/ Non Key Decision:** N/A

**1. Describe the issue under consideration**

1.1 The report seeks formal approval of the re-appointment of a non voting co-opted Member to the Panel.

**2. Cabinet Member Introduction**

N/A

**3. Recommendations**

3.1 That a representative from Haringey Association of Neighbourhood Watches be appointed as a non voting co-opted Member of the Panel for the 2019/20 Municipal Year;

**4. Reasons for decision**

4.1 As outlined in the scrutiny protocol, each of the standing scrutiny panels have the power to appoint up to three non voting co-opted Members to assist them with their work.

**5. Alternative options considered**

5.1 The Panel could decide not to appoint any non voting co-opted Members or, alternatively, could decide to appoint two or three co-optees.

**6. Background information**

6.1 The Local Government Act 2000 made provision for the co-option of non-elected members to Overview and Scrutiny to bring additional expertise and skills to scrutiny work and to increase public engagement with scrutiny.

6.2 Within the current structure of scrutiny in Haringey, there is one overarching Overview and Scrutiny Committee and four advisory panels, these being:

➤ Adults and Health

- Children and Young People
  - Environment and Community Safety
  - Housing and Regeneration
- 6.3 The Overview and Scrutiny Committee consists of 5 non executive members and includes Haringey's statutory education representatives, who have voting rights solely on education matters.
- 6.4 Scrutiny panels are chaired by a Member of the Overview and Scrutiny Committee. The membership of each panel consists of between 3 and 7 non executive members and is politically proportional as far as possible. The membership of the Children and Young People's Scrutiny Panel also includes the statutory education representatives of the Overview and Scrutiny Committee.
- 6.5 In addition, each scrutiny panel is entitled to appoint up to three non-voting co-optees to assist scrutiny with its work. The terms of reference/arrangements for Overview and Scrutiny are set out in Part 2 (Article 6), Part 3 (Section B) and Part 4 (Section 6) of the Council's Constitution. Further information can be found via the link below:
- <http://www.haringey.gov.uk/local-democracy/about-council/council-constitution>
- 6.6 By bringing a diverse spectrum of experience and adding a different perspective to many items, non voting co-optees are expected to add value to scrutiny by performing the following roles:
- To act as a non-party political voice for those who live and/or work in Haringey.
  - To bring specialist knowledge and/or skills to the Overview and Scrutiny process and to bring an element of external challenge by representing the public.
  - To establish good relations with members, officers and co-optees.
  - To abide by the relevant sections of the Council's Constitution in terms of the rules and procedures for Overview and Scrutiny.
- 6.7 It is expected that non voting co-optees will:
- Attend formal meetings of the Panel, which are usually held in the evening.
  - Attend additional meetings and evidence gathering sessions such as site visits.
  - Prepare for meetings by reading the agenda papers and additional information to familiarise themselves with the issues being scrutinised.

- Prior to meetings consider questions they may wish to put to Cabinet Members, officers and external witnesses.
- Help the Panel to make practical suggestions for improvements to services.
- Assist in the preparation of reports and the formulation of recommendations.
- Contribute to the development of the annual scrutiny work programme.
- Keep abreast of key issues for the authority and bear these in mind when scrutinising services and making recommendations for improvement.

6.8 A key aspect of the Environment and Community Safety Scrutiny Panel's work concerns community safety and Haringey Association of Neighbourhood Watches are a key local organisation with a role in this. They are therefore considered well placed to assist the Panel in its work. They have also previously been represented on a co-opted basis on scrutiny panels with a role in community safety and provided valuable input on relevant areas.

## **7 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### **Finance and Procurement**

7.1 There will be no additional costs to the Council as a result of this decision.

### **Legal**

7.2 The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Part 4 Section G (3.1) of the Overview and Scrutiny Procedure Rules in the Constitution permits the Panel to appoint up to three people as non-voting co-optees.

7.3 The co-optee is not entitled to vote on recommendations before the Panel. Therefore, the co-optee is not bound by the Council's Code of Conduct (in Part 5 Section A of the Constitution) that includes the registration and declaration of interest. However, the co-optee should be required to comply with relevant parts of the General Obligations of the Code (in Paragraph 3) when attending the meetings and conducting the business of the Panel.

### **Equality**

7.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

8.7 The proposals outlined in this report relate to the membership of the Environment and Community Safety Scrutiny Panel and carry no direct implications for the Council's general equality duty.

## **8 Use of Appendices**

None.

## **9 Local Government (Access to Information) Act 1985**



**Report for:** Environment and Community Safety Scrutiny Panel, June 2019

**Title:** Community Safety Strategy

**Report authorised by :** Eubert Malcolm, Interim Assistant Director for Stronger Communities, 0208 489 5520, Eubert.malcolm@haringey.gov.uk

**Lead Officer:** Hugh Smith, Policy & Equalities Officer  
0208 489 3540, hugh.smith@haringey.gov.uk

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision: Non Key Decision**

### **1. Describe the issue under consideration**

This report provides an introduction to the draft Community Safety Strategy 2019-23.

The Community Safety Strategy presents the Community Safety Partnership's approach and priorities to achieving a reduction in crime and anti-social behaviour in Haringey up to 2023.

The Community Safety Strategy is constitutionally required to be considered by a number of bodies, including Cabinet and the Overview and Scrutiny Panel, before it can be adopted by Full Council.

### **2. Recommendations**

That the Panel:

1. Note the contents of the report
2. Approve the Community Safety Strategy for submission to Cabinet

### **3. Background information**

Community Safety Partnerships are required under the Crime and Disorder Act to put in place an annual strategic assessment and strategy. As a partnership document listed in the Constitution, the Community Safety Strategy is reserved for final decision by full Council subject to prior approval by Cabinet.

The Community Safety Strategy 2013-17 was extended to 2019 to allow alignment with the Borough Plan 2019-23. The Community Safety Strategy 2019-23 aligns fully with the Borough Plan, and like the Borough Plan it is a partnership plan that reflects the outcomes that partners and communities across Haringey wish to achieve.

This Community Safety Strategy represents a significant commitment by partners including the Council, Police, Fire, Probation and Health authorities as

well as local voluntary groups to working together to improve the lives of Haringey residents.

The strategy is supported by a comprehensive strategic assessment that draws on data from across the partnership to identify trends, patterns, and drivers relating to crime and anti-social behaviour.

The strategy is informed by extensive consultation and engagement with partners across the system, with community groups, and with Haringey residents and businesses. The outcomes that the Community Safety Partnership seeks to achieve through the strategy are a reflection both of the data and what we have heard through this engagement activity.

The Community Safety Partnership has a clear vision: to make Haringey one of the safest boroughs in London. We want Haringey to be a safe borough for everyone who lives and works here and to remain a safe and pleasant environment for all. The Community Safety Strategy provides the partnership with an opportunity to set out how it will achieve that vision by ensuring that:

- Levels of crime and antisocial behaviour are reduced
- Children, young people, families, vulnerable adults, and residents feel safe in their homes and in public spaces
- Those committing crime do not continue to reoffend
- The public has confidence in all members of the Community Safety Partnership, particularly the Police and local authority.

The Community Safety Strategy aims to improve the quality of life in the borough by focussing partnership action on six outcome areas:

1. Violence and high harm crimes
2. Violence against women and girls
3. Exploitation (including child sexual exploitation, child criminal exploitation, County Lines, trafficking, extremism, and modern slavery)
4. Public confidence
5. Victims of crime and anti-social behaviour
6. Reoffending

It is notable that there is considerable overlap between the six outcome areas due to the complex nature of the issues and the types of crime that this strategy is seeking to address.

An Action Plan, attached at Appendix 2, sets out the specific actions that community safety partners will take forward in order to address the issues identified in the strategy corresponding to the six outcome areas.

#### **4. Contribution to strategic outcomes**

The Community Safety Strategy 2019-23 represents a significant contribution to the collective effort across Haringey to achieve the visions of the People and Place priorities in the Borough Plan 2019-23:

- Place – Stronger, connected communities where together we improve our environment by making it safer, cleaner and greener.

- People – A Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.

The Community Safety Strategy aligns with and supports the delivery of the Young People at Risk Strategy and the Violence against Women and Girls Strategy, which have been separately approved by Cabinet.

**5. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

**Finance**

N/A

**Procurement**

N/A

**Legal**

N/A

**Equality**

N/A

**6. Use of Appendices**

Appendix 1: Haringey Community Safety Strategy 2019-23

Appendix 2: Haringey Community Safety Action Plan 2019-23

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

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## **Haringey Community Safety Strategy**

**2019 – 2023**

### **Contents**

1. Foreword by Co-Chairs of the Community Safety Partnership (CSP)
2. Introduction: Purpose and scope of the strategy
3. Context (National, Regional and Local)
4. Crime in Haringey
5. Vision
6. Priorities, Outcomes and Key Activity
7. Implementation and Monitoring
8. Equalities Impact Assessment

DRAFT

## 1. Foreword

This Community Safety Strategy represents a significant commitment by partners including the Council, Police, Fire, Probation and Health authorities as well as local voluntary groups to working together to improve the lives of our residents.

We know we face some significant challenges. London has a problem with serious violence, particularly with knife crime. Some of this is because there is less funding for work to intervene earlier, designed to prevent crime. There have also been significant cuts to neighbourhood policing across London, which means that the police are less visible than they were. While most people in Haringey are happy with their area as a place to live, crime and anti-social behaviour is the issue that people talk about most when asked what makes them unhappy about living here. We will continue to work together with local people to bring the perpetrators of crime to justice and to divert young people away from criminality.

As well as the high profile issues around serious violence this Strategy also addresses crime, disorder and anti-social behaviour that are less well reported but impact the lives of many people including all forms of violence against women and girls and issues of exploitation including child sexual exploitation, County Lines, extremism and hate crime.

Our communities are key partners in helping us tackle crime and disorder. Therefore this Strategy also recognises the importance of addressing fear of crime and confidence and satisfaction with policing.

We look forward to significant improvement in the lives of our residents arising from this plan and will report back annually on our achievements via our annual Strategic Assessment of Crime and Disorder.

Signed:

Councillor Mark Blake

Chief Superintendent Treena Fleming

Cabinet Member for Community Safety

North Area BCU Commander

Joint Chairs of the Community Safety Partnership

## **2. Introduction: Purpose and scope of the strategy**

The Community Safety Partnership has a clear vision: to make Haringey one of the safest boroughs in London. We want Haringey to be a safe borough for everyone who lives and works here; a place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green. As the borough continues to grow, becomes better connected and continues to be a destination for many Londoners, we will need to ensure Haringey remains a safe and pleasant environment for all. The Community Safety Strategy provides the partnership with an opportunity to set out how it will achieve that vision.

The Crime and Disorder Act 1998, as amended by section 97 and 98 of the Police Reform Act 2002, places a requirement on Community Safety Partnerships (CSP) to develop a Community Safety Strategy. This document sets out how crime, anti-social behaviour and the fear of crime will be tackled.

In collaboration with all partners Haringey Council has produced a comprehensive strategic assessment. The purpose of the assessment is to understand the trends, patterns and drivers relating to crime and anti-social behaviour so that the partnership can set clear priorities, develop intelligence-led activity and deploy resources effectively. The strategy has been informed to a great extent by this strategic assessment.

In developing this strategy, we have taken account of extensive consultation with residents, community groups, and partners, including most recently that which has supported the development of the Borough Plan and also our Young People at Risk Strategy. This has included a series of partner workshops, community forums and targeted consultation directed at those most at risk of becoming either victims or perpetrators of crime.

Decisions about our priorities have been informed by the findings from our strategic assessment and our consultation. We have consulted/engaged the community, stakeholders and agencies via various methods one of which included the 2018 Resident Survey which captured the views of a representative sample of 1,900 residents, including views relating to the perception crime and disorder in the borough. In addition, reached out to other bodies and sectors of the public for feedback, including:

- Safer Neighbourhood Board (SNB) – Resident and Police led board meeting with the role of scrutinising and holding the borough police to account to promote a high standard of policing and the reduction of crime.
- Bridge Renewal Trust (BRT) - Provides a collective voice for voluntary and community groups within Haringey.

- Members/Councillors – elected members who work closely with the residents/public, receiving feedback around concerns within the borough.

Our priorities address the types of crime and offending behaviour which most affect residents, businesses and visitors to the area, and which local community safety partners are able to influence. Partners have agreed to continue the effective approach of engaging with and strengthening communities by coordinating co-designed preventative and frontline activity. There are many specialist teams and strategies which overlap with this agenda and an important part of the Community Safety Partnership's work is to remain aware of these and co-ordinate activity.

The strategy links with the [Mayor's Policing and Crime Plan 2017 -2021](#) as well as a number of strategies across the partnership. It is a commitment at a time of reduced resources to work together to maximise the impact on work to address safety in the agreed areas of priority; and to provide value for money for residents and businesses. MOPAC has changed the way projects are funded and local authorities are required to work together to develop projects that are cross cutting, innovative, reduce duplication in order to tackle the drivers of crime and safeguard vulnerable residents. Haringey works closely with our neighbouring authorities and London Councils to achieve this.

MOPAC continues to be the responsible body and funder for Community Safety Partnerships. Haringey will continue to work closely with MOPAC in its capacity as joint deliverers, commissioners and as critical friends. Delivery is supported by the London Crime Reduction Board (LCRB) made up of the Mayor and Deputy Mayor for Policing and Crime, Leaders from three London authorities and the Metropolitan Police Commissioner who acts as an advisor to the group.

### **3. The Context**

#### **National**

In March 2016 the Government published a Modern Crime Prevention Strategy. The strategy set out the national approach and activity to prevent crime. The Government states in the strategy that crime has fallen rapidly over the last twenty years despite economic shocks, changes in levels of employment, and evolving behaviours around drug and alcohol use, technology and social norms. It provides a variety of reasons for this sustained fall, but attributes the reduction in large part to better preventative action to stop crimes from happening in the first place. The government view is that where law enforcement, businesses and the public work together on prevention, significant and sustained reductions in certain crimes can be delivered.



The government's approach to crime prevention is based on targeting what the evidence suggests are the six key drivers of crime opportunity, character, effectiveness of the criminal justice system, profit, drugs, and alcohol.

The Government's Transforming Rehabilitation programme has brought significant changes, notably the creation of a new, smaller National Probation Service. In London, approximately 16,000 cases are managed by National Probation Service. Approximately 25,000 cases are managed by the London Community Rehabilitation Company.

In April 2018 the Home Office launched a national Serious Violence Strategy. This strategy identified changes in the drugs market and set out a range of actions to tackle the issues of County Lines, serious youth violence, and exploitation of vulnerable people.

## **Regional**

MOPAC's Police and Crime Plan for London "A Safer City for All Londoners 2017 - 2021" sets out the Mayor of London's priorities for safety in the capital. These priorities include:

- Commit to tackling violence against women and girls
- Work closely with public and voluntary organisations on developing better support for victims of sexual and domestic violence
- Helping to prevent and detect crime
- Identify the spread of extremism
- Tough knife crime strategy that focuses resources on the city's gangs
- Work closely with local authorities, schools and youth services to develop anti-gang strategies
- Working with community organisations to further youth engagement
- Tougher community payback for those caught with knives
- Improve the experiences of victims of crime
- Zero tolerance approach to hate crime

The Plan includes measures to tackle these issues, reduce crime and disorder in London and improve police services across the city.

MOPAC consulted with local police leaders, Chief Executives and elected Leaders in every Borough and developed a new system of agreeing local priorities that reflect local need. This means that local police teams are focusing on local priorities, backed up by data and evidence and local strategic assessments.

Under this system, each Borough has selected two local priority crimes (non-domestic violence with injury and Robbery –personal property), based on local

knowledge, crime data and police intelligence, along with antisocial behaviour (every Borough identified this as an important issue in the consultation).

In addition, crimes that cause high harm to Londoners - sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime - are mandatory priorities for every Borough, to ensure that the most vulnerable Londoners are protected, right across the city.

All boroughs were informed of a reduction in MOPAC funding by approximately 30% from 2018/19 onwards. Haringey remains one of the higher funded boroughs, reflecting its levels of need but funding has nonetheless reduced. MOPAC also initiated funding for co-commissioned projects for two years from 2018/19. These projects must involve at least three boroughs but in practice are larger sub-regional or pan-London approaches. Haringey has contributed to and benefitted from a number of these projects in the first tranche of commission during 2017/18. Further tranches of commissioning have been promised. They are expected to create innovation, identify gaps, and work effectively with the voluntary sector, joint police areas and health areas.

Under its Strengthening Local Policing Programme MOPAC introduced a functional-based approach to local policing; coupled with merging Borough Commands to create larger, more resilient Basic Command Units (BCUs); improved strategic leadership; and incorporate a focused safeguarding capability integrated with local services. This mean that the Haringey Command Unit merged with Enfield to form the North Area Basic Command Unit.

In September 2018 the Mayor of London announced the establishment of a Violence Reduction Unit, modelled on a similar unit in Glasgow that was successful in driving a reduction in violent crime in the city. The Violence Reduction Unit's mission is to bring together specialists from health, police, local government, probation and community organisations to tackle violent crime and the underlying causes of violent crime. The Mayor has committed to ensuring that the VRU works in an with local communities.

### **Local Context**

Haringey is an exceptionally diverse and fast-changing borough. We have a population of 272,864 (2015 mid-year estimates). This is the 17th most populated borough in London (out of 33). Almost two-thirds of our population, and over 70% of our young people, are from ethnic minority backgrounds, and over 100 languages are spoken in the borough. Our population is the eighth most ethnically diverse in the country.

The borough ranks among the most deprived in the country with pockets of extreme deprivation in the east. Haringey is the 21<sup>st</sup> most deprived borough in England and the 7th most deprived in London.

The population of Haringey is growing. Under the 2015 GLA round Strategic Housing Land Availability Assessment population projection method, the population is estimated to reach 286,900 by 2020, an increase of 5.9% from 2015. By 2025, Haringey's population is estimated to reach 300,600, an increase of 10.9% from 2015. Population growth locally is due to higher annual births than annual deaths and net migration gain driven by international migration. The top three countries for new international migrant national insurance number allocations are Romania, Bulgaria and Italy.

Like all local authorities, Haringey has had to transform its services due to reduced government funding. The organisational change required to deliver a new future for Haringey Council is huge and should not be underestimated. Since 2010 government grant funding to Haringey has reduced by £122million, the council's workforce has been reduced by 45% and demand for our services continues to rise. In 2019/20 the council must cut a further £19.6million from the budget. Our partners in the Metropolitan Police, London Fire Brigade, Probation Service and Clinical Commissioning Group and across the public sector all face similar financial challenges.

Haringey's Borough Plan 2019-23 sets out five priorities for the borough. The Community Safety Strategy draws directly from the Borough Plan's Place and People priorities to deliver the outcomes below:

Place Priority:

- A Safer Place
- A Cleaner, Accessible and Attractive Place
- A Healthier, Active and Greener Place
- A Proud, Resilient, Connected and Confident Place

People Priority:

- Best Start in Life: the first few years of every child's life will give them the long-term foundations to thrive
- Happy Childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks, and communities
- Every young person, whatever their background, has a pathway to success in the future
- All adults are able to live healthy and fulfilling lives with dignity, staying active and connected to their communities
- Strong communities where people look out for and care for each other

**Linked and cross cutting priorities**

The CSP will work closely with partners to address substance use, poor mental health, deprivation, and other drivers of offending. The following strategies seek to address these underlying factors:

- Borough Plan 2019-2023

- Health and Wellbeing Strategy 2015-18
- Young People at Risk Strategy 2019-29
- VAWG Strategy 2016-2026
- North Area BCU Knife Crime and Serious Violence Plan 2018/19
- Economic Development Strategy
- Local Plan 2013-26
- Tottenham Strategic Regeneration Framework
- Housing Strategy 2017-21
- Homelessness Strategy
- Rough Sleeping Strategy

We will commission and co-commission projects that help to prevent crime, working closely with other Boroughs, across departments, and with the voluntary sector and external agencies.

There is no doubt that the challenges we face in Haringey are complex. We are facing significant budgetary challenges, new forms of criminality, and complex regional and national social contexts. Nonetheless we continue to adapt, introducing new service delivery and bringing in new ways of working such as our new joint Command Unit with Enfield. We have brought in over £3m of funding to help deliver our Young People at Risk Strategy. We have decided to invest £4.1m in CCTV to detect and deter crime and increase public confidence. We will continue to find creative ways of meeting new challenges and a commitment to deliver good outcomes for our residents, businesses and those who visit the borough. We have detailed action plans to deliver our six outcomes and will report back on these to the Community Safety Partnership and annually through our Strategic Assessment.

### **Key Achievements Over the Last Four Years**

Some of our achievements which we intend to build on are:

- Multi-agency place-based approach to tackling crime and anti-social behaviour in partnership with communities in Northumberland Park through Operation Marlin
- Establishment of a Partnership Problem-Solving Group with police and community safety partners to enable a joined-up approach to prevention and enforcement
- Securing funding from the Mayor of London to establish Haringey Community Gold, a programme designed to support young people in the borough to stay safe and thrive
- Roll-out of Violence Against Women and Girls training for professionals and practitioners across Haringey

- Establishment of the Exploitation Panel, taking a contextual safeguarding approach to supporting vulnerable young people
- Set up of the North Area Violence Reduction Group, working in partnership with the Metropolitan Police and LB Enfield.
- Agreement and delivery of the he London Borough of Haringey and MPS North Area Serious Violence Action Plan
- Allocating £4m to invest in new CCTV systems.

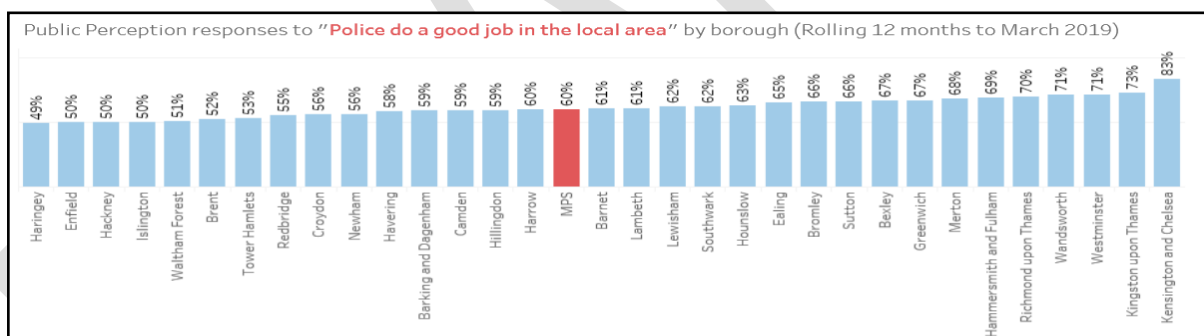
#### 4. Crime in Haringey

The table below shows performance against various crime types and overall crime.

Crime Type	April 2017 - March 2018	April 2018 - March 2019	Haringey Change	London Change
<b>Arson and Criminal Damage</b>	2094	1994	-5%	-7%
<b>Burglary</b>	2468	3321	35%	5%
<b>Drug Offences</b>	1407	1393	-1%	4%
<b>Possession of Weapons</b>	360	324	-10%	-3%
<b>Public Order Offences</b>	1804	1728	-4%	1%
<b>Robbery</b>	1878	1991	6%	4%
<b>Sexual Offences</b>	671	808	20%	2%
Other Sexual Offences	390	429	10%	1%
Rape	281	379	35%	5%
<b>Theft</b>	7593	6862	-10%	3%
<b>Vehicle Offences</b>	4271	5077	19%	10%
Theft from a Motor Vehicle	2632	3287	25%	14%
Theft or Taking of a Motor Vehicle	1086	1180	9%	0%
<b>Violence Against the</b>	7668	7872	3%	7%

Person				
Homicide	8	5	-38%	-25%
Violence with Injury	3187	2976	-7%	1%
<b>Violence without Injury</b>	4473	4891	9%	11%
Domestic Abuse VWI	1015	976	-4%	1%
<b>Gun Crime Lethal Barrelled Discharged</b>	47	32	-32%	-3%
<b>Knife Crime</b>	794	764	-4%	1%
<b>Knife Crime With Injury</b>	229	179	-22%	-9%
<b>Grand Total (including other miscellaneous crime types)</b>	<b>30555</b>	<b>31751</b>	<b>4%</b>	<b>4%</b>

Confidence in policing and authorities generally remains an issue for our residents.



MOPAC has identified the following priorities for Haringey for 2017-21:

- High harm crimes: Sexual Violence, Domestic Abuse, Child Sexual Exploitation (CSE), Weapon Based Crime, Hate Crime
- Anti-Social Behaviour
- Robbery
- Non-Domestic Violence with Injury

An in-depth strategic assessment is carried out annually and brings together a broad range of information about crime and disorder in the borough. While analysis of data takes place throughout the year and is intelligence led, this annual snapshot provides an opportunity for the Community Safety Partnership to enrich its understanding of the key issues, the connections between these, and the

underlying causes. The aim is to enable the partnership to target its activities effectively through shared information and agreed outcomes.

The annual [Strategic Assessment 2017-18](#) provides an overview of crime, disorder and anti-social behavior (ASB) in the borough. Total notifiable offences recorded by Metropolitan Police in Haringey increased by 25% over the past five years (6,054 more offences) and by 7% over the past 12 months (2,096 more offences). London overall, saw an 8% increase in 2017/18. The Strategic Assessment shows that the key focus for Haringey should be serious youth violence reduction, including knife crime, firearms and gang related activities, vulnerability and all forms of exploitation. The full strategic assessment is at [https://www.haringey.gov.uk/sites/haringeygovuk/files/haringey\\_strategic\\_assessment\\_2017-18\\_final\\_-\\_redacted.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/haringey_strategic_assessment_2017-18_final_-_redacted.pdf)

## 5. Vision

The vision and priorities have been guided by the findings of the strategic assessment 2017/18, by workshops held since November 2016, and by engagement undertaken in the course of developing the Haringey Borough Plan and the Young People at Risk Strategy.

### **Community Safety Partnership Vision: To make Haringey one of the safest boroughs in London.**

In order to achieve this vision we will ensure that:

- Levels of crime and antisocial behaviour are reduced
- People feel safe in their homes and in public spaces and vulnerable individuals are protected
- Those committing crime do not continue to reoffend
- The public has confidence in all members of the Community Safety Partnership, particularly the Police and local authority.

Partners will be guided by the following set of principles which will underpin our approach to delivery over the next four years:

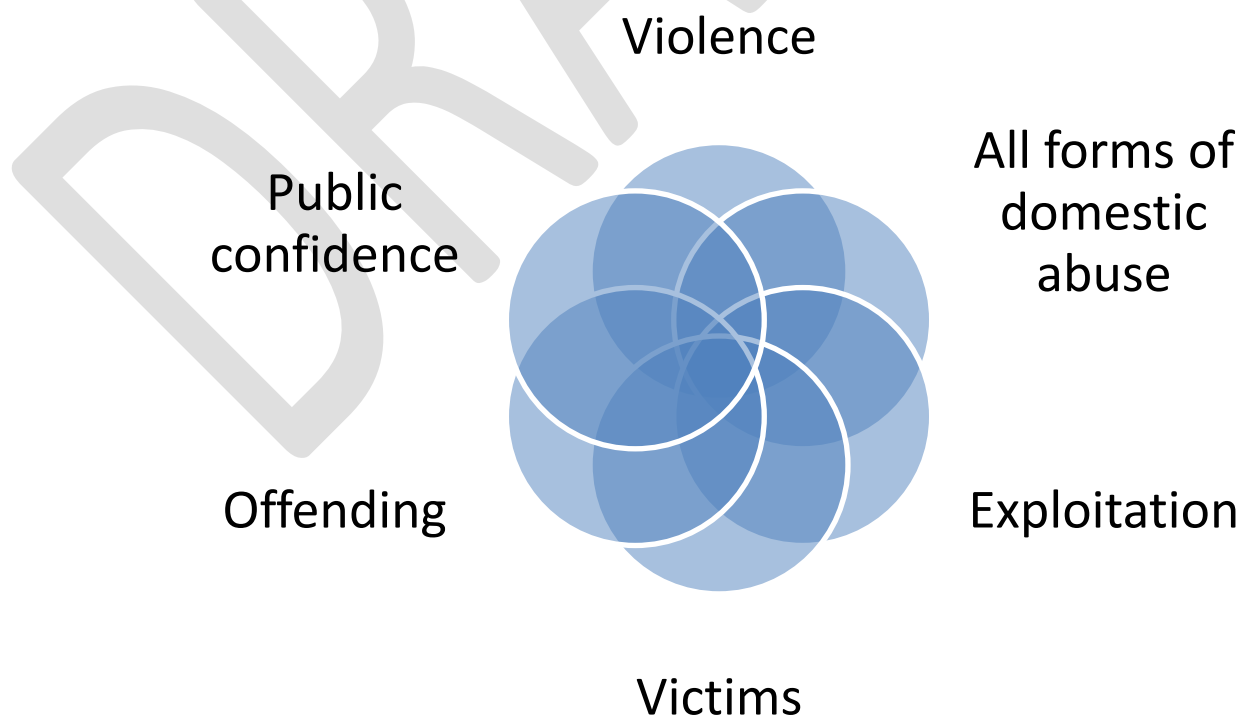
- Robust risk management.
- Open and timely sharing of data and information.
- An early approach to intervention and prevention.
- Safeguarding of both adults and children.
- The Mental Health Framework.
- Designing out crime through social and physical place-shaping.
- Co-commissioning of projects with other authorities to ensure the best possible outcomes for residents of Haringey
- Ensuring Value for Money, integrated services, and reduced duplication.

- High quality evaluation.

## 6. Priorities, Outcomes and Activity

There is considerable overlap between each of the six outcomes due to the complex nature of the issues and the types of crime that the strategy is seeking to address. Where particular issues or types of crime may be considered to cross over more than one outcome, they are restricted to one in this strategy for clarity.

- Child sexual exploitation (CSE) is dealt with under Outcome 3, which deals with exploitation. However, work under Outcomes 1 and 2 will also help to tackle CSE.
- Domestic and sexual violence will be addressed primarily under Outcome 2, but work to tackle high harm crimes under Outcome 1 will also overlap with the work to prevent these types of crime.
- Victims of crime and exploitation are primarily considered under Outcome 5, though meeting the needs of victims is an underlying principle that the partnership will embed in all of its work across the six outcomes.
- Reoffending will be considered exclusively under Outcome 6, though there are overlaps with Outcomes 1, 2, and 3.





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## Outcome One:

## Violence – Reduce High Harm Crimes

**Why this is a priority:**

Violence is on the increase in Haringey. It is concentrated in areas of the borough with multiple socio-economic challenges, including higher levels of deprivation and it affects all communities.

MOPAC have also highlighted this as an issue across London.

**What we know about Haringey:**

- Haringey is currently **8<sup>th</sup>** highest in London for Violence with injury.
- **80%** of offences related to knife crimes are classified in the most serious categories of GBH or murder, Haringey is slightly above the London Average of **77%**.
- **8 out of 10** serious youth violence offences are committed by males.
- **65%** of SYV offenders (according to Police categorisations) are African-Caribbean.
- Total knife crime has reduced by **8%** in the past year (29 fewer offences)

**What we plan to do:**

Reduce high harm crimes, including:

- Serious youth violence
- Gang-related offending
- Weapon-enabled crime
- Robbery
- Non-Domestic violence with injury
- Violence against women and girls
- Hate crime

Actions the Community Partnership will take forward are set out in the appended Action Plan.

**Delivery Mechanisms**

- The Young People at Risk Action Plan 2019-23
- The Integrated Gangs Unit, to provide and co-ordinate the tactical approach to enforcement and early intervention, delivered in partnership with a focus on 8-25 year-olds
- MOPAC Co-Commissioned Pan-London Services, such as the Advance Minerva (Female wraparound Services), and the Response and Rescue Service (CSE and County Lines interventions)
- London Crime Prevention Funding 2019-2021, to effectively target resources across to address issues impacting the borough
- The North Area Violence Reduction Delivery Group, working with colleagues in LB Enfield.
- The MOPAC Violence Reduction Unit, to enhance local provision and expertise.

	<p><b>The outcomes will include:</b></p> <ul style="list-style-type: none"><li>• Reduced number of Non-Domestic Violence with Injury offences</li><li>• Reduced number of robbery offences</li><li>• Fewer knife injury victims</li><li>• Reduced number of offences related to the nighttime economy</li><li>• Reduced number of weapon-enabled offences</li><li>• Reduced number of victims of serious youth violence</li></ul>
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**Outcome Two:**

All forms of domestic abuse and wider forms of violence against women and girls

**Why this is a priority:**

The Haringey Borough Plan sets out our commitment to ensuring that levels of violence against women and girls are significantly reduced and to fostering caring and cohesive communities.

**What we know about Haringey**

- The incidence and rate of domestic abuse with injury is higher in Haringey than the London average. In 2017/18 Haringey had the second highest rate of all London boroughs (46.9 per 10,000 residents), and the fourth largest number of incidents (1,018).
- Over two-thirds of all reported domestic violence occurs in the East of the borough.
- Haringey is consistently among the top ten highest volume of repeat domestic abuse victims in London
- We have 38 recorded cases of FGM and Honour-Based Violence but we believe this is under-reported.
- There was a **20% increase in** sexual offences across Haringey in the year to March 2019 compared to the previous year.

**What we plan to do:**

- Work with the Health and Wellbeing Board to deliver the Violence Against Women and Girls Strategy to reduce Domestic Abuse, Sexual Violence, and Child Sexual exploitation.
- Improve on our limited data on “hidden” strands of domestic abuse, including Female Genital Mutilation (FGM), and Honour Based Violence.

Actions the Community Partnership will take forward are set out in the appended Action Plan

**Delivery Mechanisms**

- VAWG Action Plan
- Young People at Risk Action Plan

**The outcomes will include:**

- Reduced domestic abuse: violence with injury
- Reduced number of sexual offences
- Reduced number of repeat female victims
- Increased number of professionals trained to recognize and respond to VAWG
- Increased number of women accessing support services

## Outcome Three:

Exploitation (including CSE, County Lines, trafficking, extremism, and modern slavery)

**Why this is a priority:**

- Qualitative information on gangs, CSE, County Lines, and modern slavery suggests that exploitation is a widespread cross-border issue that affects a significant number of vulnerable Haringey residents.
- Each Local Authority has a statutory duty to prevent people from being drawn into extremism. Our implementation of the Prevent strategy recognises the need to provide people with safeguarding and support before any crime is committed.

**What we know about Haringey:**

- Haringey accounts for 4% of the London total sexual offences with a child victim (slightly higher than the London average of 3%).
- CSE offences have low sanction detection rates in Haringey, approximately 10% compared to 17% for London.
- A number of children missing from Haringey are suspected of being involved in county lines criminality during missing episodes.
- Haringey has experienced an increase of +45% in hate crime in the past 12 months. Haringey has seen a particularly notable increase in homophobic hate crime. Hate crime has significant implications for affected

**What we plan to do:**

- Engage with young people and parents to better understand and address issues and concerns and work with them to design and deliver services that will make a difference.
- Provide youth services that help young people feel safe and confident, build healthy relationships, and raise their aspirations for their futures.
- Actively secure external funds to support initiatives that help young people to flourish
- Ensure statutory responsibility for both children and adults is clearly identified for intervention
- Undertake preventative and proactive work to support those subjected to modern slavery/human trafficking/forced labour/criminal exploitation/domestic servitude and continue to raise public awareness
- Make sure all agencies are operating to the same risk rating levels.
- Work with the Metropolitan Police and other partners to ensure the criminal justice system works swiftly to secure convictions against perpetrators of exploitation.
- Develop a stronger multi-agency response to hate crime, focusing on prevention and victim support
- Tackle extremism through our discharge of the Prevent duty in order to ensure no community feels threatened.
- Work with all communities across the borough to ensure

<p>communities and individuals, who are known to suffer more serious harm than a victim of a similar, non-targeted offence.</p>	<p>that everyone has the language to describe, and has an understanding about, what healthy relationships are and ensure that there is no tolerance of exploitation in Haringey.</p> <p>Actions the Community Partnership will take forward are set out in the appended Action Plan.</p> <p><b>Delivery Mechanisms</b></p> <ul style="list-style-type: none"> <li>• Haringey Exploitation Panel, which takes a contextual safeguarding approach to vulnerable young people</li> <li>• Channel Panel, which deals with individuals at risk of radicalization</li> <li>• Rescue and Response Service</li> <li>• Team around the School</li> <li>• Hate Crime Delivery Group</li> <li>• Integrated Gangs Unit</li> </ul> <p><b>The outcomes will include:</b></p> <ul style="list-style-type: none"> <li>• Greater awareness of extremism, radicalization, and referral pathways within statutory partners and community groups</li> <li>• Improved reporting of Hate Crime offences in comparison with London averages</li> <li>• Increased percentage of Prevent referrals who engage with the offer</li> <li>• Increased percentage of residents agreeing their local area is a place where people from different backgrounds get on well together</li> <li>• More sophisticated data and intelligence on exploitation and associated issues.</li> <li>• Increase in CSE sanction detection rates</li> <li>• Increase in Child Criminal Exploitation sanction detection rates</li> </ul>
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Outcome four:

Public Confidence.

**Why this is a priority:**

A lack of confidence in authorities in the community can jeopardise safety and community cohesion. Reluctance to report incidents to police or to act as a witness can perpetuate cycles of violence in the community. At a national level, when the public's trust in government and its elected officials goes down, violence goes up. Community confidence levels remain low, particularly in the North and East of the borough.

**What we know about Haringey:**

- Data for September 2018 from MOPAC's Public Voice Dashboard indicates a low level of trust in the police among the wider community. Only 49% of Haringey residents believe that the police do a good job in the local area, compared to the London-wide average of 64%. This is the lowest level in London.
- Haringey Council's 2018 Residents Survey found that 15% of residents say they feel unsafe when outside in their local area after dark. Residents of North Tottenham (49%) and West Green & Bruce Grove (24%) are most likely to say they feel unsafe after dark.
- The Godwin Lawson Foundation report on Youth at Risk found that many young people view reporting

**What we plan to do:**

- Continue to empower faith leaders and religious communities to address key neighbourhood issues.
- Use the Community Safety Partnership to actively work with partners in statutory, community, voluntary and business sectors to promote community resilience and confidence.
- Support and challenge the Metropolitan Police and other partners to establish stronger relationships with our local communities, especially young people in how we work together in reducing crime and improve confidence.
- Work with the Metropolitan Police, and other partners to ensure the criminal justice system works swiftly to secure convictions against perpetrators of crime.
- Work with neighbouring boroughs and partners to secure funding for confidence building measures across borough boundaries.
- Work with local communities to co-design solutions to local issues.

**Delivery Mechanisms**

- Community Safety Partnership
- Partnership Problem-Solving Group
- Young People at Risk Action Plan

**The outcomes will include:**

- Increased percentage of residents who agree the police do



<p>an incident to the police as representing a risk to their own safety and their standing among their peers.</p>	<p>a good job in their local area</p> <ul style="list-style-type: none"><li>• Increased percentage of residents feeling very safe or fairly safe when outside in the local area during the daytime/after dark</li></ul>
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Outcome Five: Victims	
<p><b>Why this is a priority:</b></p> <ul style="list-style-type: none"> <li>▪ Haringey currently has the 6<sup>th</sup> highest volume of repeat victims (across all crime types) of all London boroughs</li> </ul> <p><b>What we know about Haringey:</b></p> <ul style="list-style-type: none"> <li>▪ Haringey residents are disproportionately likely to be repeat victims of VAWG. 26.6% of domestic abuse victims in Haringey experienced more than one incident in the past 12 months (London 25.1%)</li> <li>▪ ASB calls to Haringey Anti-Social Behaviour Action Team (ASBAT) and Police combined total approx. 10,000 per year</li> </ul>	<p><b>What we plan to do:</b></p> <ul style="list-style-type: none"> <li>• Ensure the victims of crime are fully supported</li> <li>• Work to address the vulnerabilities that may otherwise lead individuals to become repeat victims</li> <li>• Develop appropriate restorative justice approaches to hold perpetrators to account and meet the needs of victims (not for VAWG offences).</li> <li>• Facilitate and upskill build the capacity of organisations supporting victims and survivors.</li> </ul> <p><b>Delivery Mechanisms</b></p> <ul style="list-style-type: none"> <li>• VAWG Action Plan</li> <li>• Young People at Risk Action Plan</li> <li>• Victim Support Service</li> </ul> <p><b>The outcomes will include:</b></p> <ul style="list-style-type: none"> <li>• Fewer victims of all crime types</li> <li>• Fewer repeat victims across all crime types</li> <li>• Lower proportion of all victims who are repeat victims</li> <li>• Fewer ASB calls to Haringey Anti-Social Behaviour Action Team</li> </ul>

Outcome six: Reoffending	
<p><b>Why this is a priority:</b></p> <p>Prolific offenders continue to commit a high proportion of the total volume of crime in the borough. Reducing reoffending is critical in order to reduce crime levels overall.</p> <p><b>What we know about Haringey:</b></p> <ul style="list-style-type: none"> <li>▪ The highest numbers of offenders live in Northumberland Park (10%), Tottenham Green (8%), Bruce Grove (8%), Tottenham Hale (8%) and Noel Park (7%) wards.</li> <li>▪ Common offences committed by most prolific offenders include <b>burglary, theft from motor vehicle</b> and <b>theft</b>.</li> <li>▪ Known prolific offenders have in excess of <b>70</b> previous convictions and continue to actively offend.</li> <li>▪ The top 1% prolific offenders are responsible for <b>4%</b> of all crime in Haringey.</li> <li>▪ The top 10% prolific offenders are responsible for <b>20%</b> of all crime in Haringey.</li> <li>▪ <b>26%</b> of Haringey offenders cited alcohol as a direct link to their criminality, compared to 33% for London.</li> <li>▪ <b>32%</b> of Haringey offenders cited drugs as a direct link to their criminality, compared to 37% for London.</li> </ul>	<p><b>What we plan to do:</b></p> <ul style="list-style-type: none"> <li>• Use the full range of tools available to prevent offending and re-offending.</li> <li>• Stop reoffending by providing support that is proven to work.</li> <li>• Review the effectiveness of our current Integrated Offender Management (IOM) model.</li> <li>• Develop intelligence and joint working opportunities with other local authorities</li> <li>• Tackle crime hotspots through effective partnership tasking</li> <li>• Design out crime in the public realm</li> <li>• Work with local business and residents to reduce their vulnerability to crime</li> <li>• Address the underlying needs of repeat offenders</li> <li>• Prevent young people becoming involved in crime and reduce the likelihood of inter-generational criminality.</li> </ul> <p><b>Delivery Mechanisms</b></p> <ul style="list-style-type: none"> <li>• Young People at Risk Action Plan</li> <li>• Integrated Offender Management Service</li> <li>• Integrated Gangs Unit</li> <li>• Partnership Problem Solving Group</li> <li>• Advance Minerva</li> <li>• From the Inside Out</li> <li>• Drug Intervention Programme</li> </ul> <p><b>The outcomes will include:</b></p> <ul style="list-style-type: none"> <li>• Reduced volume of acquisitive reoffending</li> <li>• Reduced volume of violent reoffending</li> <li>• Improved targeting of enhanced</li> </ul>

	<p>interventions to reduce criminogenic needs.</p> <ul style="list-style-type: none"><li>• Increased number of successful DIP interventions</li><li>• Reduced number of first time entrants to the youth justice system</li><li>• Reduced number of females entering the criminal justice system</li><li>• Reduced number of young black men entering the criminal justice system</li></ul>
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## **7. Implementation and Monitoring**

The delivery plan will be monitored annually and all relevant indicators will be overseen quarterly by the Commissioning and Client Management Team, reporting to the CSP

## **8. Equalities Impact Assessment (EQiA)**

A full equality impact assessment has been carried out. The Community Safety Strategy will have a positive impact on protected groups. The assessment is at the annex.

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## EQUALITY IMPACT ASSESSMENT

The **Equality Act 2010** places a '**General Duty**' on all public bodies to have '**due regard**' to the need to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advancing equality of opportunity between those with a 'relevant protected characteristic' and those without one;
- Fostering good relations between those with a 'relevant protected characteristic' and those without one.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

### Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protect characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

### Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

**When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.**

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

#### 1. Responsibility for the Equality Impact Assessment

<b>Name of proposal</b>	Community Safety Strategy
<b>Service area</b>	Council-wide
<b>Officer completing assessment</b>	Ian Kershaw/Hugh Smith
<b>Equalities/ HR Advisor</b>	Hugh Smith
<b>Cabinet meeting date (if applicable)</b>	July 2019
<b>Director/Assistant Director</b>	Eubert Malcolm, Assistant Director for Stronger Communities

#### 2. Summary of the proposal

*Please outline in no more than 3 paragraphs*

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*

• *The decision-making route being taken*

This assessment is of the Borough's new Community Safety Strategy 2019-2023. Community Safety Partnerships are required under the Crime and Disorder Act to put in place an annual strategic assessment and strategy.

The Strategy sets out how the Community Safety Partnership (CSP), comprised of the Council, Police, Fire, Probation and Health authorities plus other local stakeholders, will work together collectively to prevent and reduce crime, anti-social behaviour, substance misuse and re-offending in collaboration with statutory partners and key stakeholders.

Outcome areas that the strategy addresses are violence against women and girls, serious violence (where young black men are disproportionately represented), Exploitation including Child Sexual exploitation, County Lines and Prevent (Tackling Radicalisation and Extremism); victims; offenders; and public confidence. The strategy recognises that fear of crime and confidence in policing vary by protected group and also geographically across the borough. There is a strong correlation between deprivation and confidence, with confidence in Policing being lower in areas of highest deprivation.

All Haringey residents, but particularly residents who are more likely to be affected by crime or antisocial behaviour, will be affected by the strategy.

The strategy is being presented to Cabinet in February 2019.

The strategy is underpinned by a number of other plans and strategies that will have their own EQIAs. Specifically it references the following:

- [Health and Wellbeing Strategy 2015-18 - Summary Version](#)
- [Health and Wellbeing Strategy 2015-18 \(PDF, 8MB\)](#)
- [Borough Plan 2019-2023](#)
- [MOPAC Knife Crime Strategy June 2017](#)
- [Early Prevention Strategy](#)
- [VAWG Strategy 2016-2026](#)
- [Youth at Risk Strategy](#)
- [Economic Development and Growth Strategy](#)
- [A 20 year plan for Tottenham](#)

**3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?**

*Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these*

*This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.*

Protected group	Service users	Staff
Sex	Police crime reports, third party	N/A

	reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	
Gender Reassignment	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Age	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Disability	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Race & Ethnicity	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Sexual Orientation	Police crime reports, third party reporting, resident consultation, 2011 census, ONS Integrated Household Survey	N/A
Religion or Belief (or No Belief)	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A
Pregnancy & Maternity	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment, NHS.	N/A
Marriage and Civil Partnership	Police crime reports, third party reporting, resident consultation, 2011 census, Haringey Community Safety Partnership Strategic Assessment.	N/A

**Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been**



**identified?**

*Explain how you will overcome this within the proposal.*

*Further information on how to do data analysis can be found in the guidance.*

The Strategy aims to improve outcomes for all groups by reducing crime and anti-social behaviour and the fear of crime. The strategy recognises that different groups have different experiences of crime and the fear of crime.

Sex

There is a relatively equal gender split in Haringey, just over half of the population is female (50.5%), in line with England and London.

Women comprise 47% of victims of all crime in Haringey and 17% of suspects, indicating underrepresentation relative to the borough population. However:

- Women comprise the vast majority of victims of sexual offences, of which there were 642 in Haringey in the year to February 2018, with offences spread through the entire borough but clustering towards the East
- Women comprise the majority of victims of domestic violence, of whom there were 1,017 in the year to February 2018
- Women comprise the totality of victims of female genital mutilation (FGM).

More than 8 out of 10 (83%) of suspects are male, with only 17% being described as female.

Girls with gang links is an emerging, but hidden issue with hidden harms. Current knowledge of the issue is limited, with most intelligence being generated following arrests of young girls. Girls are known to be used to run County Lines, as young people believe they are less likely to be stopped by police. The most common age of these girls ranges between 13 to 18. Approximately a dozen young girls are known to the Haringey Missing/CSE Girls & Gangs Panel, but this is believed to be a small proportion of the true number.

Fear of crime is higher among women than among men. The Haringey Residents Survey found that 19% of women felt unsafe when outside in their local area after dark, compared to 11% of men.

Gender Reassignment

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to gender reassignment. The council does not have local data regarding victimisation based on this protected characteristic or the level of fear of crime among individuals who identify as a different gender to the one they were assigned at birth. However, we will try to ensure that discrimination, harassment and victimisation based upon this group is tackled.

Age

Haringey has a relatively young population with a quarter of the population under the age of 20, and 91% of the population aged under 65 (89% London and 83% England).

The largest age group of victims were between 25 and 34 years, forming 28% of all victims (13% female, 15% male). 35 to 44 year olds were the second largest group, followed by 16 to 24 year olds. Younger residents appear to be overrepresented among victims of crime.

Young people are known to be disproportionately impacted by certain forms of crime.

- During 2017-18, 137 reports were recorded by the Metropolitan Police in Haringey with a Child Sexual Exploitation (CSE) flag. The peak age of victims was 14 to 15 years, with a number of victims also aged 16.

- There were 347 victims of serious youth violence in Haringey in the year to September 2018. This consists of a combination of robbery and violence, with victims aged 10 to 19. The age profile of SYV suspects, according to reports to police, show that the highest proportion of offenders are aged between 15 and 18, with particular peaks at ages 16 and 18.
- In 2017/18 there were 83 knife injury victims in Haringey aged under 25.
- Young people are known to be vulnerable to recruitment into and exploitation within County Lines operations

The largest group of suspects in Haringey in 2017/18 were described as being aged between 16 and 24 years old, forming almost 1 in 3 of all suspects. The next largest suspect group was described as being aged between 25 and 34 years old (28%), followed by 35 to 44 year olds (17%).

Fear of crime is disproportionately high among older people. The Haringey Residents Survey found that 55% of residents aged 75+ felt safe outside in their local area after dark, compared to an overall borough average of 69%.

#### Disability

There is no universal definition of disability. Here we use the Census data on long term health problem or disability and self-reported health as a proxies. This shows that 14% of residents have a long term health problem that limits their day to day activity, lower than England but in line with London.

Some individuals are specifically targeted as victims of crime on the basis of prejudice relating to disability. In the year to December 2017 Haringey recorded 14 instances of disability hate crime. Moreover, individuals with long-term conditions and disabilities are known to be more vulnerable to exploitation within County lines operations.

Fear of crime is higher among residents with long-term illnesses and disabilities. Perceptions of safety after dark for these Haringey residents stand at 49% compared to the Haringey average of 69%.

#### Race and Ethnicity

Haringey is the 5th most ethnically diverse borough in the country. Over 65% of residents come from non-White British communities, compared to 20% in England and 55% in London.

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to race. In the year to December 2017, Haringey recorded 675 instances of racist and religious hate crime.

Crime in Haringey is more prevalent in local areas with higher BAME populations. Notably, relatively high levels of offences have been recorded in Noel Park, Northumberland Park, Tottenham Hale, Tottenham Green, and Bruce Grove wards, in which BAME residents form a larger proportion of the population relative to the Haringey and London averages.

According to police categorisations, the most common ethnicity of victims is White North European (IC1), forming 46% of all victims. This is followed by Black (IC3) victims (27%) and White South European (IC2) (16%). This indicates that Black residents are over-represented among victims, relative to the proportion of Black Haringey residents (19%).

According to police categorisations, the most common ethnicity of suspects was Black (IC3), forming 48% of all suspect descriptions. This is followed by White North European (IC1), forming 32% of all suspects and White South European (IC2) forming 13%. This indicates

that Black residents are over-represented among suspects, relative to the proportion of Black Haringey residents (19%).

During 2017-18, 137 reports were recorded by the Metropolitan Police in Haringey with a Child Sexual Exploitation (CSE) flag. The largest victim group was listed according to Police classifications as 'Afro-Caribbean' (42%), followed by 'White European' (32%). This indicates that young people from BAME communities are over-represented among victims of CSE.

Some groups are disproportionately represented in the criminal justice system. Young black African and Afro-Caribbean men are particularly likely to be over-represented in our criminal justice system.

Fear of crime is highest among residents from White Other, Asian, and Black communities, with perceptions of safety after dark ranging from 62 to 64% compared to a Haringey average of 69%.

Overall satisfaction within the BAME community with the service provided by the police stands at 71%. This compares to 73% for the white community in Haringey

#### Sexual Orientation

3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this equates to 6,491 residents.

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to sexual orientation. In the year to December 2017, Haringey recorded 94 instances of homophobic hate crime

#### Religion or Belief

Haringey is one of the most religiously diverse places in the UK. The most common religion was Christianity, accounting for 45% of residents, less than London (48.4) and less than England (59.4%). The next most common religions were Muslim (14.3%) – higher than London (12.3%) - and Jewish (3%). Haringey had a lower percentage of residents who were Hindu (1.8%) and Sikh (0.3%) than London (5.0% and 1.5%, respectively). A quarter of Haringey residents stated that they did not have a religion, higher than London (20.7%).

Some groups are specifically targeted as victims of crime on the basis of prejudice relating to religion. In the year to December 2017, Haringey recorded 675 instances of racist and religious hate crime. 37 instances were recorded as anti-Semitic hate crime and 52 were recorded as islamophobic hate crime

Fear of crime is higher among religious minority groups than the Haringey average. 53% of Muslim residents, and 64% of Jewish and Hindu residents feel safe outside in their local area after dark, compared to a borough average of 69%.

#### Pregnancy and Maternity

The council does not have local data regarding victimisation based on this protected characteristic or the level of fear of crime among individuals who are pregnant or care for small children. NHS guidance notes that pregnancy can be a trigger for domestic abuse, and existing abuse may get worse during pregnancy or after giving birth.

However, we will try to ensure that discrimination, harassment and victimisation based upon this group is tackled.

#### Marriage and Civil Partnership

Haringey has a higher proportion of couples in a registered same sex civil partnership than England and London. 0.6% (or 1,191 residents), compared to 0.2% for England and 0.4% for London.

The council does not have local data regarding levels of victimisation or fear of crime among individuals who are married or in a civil partnership. However, we will try to ensure that discrimination, harassment and victimisation based upon this group is tackled.

**4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?**

*Please outline which groups you may target and how you will have targeted them*

Further information on consultation is contained within accompanying EqlA guidance

At an overarching level the community safety strategy is informed by quarterly telephone surveys carried out by the Metropolitan Police Service that measure the confidence and satisfaction of residents; by recorded Police crime statistics; and by Council surveys that measure residents' fear of crime and satisfaction with their neighbourhood. This data can be broken down by age, ethnicity, gender, religion, sexuality and disability.

Additionally the strategy is supported by various plans and strategies as listed above. We have and will continue to undertake bespoke consultation to inform this work. For example we commissioned the Godwin Lawson Foundation to carry out consultation with young people at risk of becoming either victims or perpetrators of serious violent crime, interviewing young people from the youth offending service, looked after, through our gang exit projects, our youth projects and our Youth Council.

The strategy has been further informed by an extensive range of partnership events and community forums supporting its development and the development of the Council's Borough Plan.

Our annual surveys and [statutory strategic assessment](#) will continue. We have established engagement mechanisms and user groups beyond the statutory Community Safety Partnership to inform the development of our work.

**4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics**

*Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?*

Our consultation has specifically informed the selection of our outcome areas for the strategy. By focussing on the following outcomes we will address both the crime and the fear of crime but also the underlying risk factors that contribute to the disproportionate prevalence of some of the protected groups as both victims and/or perpetrators of crime:

- Reducing high harm violent crime;

- Reducing all forms of domestic abuse and violence against women and girls;
- Tackling exploitation including child sexual exploitation, County Lines and Prevent;
- Reducing fear of crime and increasing public confidence;
- Reducing the number of repeat victims; and
- Reducing the number of repeat offences

For example the consultation we commissioned to inform our work on serious violent crime, which is culminating in our Young People at Risk Strategy, highlighted the differential experience of young black men not only as victims and perpetrators but also in exhibiting risk factors that correlate with the likelihood of becoming victims and/or perpetrators. Consequently our Young People at Risk Strategy will look to address the high prevalence of young black boys who experience risk factors such as permanent exclusion from school.

We understand from our consultation violence against women and girls can take place regardless of gender, class, income levels, ethnicity, faith, ability, sexuality or age although some people are at greater risk of some of the forms of violence including disabled women, young women, LGBT women and men and older women. Our strategy recognises and addresses this disproportionality.

We understand from our consultation that different communities and groups have differing experience of and fear of crime and ASB. We know that young men are the most likely to become a victim of crime but that fear of crime is higher among women and older people. We know that confidence in policing is lower among black African and Afro-Caribbean communities and in areas of greater deprivation. Our strategy will have greater focus in these areas.

In seeking to reduce repeat victims and repeat offending we will address the disproportionate way in which some groups are over-represented in these categories.

**5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?**

*Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.*

Further information on assessing impact on different groups is contained within accompanying EqlA guidance

**1. Sex** *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Our data analysis indicates that women and girls are over-represented among victims of certain forms of crime, including sexual offences, CSE, FGM, and domestic abuse. One of the priority outcomes of the Community Safety Strategy is to reduce violence against women and girls in all forms. The delivery of the strategy can therefore be anticipated to have a positive outcome in relation to this protected characteristic.

Positive	<input checked="" type="checkbox"/>	Negative	<input type="checkbox"/>	Neutral impact	<input type="checkbox"/>	Unknown Impact	<input type="checkbox"/>
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**2. Gender reassignment** *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The Community Safety Strategy sets out to tackle all forms of hate crime. While we do not have local data regarding transphobic hate crime, a focus on hate crime can be reasonably expected to positively impact residents who identify as a gender different to the one they were assigned at birth.

Positive	<input checked="" type="checkbox"/>	Negative	<input type="checkbox"/>	Neutral impact	<input type="checkbox"/>	Unknown Impact	<input type="checkbox"/>
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**3. Age** *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Our data analysis indicates that young people are disproportionately represented among victims and suspects of certain forms of crime, most notably violent crime. Tackling violent crime is a primary outcome of the Community Safety Strategy, and it can therefore be expected to have a positive impact on children and young people in this respect.

The Community Safety Strategy also sets out to tackle exploitation in Haringey. Young people are known to be particularly vulnerable to exploitation, for instance through CSE and County Lines operations. Addressing these issues will have a positive impact on children and young people.

The Community Safety Strategy aims to reduce fear of crime. Our data analysis indicates that this disproportionately felt by older people, and so the strategy can be expected to have a positive impact in this respect.

Positive	<input checked="" type="checkbox"/>	Negative	<input type="checkbox"/>	Neutral impact	<input type="checkbox"/>	Unknown Impact	<input type="checkbox"/>
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**4. Disability** *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The Community Safety Strategy aims to tackle all forms of hate crime, which individuals with disabilities are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

The Community Safety Strategy aims to increase perceptions of safety, which are lower on average among disabled individuals than the borough average according to survey data. It will have a positive impact in this regard.

Positive	<input checked="" type="checkbox"/>	Negative	<input type="checkbox"/>	Neutral impact	<input type="checkbox"/>	Unknown Impact	<input type="checkbox"/>
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**5. Race and ethnicity** *(Please outline a summary of the impact the proposal will have on*

*this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Our data analysis indicates that BAME individuals, and individuals from Black communities in particular, are over-represented among both victims and suspects of crime in Haringey as well as the residents of communities most affected by crime and anti-social behaviour. Young black people are also known to be particularly over-represented among victims of violent crime and exploitation. The Community Safety Strategy aims to reduce crime, tackle exploitation, and prevent victimisation, and so it can be expected that it will have a positive impact with regard to this protected characteristic.

The Community Safety Strategy aims to increase confidence in policing and increase perceptions of safety, both of which are lower among BAME communities according to survey data.

The Community Safety Strategy aims to tackle all forms of hate crime, which BAME individuals and groups are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

Positive	X	Negative		Neutral impact		Unknown Impact	
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**6. Sexual orientation** *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The Community Safety Strategy aims to tackle all forms of hate crime, which LGBT individuals and groups are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

The Community Safety Strategy also aims to tackle all forms of violence against women and girls. LGBT groups are disproportionately represented among victims of this form of crime and so the strategy can be expected to have a positive impact.

Positive	X	Negative		Neutral impact		Unknown Impact	
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**7. Religion or belief (or no belief)** *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The Community Safety Strategy aims to tackle all forms of hate crime, which individuals and groups from religious minorities and faiths including Judaism and Islam are known to be victims of at a higher rate than the borough average. It will have a positive impact in this respect.

The Community Safety Strategy aims to increase perceptions of safety, which are lower among minority religious communities according to survey data. It will have a positive impact in this regard.

Positive	x	Negative		Neutral impact		Unknown Impact	
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**8. Pregnancy and maternity** *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

The Community Safety Strategy aims to tackle violence against women and girls. Pregnancy and maternity increase women’s risk of being victims of violence, and so it will have a positive impact in this regard.

Positive	x	Negative		Neutral impact		Unknown Impact	
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**9. Marriage and Civil Partnership**

People who are in a civil partnership will be treated the same as people who are married.

Positive		Negative		Neutral impact	X	Unknown Impact	
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**10. Groups that cross two or more equality strands e.g. young black women**

The cross cutting nature of the Community Safety Strategy means it will be positively supporting many groups that cross two or more equality strands. Where this occurs it will be addressed within distinct strategies or the supporting action plan. For example our work on serious violence has directly led to the formulation of our Young People at Risk Strategy. A key area of focus of that strategy is the various risk factors that increase the likelihood of becoming either a victim and/or perpetrator of serious violence. We are aware that young black men are disproportionately represented in this cohort.

Particular groups who have been identified as being more vulnerable to becoming victims of crime include:

- Young black men (violent crime)
- Young women (CSE, FGM, sexual offences, and other forms of exploitation)
- BAME individuals from minority religious communities (hate crime)

Particular groups who have been identified as having a disproportionately high fear of crime include:

- Older women
- BAME women
- Women with disabilities
- BAME individuals from minority religious communities
- Women from minority religious communities
- Older people from minority religious communities
- Older people with disabilities
- BAME individuals with disabilities

The priority outcomes in the Community Safety Strategy to reduce crime, reduce violence against women and girls, tackle exploitation, and reduce fear of crime will help address these disproportionalities.

**Outline the overall impact of the policy for the Public Sector Equality Duty:**

- **Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?**
- **Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do**



not?

This includes:

- a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
  - b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
  - c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

For all the reasons set out above we anticipate that the community Safety Strategy will have a positive impact on protected groups. We will monitor this through our annual strategic assessment and user consultation including annual measures of confidence and satisfaction and fear of crime.

We do not anticipate that there will be any direct or indirect discrimination for any group, the Strategy will help advance equality of opportunity by helping to ensure that all residents are able to live in Haringey without fear or experience of crime, and it will help foster good relations between groups by increasing perceptions of safety among all groups and thereby facilitating greater community cohesion.

**6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?**

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
<b>No major change to the proposal:</b> the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	Y
<b>Adjust the proposal:</b> the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
<b>Stop and remove the proposal:</b> the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

**6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty**

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale
Not applicable	Not applicable	Not applicable	Not applicable

**Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.**

Not applicable

**6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:**

We will monitor the success of our strategy and its positive equalities impact through our annual strategic assessment and user consultation including annual measures of confidence and satisfaction and fear of crime.

**7. Authorisation**

EqlA approved by .....  
(Assistant Director/ Director)

Date  
.....

**8. Publication**

*Please ensure the completed EqlA is published in accordance with the Council's policy.*

Please contact the Policy & Strategy Team for any feedback on the EqlA process.

## Haringey Community Safety Action Plan

### Priority 1: Violence – Reduce High Harm Crimes

Performance Measures
<b>Number of violence with injury offences</b>
<b>Number of robbery offences</b>
<b>Number of gun crime offences</b>
<b>Number of lethal-barrelled firearm discharges</b>
<b>Number of knife crime offences</b>
<b>Number of knife injury victims</b>
<b>Number of victims of serious youth violence</b>

Action Plan		
Action	Lead Officer	Strategic Links
Continue to utilise the Integrated Gangs Unit to provide and co-ordinate the tactical approach to enforcement and early intervention, delivered in partnership with statutory agencies and the voluntary sector, with a focus on 8-25 year olds.	-Superintendent, Metropolitan Police Service (MPS) -Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan-2019-23
Explore piloting place-based interventions with partners at specific times to more effectively deal with serious youth violence, beginning with outreach through Haringey Community Gold.	-Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Identify the most effective locations for knife bins through analysis of crime patterns and install where appropriate	-Superintendent, MPS -Intelligence Analyst, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Undertake weapon sweeps with communities in areas affected by knife crime, building on the success of previous sweeps in North Tottenham.	- Chief Inspector - Neighbourhoods, MPS -Head of Community Safety, Haringey Council - Community Safety Engagement	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19

	Officer, Haringey Council	
Carry out targeted knife and corrosive substances test purchase operations and prosecute or review licences of businesses that sell knives and corrosive substances	-Head of Community Safety and Enforcement, Haringey Council -Food safety & Trading Standards Team Leader, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Deliver universal awareness programmes on topics including knife crime and exploitation, across all education establishments, mapped to avoid duplication	- Assistant Director of Schools and Learning, Haringey Council -Head of Early Help and Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23 -North Area Violence Reduction Plan 2018/19
Deliver workshops on Knife Crime Awareness and Personal Safety, targeting vulnerable Year 6 pupils and supporting successful transfer to secondary school	-Assistant Director of Schools and Learning, Haringey Council -Head of Early Help and Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23 -North Area Violence Reduction Plan 2018/19
Enhance the YJS Weapons Awareness Program with the use of Street Doctors intervention.	-Head of Early Help and Targeted Response, Haringey Council	-North Area Violence Reduction Plan 2018/19 -Haringey Young People at Risk Strategy 2019-29
Share intelligence and data with partners to generate a consistent picture of criminal activity in the borough that drives strategy and operational delivery to target lawbreakers	-Intelligence Analyst, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Pilot a street-based rapid response violence mediation service, beginning in neighbourhoods most affected by criminal activity.	-Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan-2019-23
Continue to work with Project Future in delivering trauma based interventions to at risk YP involved in or at risk of perpetrating or being victims of criminality and SYV	- Detective Superintendent, MPS - Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan-2019-23
Participate in operations with the North Area Metropolitan Police and local communities to tackle crime in known hotspots, building on the success of Operation Marlin in Northumberland Park	-Chief Inspector – Neighbourhoods, MPS -Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23 -North Area Violence Reduction Plan 2018/19
Four new specialist detached and outreach youth workers will reach young people at risk in communities most affected by youth crime and anti-social behaviour, build strong relationships, link those young people into youth provision, and	-Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29

coordinate more specialist support.		
Multi-Agency Safeguarding Hubs will ensure all young victims of knife crime have referral to victim support services and/or CAMHS.	-Assistant Director, Safeguarding & Social Care, Haringey Council	Haringey Young People at Risk Strategy 2019-29 North Area Violence Reduction Plan 2018/19
Reduce the harm caused by gangs and serious violence in partnership by addressing vulnerability and by empowering gang members to exit gangs through London Gang Exit	-IGU Operational Manager -Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23 -North Area Violence Reduction Plan 2018-19
Work with colleagues in London Borough of Enfield to deliver place-based interventions to reduce high harm crimes through the North Area Violence Reduction Delivery Group.	-Assistant Director for Stronger Communities, Haringey Council	North Area Violence Reduction Plan 2018/19
Deliver the Rescue and Response service to support young people affected by county lines	-Assistant Director, Safeguarding & Social Care -Safer London	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23
Undertake an annual Community Safety Strategic Assessment, including serious youth violence, and weapon-enabled crime	-Intelligence Analyst, Haringey Council	
Develop a local drugs profile	-Assistant Director Public Health, Haringey Council -Intelligence Analyst, Haringey Council	
Develop an initiative to improve young people's first contact with police officers, including during stop and search	-Director of Children's Services -Borough Commander, MPS	Haringey Young People at Risk Strategy 2019-29 North Area Violence Reduction Plan 2018/19
Trial trauma-informed approaches to professional development within the Metropolitan Police Service	-Director of Children's Services -Borough Commander, MPS	Haringey Young People at Risk Strategy 2019-29 North Area Violence Reduction Plan 2018/19

## Priority 2: All forms of Domestic Abuse and wider forms of Violence against Women and Girls

Performance Measures
Number of domestic abuse violence with injury offences
Number of sexual offences
Number and percentage of repeat victims
Number of professionals trained to recognise and respond to VAWG
Number of young people engaged in peer training
Number of women accessing support services

Action Plan		
Action	Lead Officer	Strategic Links
Develop training standards and programmes to assist all professionals across the statutory and voluntary services to recognise and respond to VAWG.	-Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23
Develop a bystander campaign to support people to intervene where safe to do so.	Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan-2019-23
Co-design tools and resources with local organisations to engage with business, sporting organisations, faith and community groups to promote action against violence	Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan-2019-23
Provide leadership and peer training to young people from culturally and linguistically diverse backgrounds to drive attitudinal change in their communities	Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan-2019-23
Develop a range of communications to local residents and businesses to support prevention and early intervention messages	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan 2019-23

Promote specialist support services that provide therapeutic, emotional and psychological support to young people across the borough	Violence against Women and Girls Strategic Lead, Haringey Council	-Haringey Violence against Women and Girls Strategy 2016-26 -Haringey Young People at Risk Strategy 2019-29 -Borough Plan-2019-23
Increase support to women who may face additional barriers to accessing support	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26
Trial intensive, recovery-focused support programmes for women from culturally and linguistically diverse backgrounds who have experienced violence	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26
Work with cross-borough partners to commission services for VAWG that work across the London and North Central London region	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26
Develop preventative programmes aimed at men	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26
Develop service standards and working protocols for front line staff and between police and substance misuse to focus on evidence-based practice.	Violence against Women and Girls Strategic Lead, Haringey Council -Assistant Director Public Health -Superintendent Luke Marks	Haringey Violence against Women and Girls Strategy 2016-26 -Borough Plan 2019-23
Continue to commission RESPECT accredited perpetrator programmes	Violence against Women and Girls Strategic Lead, Haringey Council	Haringey Violence against Women and Girls Strategy 2016-26

### Priority 3: Exploitation

Performance Measures
Number of referrals received by the Haringey Exploitation Panel
Number of Child Sexual Exploitation offences
CSE sanction detection rate
Number of Child Criminal Exploitation offences
Number of children and young people persistently missing
Number of Prevent referrals received by the Channel Panel
Number of professionals trained to raise their awareness of Prevent
Number and percentage of Prevent referrals who engage with the offer
Number and percentage of Prevent referrals who are at reduced risk of radicalisation after the intervention

Action Plan		
Action	Lead Officers	Strategic Links
Deliver the Rescue and Response service to support young people affected by county lines	-Detective Superintendent, MPS -Head of Community Safety and Enforcement, Haringey Council -Safer London	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Deliver activities at Bruce Grove Youth Space that young people want in order to make this a safe, attractive space to young people in the evenings and school holidays	-Head of Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan 2019-23
Deliver Team Around a School (TAAS), a multi-agency response to support schools reporting concerns about issues of gangs, substance misuse, and CSE.	-Assistant Director Schools and Learning, Haringey Council -Head of Early Help, Haringey Council -Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Borough Plan 2019-23



Expand the Exploitation Panel's scope to become a Contextual Safeguarding Panel with a remit across North London, working with colleagues from neighbouring London boroughs	Head of Service SQIP, Safeguarding & Social Care; Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Establish a network of the providers of education programmes around gangs, exploitation, and criminal activity to prevent duplication and foster good practice.	Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Develop multi-agency approaches to tackle and reduce Hate Crime based on a zero-tolerance approach	Strategic Lead for Communities, Haringey Council	
Establish a multi-agency panel to scrutinise hate crime cases where there have been negative outcomes at criminal justice levels	Strategic Lead for Communities, Haringey Council	
Deliver interventions which will increase the safety of hate crime victims and reduce their chances of repeat victimisation	Strategic Lead for Communities, Haringey Council	
Develop a Modern Slavery Strategy	Assistant Director for Strategy and Communications, Haringey Council	
Deliver Work to Raise Awareness of Prevent Training (WRAP) to staff in statutory partner and voluntary sector organisations	Strategic Lead for Communities, Haringey Council	
Deliver Hate Crime awareness training to staff in statutory partner and voluntary sector organisations	Strategic Lead for Communities, Haringey Council	
Chair the Channel Panel and ensure that the panel puts in place multi-agency support for vulnerable adults who are referred to it	Strategic Lead for Prevent, Haringey Council	
Develop a better understanding of the issues of online and far-right radicalisation and raise awareness among frontline professionals	Strategic Lead for Communities, Haringey Council	
Develop a whole systems approach to improving sanction detection rates and convictions	Director of Children's Services	

## Priority 4: Fear of Crime and Public Confidence

Performance Measures
Percentage of residents who feel safe in their local area after dark
Percentage of residents who agree the police do a good job in the local area

Action Plan		
Action	Lead Officers	Strategic Links
The Council and the North Area Metropolitan Police will embed community engagement and multi-agency problem solving in neighbourhood policing, beginning with a professional development programme in Spring 2019, in order to foster good relationships between the police service and Haringey's communities	-Assistant Director for Stronger Communities, Haringey Council -Detective Superintendent, MPS	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23
Engage with school pupils through programmes designed to drive anti-violence messages and build trusting relationship between civic authorities and young people, delivered in partnership with specialist organisations	-Chief Inspector, MPS -Assistant Director Schools and Learning, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Establish place-based advisory groups of young people to build trust and ensure young people's views inform community safety practice	-Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Support MPS colleagues to introduce Youth IAG to ensure voices of young people are clearly heard both to increase confidence in policing and to better understand causes of violent crime and potential solutions.	-Borough Commander North Area BCU, MPS -Assistant Director for Stronger Communities, Haringey Council	-Haringey Young People at Risk Strategy 2019-29
Review and refresh Haringey's CCTV stock, investing in a new CCTV control room and increasing the number of cameras across the borough	-Client and Commissioning Manager, Haringey Council -Assistant Director for Stronger Communities	-Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Facilitate the Haringey Multi-Faith Forum, supporting faith leaders to	-Assistant Director for	Haringey Community Strategy

address and respond to key issues	Commissioning, Haringey Council	
Work swiftly to secure convictions against perpetrators of crime	-Borough Commander North Area BCU, MPS	
Work with Wood Green Business Improvement District to improve safety and perceptions of safety in Wood Green, focusing on the retail area on and adjacent to Wood Green High Road	-Assistant Director for Stronger Communities, Haringey Council -Head of Community Safety and Enforcement, Haringey Council	-Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19 -Wood Green Bid
Use enforcement powers and assets to target hotspot locations to prevent and reduce environmental crime and anti-social behaviour	-Assistant Director for Stronger Communities, Haringey Council -Head of Community Safety and Enforcement Haringey Council	-Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Embed secure by design principles in regeneration, planning, and new housing development	-Director of Housing, Regeneration, and Planning, Haringey Council	-Haringey Housing Strategy 2017-22 -Haringey Local Plan 2013-26
Deliver communications about successes in community safety and enforcement, highlighting partnership work with communities and celebrating individuals and groups who help increase community safety	-Head of Communications, Haringey Council -Head of Community Safety and Enforcement, Haringey Council	-Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Refresh and promote City Safe Havens scheme	Assistant Director for Stronger Communities, Haringey Council	-North Area Violence Reduction Plan 2018/19 -Borough Plan 2019-23 -Haringey Young People at Risk Strategy 2019-29

## Priority 5: Victims

Performance Measures
Number of victims of all offences
Number of repeat victims
Percentage of all victims who are repeat victims
Number of ASB calls to Haringey Anti-Social Behaviour Team

Action Plan		
Action	Lead Officers	Strategic Links
Work in partnership with MOPAC and Victim Support to deliver the North London Victim Assessment and Referral Service	-Head of Community Safety and Enforcement, Haringey Council	- Haringey Young People at Risk Strategy 2019-29 - Borough Plan 2019-23 - North Area Violence Reduction Plan 2018/19
Multi-Agency Safeguarding Hubs will ensure all young victims of knife crime have referral to victim support services and/or CAMHS.	-Assistant Director for Safeguarding and Social Care, Haringey Council -Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Provide direct support to victims of ASB, carrying out Vulnerability Risk Assessments to monitor and reduce victims' risk and co-developing support plans to enable their needs to be met.	-Head of Community Safety and Enforcement, Haringey Council -Victim Support Service	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Develop appropriate restorative justice approaches in the Youth Justice Service to hold perpetrators to account and meet the needs of victims	-Head of Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Continue to work with OASIS Hadley victims outreach service based at North Middlesex A&E	-Head of Community Safety and Enforcement, Haringey Council	-North Area Violence Reduction Plan 2018/19 -Haringey Young People at Risk Strategy 2019-29

## Priority 6: Reoffending

Performance Measures
Number of offenders
Number of first-time entrants into the criminal justice system
Percentage of offenders who are proven reoffenders
Number of reoffences that are violent offences
Number of reoffences that are acquisitive offences
Average number of proven reoffences among reoffenders

Action Plan		
Action	Lead Officers	Strategic Links
Implement clear offender management processes to minimise opportunities for offenders to re-offend.	-Head of Community Safety and Enforcement, Haringey Council -Area Manager London Community Rehabilitation Company -Assistant Chief Officer- National Probation Service	-Borough Plan -Haringey Young People at Risk Strategy 2019-29 -North Area Violence Reduction Plan 2018/19
Deliver Advance Minerva, wraparound support for female offenders aged from 15 years old	Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23
Deliver From the Inside Out, restorative and holistic resettlement for young people in custody	-Head of Targeted Response, Haringey Council -Head of Community Safety and Enforcement, Haringey	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan-2018/19

	Council	
Deliver the Drug Intervention Programme, with rapid access into services for adult drug users in custody	Senior Public Health Commissioner, Haringey Council	Borough Plan 2019-23
Work in partnership with What Works through Haringey Community Gold to deliver targeted employment and training support to 300 young offenders and re-offenders	-Assistant Director for Stronger Communities, Haringey Council -Head of Community Safety and Enforcement, Haringey Council -Head of Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Build the capacity of young incarcerated parents to be able to fulfil their roles as parents upon release and work with the mothers of young people in HMP Pentonville to reduce the risk of their children re-offending.	-Assistant Director for Stronger Communities, Haringey Council -Head of Community Safety and Enforcement, Haringey Council -Head of Targeted Response, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Tackle crime hotspots through effective place-based partnership tasking, building on the success of Operation Marlin in Northumberland Park	-Head of Community Safety and Enforcement, Haringey Council	-Haringey Young People at Risk Strategy 2019-29 -Borough Plan 2019-23 -North Area Violence Reduction Plan 2018/19
Tackle mental ill health amongst offenders through effective referral mechanisms to mental health services and support for Project Future	Head of Community Safety and Enforcement, Haringey Council	-North Area Violence Reduction Plan 2018/19 -Borough Plan 2019-23

Deliver support, guidance and signposting to young people in the Youth Justice cohort to education, employment and training opportunities	-Head of Targeted Response, Haringey Council	-North Area Violence Reduction Plan 2018/19 -Borough Plan 2019-29 -Haringey Young People at Risk Strategy 2019-23
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**Report for:** Environment & Community Safety Scrutiny Panel, June 11<sup>th</sup> 2019

**Title:** Young People at Risk Strategy Update

**Report**

**authorised by :** Eubert Malcolm, Interim Assistant Director for Stronger Communities, 0208 489 5520, Eubert.malcolm@haringey.gov.uk

**Lead Officer:** Hugh Smith, Policy & Equalities Officer  
0208 489 3540, hugh.smith@haringey.gov.uk

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision: Non Key Decision**

**1. Describe the issue under consideration**

This report provides an update to the Environment and Community Safety Scrutiny Panel regarding the Young People at Risk Strategy 2019-29, which was approved by Cabinet in March 2019. It sets out progress made in the delivery of commitments made in the strategy and the Young People at Risk Action Plan and in terms of governance arrangements.

**2. Recommendations**

That the Panel note the contents of this report for information

**3. Background information**

The Haringey Young People at Risk Strategy was approved by Cabinet in March 2019. It represents an extensive programme of activity across the whole partnership, including the police, schools, health providers, and community groups, the overarching objective of which is to reduce and prevent serious youth violence in the borough. It adopts a public health model, designed to address the risk factors that may make young people more vulnerable to involvement in violent crime while building the protective factors that keep them safe and prioritising preventative and early interventions.

An Action Plan was noted alongside the strategy at Cabinet, which sets out the partnership's medium-term priorities and the actions that will be taken forward over the next four years to work towards the strategy's long-term outcomes. These range across the partnership and include Council-led and partner-led activity.

Both the strategy and the action plan, including the long-term outcomes and medium-term priorities, were informed by extensive engagement with partners and young people in Haringey.

Delivery

The Action Plan commits partners to delivering an ambitious range of activity. This section provides updates on the key programmes and projects:

- Haringey Community Gold
  - The detached and outreach youth work team is now in place and is establishing links with schools, alternative provision, and youth provision in Haringey.
  - Sports provision had begun at Broadwater Community Centre. The Council and Fusion are currently negotiating extension to 11pm.
  - Haringey Play activity has begun at Sommerford Grove site in Tottenham
  - Wood Green Sandbunker activity is on track to begin in June 2019.
  - The NLPC Community Leader Project is on track to begin in July 2019.
  - The Exodus gang education programme has begun delivery. Cohort 1 is underway in Tottenham and cohort 2 will run in Wood Green from Q4 2019. A light version of the Exodus programme will be delivered at the Octagon Academy from June 2019.
  - The Thinking Space project is currently recruiting with a view to initiation in Summer 2019.
  - The ACCESS UK BAME careers service has begun delivery and is accepting referrals from partners. Workshops will be offered in Wood Green from July 2019.
  - My Training Plan has begun delivery at the Engine Room, Bruce Grove Youth Space, and the Octagon Academy.
  - Work Works is accepting referrals from partners and is on track to run workshops with high risk young people in Q3 2019.
- CAMHS Trailblazer
  - Recruitment for the programme is almost complete, as of May 2019.
  - The two multi-disciplinary teams are introducing themselves to schools and have begun working in secondary schools.
- Community Parenting Support
  - Officers are currently finalising service level agreements with VCS organisations that will deliver parenting support projects in the community.
  - A lead officer is rolling out the Parent Champions programme and the Caring Dads training.
- Wood Green Youth Space
  - Officers are currently matching community groups in need of space for delivery with available spaces in Wood Green. The first wave of this is to match organisations delivering projects within Haringey Community Gold with space. A second wave will widen the offer to other community groups.
- Summer Programme
  - The Summer Programme is on track to launch in July 2019.
- Exclusions and Alternative Provision Reviews
  - The Exclusions Review is complete. The Director of Children's Services is currently discussing the findings and potential ways forward with partners.

- The Alternative Provision review is nearing completion. The Assistant Director for Commissioning will consider its findings once it is complete.
- Priamry to Secondary Transition Workshops
  - Workshops with Year 6 pupils are booked to run from May to July 2019.
- Youth Homelessness
  - The Housing First service for care leavers is on track to begin implementation in June 2019.
  - The Family Mediation service is on track to begin implementation in June 2019.
- Funding Bids
  - The Council intends to submit bids to Round 2 of the GLA's Young Londoners Fund and the Home Office's Youth Endowment Fund.

### Governance

Officers have established a Joint Executive Group to lead the delivery of the Young People at Risk Strategy. The Group is chaired by the Director of Children's Services and other members include the Assistant Director for Commissioning and the Assistant Director for Stronger Communities. The Group is in the process of inviting representatives of partner organisations to join with a view to ensuring genuine partnership ownership and delivery of the strategy. A number of statutory partners and voluntary sector organisations have been approached.

The Joint Executive Group will report on progress and performance with regard to the Young People at Risk Strategy to lead Cabinet Members, Corporate Board, and four partnership boards (Community Safety Partnership, Early Help Partnership Board, Local Safeguarding Children Board, and Health and Wellbeing Board) as well as the Environment and Community Safety Scrutiny Panel.

#### **4. Contribution to strategic outcomes**

The Young People at Risk strategy supports the following Haringey Borough Plan (2019-23) outcomes:

- Best Start in Life: The first few years of every child's life will give them the long-term foundations to thrive
- Happy Childhood: All children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities
- Every young person, whatever their background, has a pathway to success for the future
- All residents will be able to live free from the fear of harm
- Strong communities where people look out for and care for one another
- A proud, resilient, connected, and confident place
- A safer borough

Haringey works in partnership with the Mayor of London's administration to tackle youth violence through liaison and joint working with the Mayor's Office of Police and Crime and the Metropolitan Police Service. The strategy fully aligns with the Mayor's Knife Crime Strategy and is integrated with the North Area Violence Reduction Plan

**5. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

**Finance**

N/A

**Procurement**

N/A

**Legal**

N/A

**Equality**

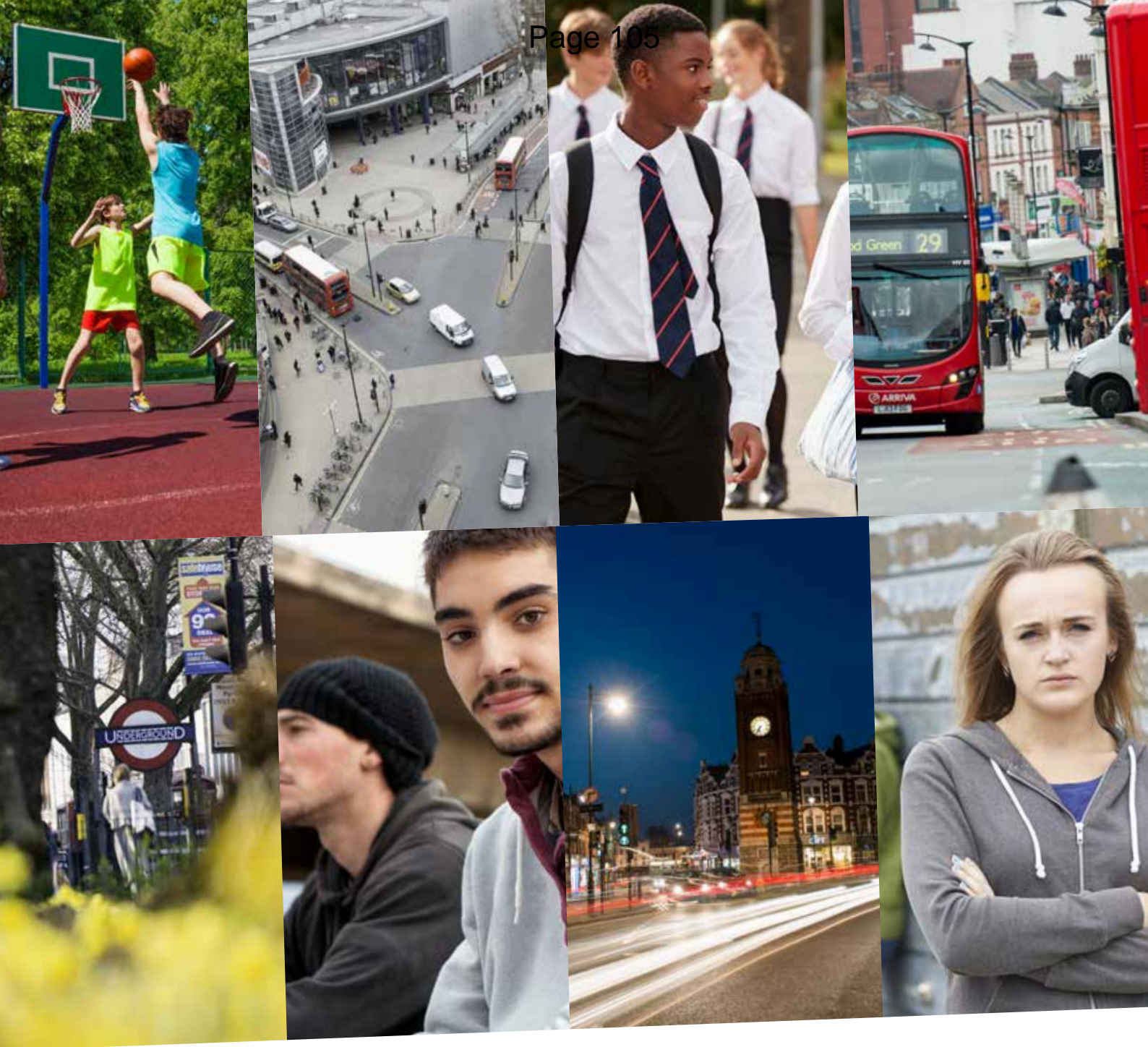
N/A

**6. Use of Appendices**

Appendix 1: Haringey Young People at Risk Strategy 2019-29

Appendix 2: Haringey Young People at Risk Action Plan 2019-23

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



# Young People at Risk Strategy

2019-2023





## Cabinet Member Introduction

Nothing can be more important than providing a safe and secure environment for children to grow up in. This strategy aims to galvanise the council, our local public partners, voluntary, community and faith organisations, the wider community and young people in a civic effort to ensure that all children in Haringey are able to achieve.

Across our borough, youth projects such as Project Future in Northumberland Park, which supports young men on the estate to improve their health and well-being and take positive pathways in their lives; the London Boxing Academy on White Hart Lane; and the Council's Young Adults Service, which works with Haringey's care leavers, empower Haringey's young people to become independent adults. At the centre of all of this incredible work are strong, positive, healthy relationships between young people and their peers, and with trusted adults. That is what this strategy is focused on, developing an environment in our borough where those positive relationships, in the community, families, at schools, in faith organisations and youth providers, can flourish.

That's why we are committed to investing in youth work, which has been so undermined over recent years, and to listening and acting upon the views of young people, particularly those who are the most at risk of being affected by violence. That's why the strategy has a specific focus and actions on those young people who we know are at greater risk, such as those at risk of exclusion from school, those in the care system, those from poorer economic circumstances; black boys; and those with special educational needs. We desperately need to improve outcomes and support for children in these groups.

We place a great emphasis on community engagement and I look forward to ongoing and challenging interaction from our local communities as we deliver this strategy.

**Cllr Mark Blake, Cabinet Member for Communities**



## Borough Commander Introduction

Haringey police are committed to reducing violence in our borough and we recognise the important role that prevention plays. This is why we believe in an approach that sees the whole problem from many angles and where we join forces to help protect young people from the earliest stages of risk. That is why we will prioritise our work in schools with an emphasis on building trust with young people as well as bearing down on violence by targeting those who are committing harm on our streets.

Only a highly committed partnership working closely with the communities and families that experience violence will achieve a lasting difference and improve safety in our borough. We are therefore committed to this work and we make that commitment knowing that policing does not have all the answers. The work we do relies on the support of our communities and we are pleased that this strategy explicitly recognises the importance of strengthening our relationships with young people and all those affected by violence.

**Helen Millichap, Metropolitan Police Service North Area BCU Commander**



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The strategy has been developed with a wide range of partners, who have set out their roles in delivering the strategy in an Annex to this strategy. These include:

North Area Metropolitan Borough Command Unit, Homes for Haringey, Haringey Education Partnership, Bridge Renewal Trust, The College of North East London (CONEL), North Middlesex Hospital, the Youth Court, National Probation Service, Safer London, African Caribbean Institute, Mind in Haringey, and the Bishop of Edmonton.

# Executive Summary

Our vision is for a borough where all young people grow up free from fearing or experiencing violence, where they are happy, succeed at school and beyond, and are supported by communities and families who together help them thrive.

Haringey's Borough Plan sets out how we will strengthen the foundations that enable our young people to succeed, and our ambitions for:

- The first few years of every child's life to give them the long-term foundations to thrive
- All children across the borough to be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities
- Every young person, whatever their background, to have a pathway to success for the future
- Strong communities where people look out for and care for one another
- A safer borough

Most young people in Haringey achieve and thrive. However, serious youth violence (SYV) is an issue that has devastating consequences for too many young people in Haringey. However, as a system have to address the complex root causes of this issue which has devastating impacts on too many young people, families and communities in the borough. The Young People at Risk Strategy is our plan to reduce and prevent serious youth violence in Haringey over the next ten years. The strategy commits to a long-term strategic approach and defines the outcomes we want to achieve over the next ten years. It also commits to priorities for the Council and partners over the next four years to focus activity that will help achieve those outcomes. These will be reviewed and refreshed in identifying the next phase of priorities.

The first phase of our activity is laid out in an accompanying Action Plan.

The strategy takes a whole systems approach, in which partners, communities, and young people themselves work collectively to support all young people on positive pathways to adulthood. This strategy builds on the deep and widespread commitment within the Borough, to create a culture which takes collective responsibility for the safety of all young people and to embed a long term, preventative and whole systems approach.

This strategy is founded on the strong evidence that vulnerability is the root cause of youth violence. Our approach seeks to nurture the protective factors that keep our young people safe and away from violent situations. It adopts a public health model, taking an evidence-based and intelligence-led approach to reducing vulnerabilities and building resilience.

### **This strategy focuses on achieving five outcomes:**

1. Safe communities with positive things for young people to do, where there are strong role models and trust in institutions
2. Supportive and positive family environments, with low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults
3. Confident, happy and resilient young people able to cope with negative experiences, setbacks, and stress
4. Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there
5. Young people protected from exploitation and from experience of serious youth violence.





These outcomes are based on a comprehensive needs analysis of risk and protective factors. These are summarised in the accompanying evidence base.

**To meet these outcomes, we set out our priorities for action:**

**1. Strong Communities**

- Youth provision
- Strong Community role models
- Trust in Institutions

**2. Strong Families and Healthy Relationships**

- Early Help
- Support for parents
- Addressing family risk
- Youth homelessness
- Peer relationships

**3. Positive Mental health and wellbeing**

- Developing and embedding a community-based approach (the THRIVE model)

**4. High Achievement and Opportunity**

- Early learning
- Addressing under-attainment in education
- Exclusions and Alternative Provision
- Employment

**5. Reduction in Serious Youth Violence**

- Diversion from the criminal justice system
- Keeping deadly weapons off our streets
- Protecting and educating young people
- Targeting lawbreakers
- Offering ways out of crime
- Standing with communities, neighbourhoods and families against crime
- Supporting victims of violent crime

**Embedding a whole systems approach**

In developing this strategy, we have sought to work together as a whole system, to address the current levels of serious youth violence collaboratively, with each stakeholder playing their part. Our understanding of a whole systems approach is summarised below:

- A shared vision and strategy for tackling youth violence and reducing reoffending
- Shared governance and accountability for delivery
- A partnership where everyone's role is valued and maximised
- A shared and coordinated approach
- A skilled and confident workforce, across the whole partnership

And importantly, this strategy has been developed in collaboration with young people from Haringey – their voices and views inform everything we do and will continue to be fundamental to the delivery of our actions under this strategy. We commit to bringing together our communities and young people to create a movement to tackle serious youth violence in Haringey.

# Serious Youth violence in Haringey

Haringey can be proud of its strong, connected, and cohesive communities. Young people are able to grow up free from experience of violence in the vast majority of Haringey's communities, achieving highly, feeling healthy and happy, thanks to excellent schools, supportive families, and positive role models from all walks of life including sport, faith, business, and community activism.

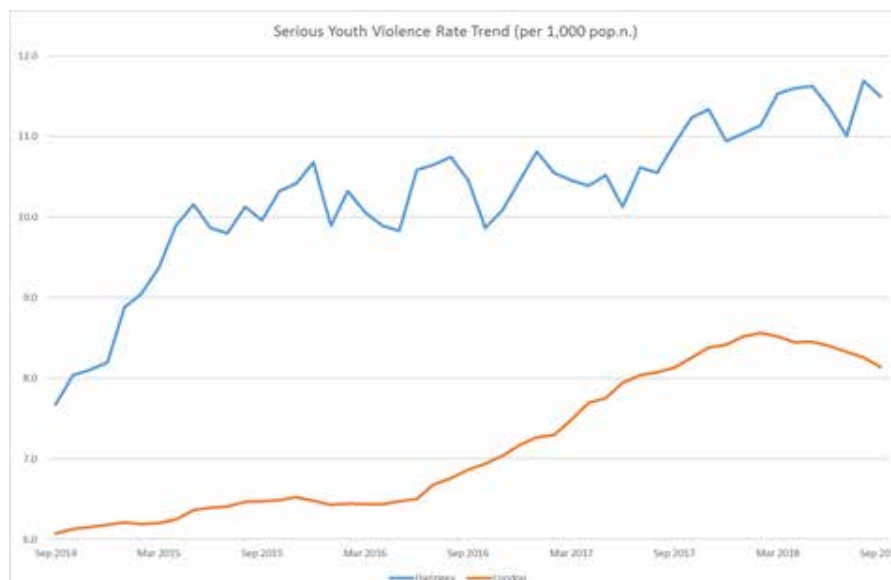
Violent crime is falling faster in Haringey than in London. In the last year we have seen 20% fewer knife injury victims under 25 years old.

However, serious youth violence (SYV) is an issue that has devastating consequences for too many young people in Haringey. A spike in violent incidents resulting in deaths of young people in London in 2018 has prompted responses from local, regional, and national government to address serious youth violence and its root causes as a matter of highest priority. Tackling serious violence is one of the top priorities within Haringey's Borough Plan 2019-23, which commits partners to ensuring that children will grow up free from violence and fear of violence in the community wherever they live in the borough.

There were 346 victims in Haringey in the 12 months to January 2019, one in every 99 young people aged 10-19 in Haringey. However, SYV affects many more young people than this, including victims who have not reported violent offences, friends of victims, and those who have witnessed violence in the community or online. These forms of exposure are traumatic and have severe and lasting effects. While most young people in Haringey grow up without direct experience of violence, we do not underestimate the breadth of its impact.

SYV includes, but is not limited to, weapon-enabled crime. These types of crime make up a significant proportion and have the most harmful consequences. In the year to January 2019, there were 68 recorded instances of knife injuries among under-25s in Haringey. This number represents a 20% year-on-year reduction compared to a 1% London-wide reduction.

Many young people in Haringey are aware of gang activity, especially 'postcode wars'. This awareness can reduce the extent to which they feel safe travelling around the borough and deter them from opportunities outside of their local area. In Haringey, the majority of organised criminality is believed to be driven by the drug trade.



**Summary of profile**

A disproportionately high number of victims of serious youth violence, including knife crime, are from Black-African and Black-Caribbean communities.

Three quarters of SYV victims are male and a quarter female. Young people have told us that under-reporting is more common when young women are victims. Three quarters of victims are aged between 15 and 19.

Perpetrators of knife crime across London and in Haringey are disproportionately described as from a BAME background. In Haringey, young Black people are significantly overrepresented in the youth justice cohort.

Across London almost 90% of violent offenders are male and 85% of the youth justice cohort are male. Children with a special educational need and/or a

disability (SEND) are significantly overrepresented in the youth justice cohort.

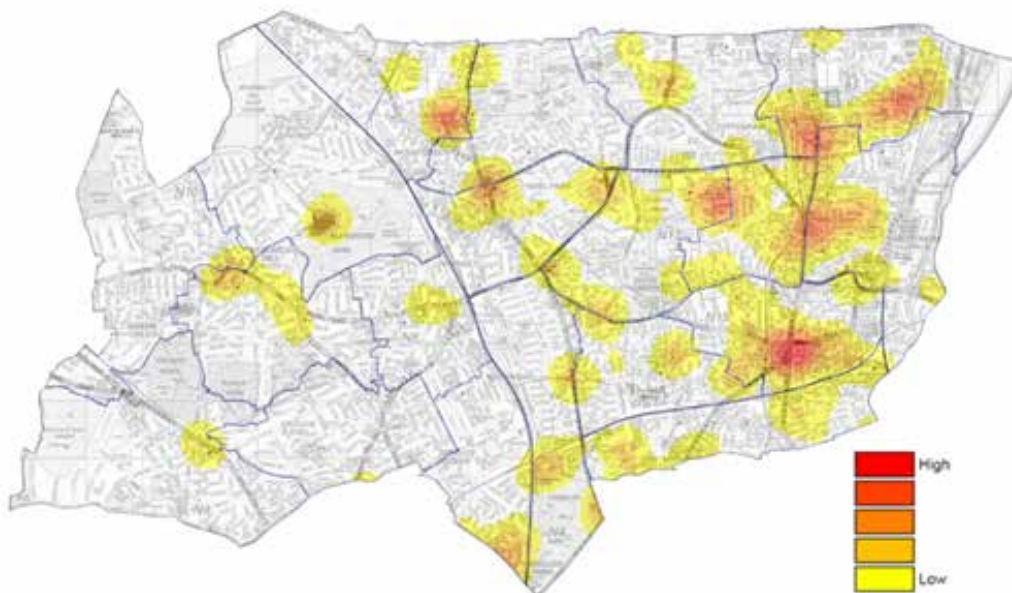
Looked-after children are significantly overrepresented among both victims and perpetrators. 28% of the Haringey youth justice cohort in 2018 were looked-after.

A significant proportion of both victims and perpetrators have experienced violence and trauma in their own childhoods.

Violent offences where 10-19 year olds are victims are concentrated between 3pm and 6pm, the time period immediately after school.

Key locations include Wood Green High Road, Bruce Grove, and Tottenham Hale, with high volumes of incidents also occurring across Northumberland Park, Tottenham Green, and West Green wards. However, hotspots have shifted over time following targeted partnership work with the police and communities.

**Knife Injury Victims Aged Under 25 & Lethal Barrelled Firearm Discharges Hotspots**



**Knives**

The 2017 Health Related Behaviour Survey found that 12% of pupils in Year 8 to 10 carry weapons when going out, or have friends who do so. However, this is likely to be an underestimate. There is also a specific issue around girls carrying weapons on boys' behalf, driven by coercion, exploitation, and a mistaken perception that girls are not stopped and searched by police.

Young people tell us that they carry knives for personal safety and fear of being a victim, and to a lesser degree a desire for status or peer pressure. Engagement suggests that knives have become normalised for some young people in Haringey, through association with knife carriers and exposure to knife-related incidents on social media.

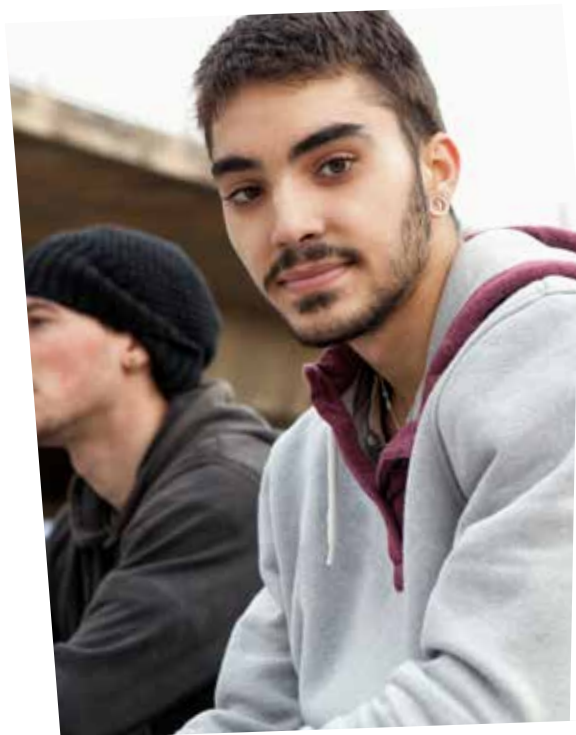
- ➔ 49% of young people in the youth justice cohort have been charged with a knife-related offence during their offending history
- ➔ 19% of young people in the youth justice cohort have been stabbed
- ➔ Knife-related offences in 2018 among young people in the youth justice cohort were most often committed by 15-17 year olds (82%) and Black young people (64%), with a large minority committed by looked-after children (32%).

## Exploitation

SYV in Haringey is largely driven by criminal exploitation of young people within a system of criminal activity that is controlled by adults for financial gain. This exploitation takes a number of forms, including county lines, child criminal exploitation (CCE), and child sexual exploitation (CSE).

County lines means groups or gangs using young people or vulnerable adults to carry and sell drugs across borough or county boundaries<sup>1</sup>. County lines operations impose high levels of violence and physical, mental and sexual harm. Several dozen children and young people who have been exploited in county lines operations are known to the Haringey Exploitation Panel, which identifies and addresses their individual vulnerabilities and needs. Young people from Haringey are known to have been trafficked as far away as Aberdeen.

Patterns of exploitation have changed in recent years as younger children and children from less deprived areas have been targeted by organised criminals for recruitment into their illegal activities. The peak age for CSE is 15-16 years old. Strategies are becoming more sophisticated. The majority of young people we consulted in the development of this strategy, from all parts of the borough, were aware of grooming and knew of peers who had been criminally exploited in some way.



## Social media

Social Media is a catalyst and trigger for serious incidents of violence between young people. Social Media is being used to glamorise and incite serious acts of violence – and connects a wide range of young people into gang culture. Acts of violence and disrespect are being captured and spread across a range of media sites, spurring violence in real life.

We are just beginning to understand the impact and power of social media to prompt acts of violence. We want to work with a range of arts and culture and social media organisations to ensure that more positive outlets for music, video and story telling can be engaged in this area.



<sup>1</sup> Safer London: 'County Lines: What do I need to know?' (Accessed at <https://saferlondon.org.uk/2016/09/county-lines-i-need-know/>)

# Our approach



## Introduction

There is a deep and widespread commitment across the Borough to tackling youth violence and to supporting our young people on positive pathways to adulthood. This strategy builds on this commitment, seeking to create a culture which takes collective responsibility for the safety of all young people; and to embed a long term, preventative and whole systems approach. The Council cannot achieve the outcomes of the strategy on its own. All partners and all communities need to work together and take collective ownership of the issue.

The causes of serious youth violence are deep-rooted and complex, and require the whole system to work together in partnership to achieve lasting impact. Tackling youth violence is extremely challenging, in an environment where significant numbers of our young people are exposed to risk within their communities and families, experience trauma and mental ill health, struggle at school, and where criminal networks and gangs are working against us to draw young people into crime. Therefore, it is crucial that we are making the best possible use of the resources that we have and that every part of the system is enabled to play its full role.

In Haringey, the partnership is taking a twofold approach to tackling serious youth violence. This strategy sets out a long term whole systems approach to tackle the complex root causes of violence, based on the World Health Organisation's public health model. This is a long term strategic approach, which requires a ten year commitment from partners across the Borough.

This strategy is founded on the strong evidence that vulnerability is the root cause of youth violence. Our approach seeks to nurture the protective factors that keep our young people safe and away from violent situations. Whilst any young person can become a victim or a perpetrator of violence, there is

clear evidence that certain protective factors within communities, families, schools, and peer groups greatly reduce that risk.

In parallel with a long-term preventative approach, the strategy sets out our approach to tackling violence, urgently, here and now. We commit to taking tough enforcement action to disrupt professionalised criminality, tackle the drugs trade, and to target those who exploit young people. Our focus is on preventing reoffending and reprisals, and on re-integrating former violent offenders wherever possible.

Young people who are on the periphery of, or involved in criminal and gang activity are almost always victims as well as perpetrators. Therefore, there is a difficult balance to be struck between enforcement and support –and the Police and Youth Justice Service are at the forefront of managing this. A fundamental component of this strategy is a partnership approach that keeps young people away from the criminal justice system wherever possible and provides support at every opportunity, to help them back on to positive pathways to improve their life chances.

## Vision and Outcomes

'Our vision is for a borough where all young people grow up free from fearing or experiencing violence, where they are happy, succeed at school and beyond, and are supported by communities and families who come together to help them thrive.'

This supports the Haringey Borough Plan's vision for a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.

This strategy focuses on achieving five key outcomes. The fifth is the overarching outcome of preventing serious youth violence and keeping young people safe. These outcomes are based on a comprehensive needs analysis of the key risk factors associated with involvement in serious youth violence, and the key protective factors that lead to positive outcomes. These risk and protective factors are summarised in the accompanying evidence base.

We have selected a number of key measures, which will help us to understand the impact of our actions on outcomes for children and young people. We are

particularly interested in ensuring that outcomes for all children and young people improve, especially those who are currently most significantly affected by vulnerability and serious youth violence.

### 1. Strong Communities

Strong, supportive communities which celebrate and protect young people, where everyone feels safe, where there are positive activities for young people to do, and where there are positive role models and residents have trust in institutions.



**Key success measures:**

- ➔ Percentage of residents feeling very safe or fairly safe when outside in the local area during the daytime/after dark (Veolia/ Haringey Residents Survey)
- ➔ Proportion of young people in Haringey reporting positive perceptions of public authorities, including the Police.
- ➔ Communities who feel empowered to support young people to stay safe
- ➔ Percentage of residents who have taken part in any volunteering activities over the last 12 months
- ➔ Number of positive mentions of Haringey young people in the media

**2. Strong Families and Healthy Relationships**

Strong, supportive families in stable home environments, with low levels of stress and conflict. Healthy, positive relationships with parents, other trusted adults and peers.

**Key success measures:**

- ➔ Number of recorded instances of domestic abuse
- ➔ Number of households in temporary accommodation
- ➔ Proportion of Haringey residents who report ability to cope with unexpected expense
- ➔ Number of parents accessing parenting support
- ➔ Number of parents with increased ability to support children displaying risky behaviours

**3. Positive Mental Health and Wellbeing**

Young people are confident, happy and resilient; they are able to cope with setbacks, and stress, and to resolve conflicts constructively. They protect themselves through healthy behaviours and seek help when they need it.

**Key success measures:**

- ➔ Percentage of pupils reporting they are satisfied with their life at the moment



- ➔ Percentage of pupils reporting that they feel there is someone to talk to
- ➔ Percentage of young people reporting anxiety-related symptoms
- ➔ Young people in Haringey know how and where they can access help and are able to get help at the earliest opportunity of personal concern
- ➔ Levels of young people involved in substance misuse and risky sexual behaviours
- ➔ THRIVE model embedded across Haringey

**4. High Achievement and Opportunity**

All young people thriving in school, with positive aspirations for the future and access to employment, appropriate support, and training opportunities to get there.

**Key success measures:**

- ➔ Percentage of children achieving Good Level of Development at Early Years Foundation Stage
- ➔ Percentage of children reaching expected standard in reading, writing and mathematics at Key Stage 2
- ➔ GCSE 'Progress 8': a measurement of students' progress against expectations across 8 subjects between Key Stages 2 (aged 10/11) and 4 (aged 15/16)
- ➔ Number of Secondary school fixed term and permanent exclusions as a percentage of the school population
- ➔ Attainment gap between BAME and White British pupils
- ➔ A range of pathways into high-quality employment, education, and training opportunities after the age of 16 are clear and accessible for all young people
- ➔ Percentage of young people aged 16-24 known to be in education, employment or training

**5. Reduction in Serious Youth Violence**

Young people are and feel safe. They are protected from exploitation and from experience of serious youth violence.

**Key success measures:**

- ➔ Number of recorded incidents of serious youth violence
- ➔ Number of recorded Violence with Injury (non-domestic abuse) offences
- ➔ First time entrants to the youth justice system aged 10 to 17 (rate per 100,000 10-17 year olds)
- ➔ Number of repeat offenders in the Youth Justice System
- ➔ Number of young people who have been sentenced for violent or weapon-enabled offences who reintegrate successfully into the community

This strategy is for all young people living in Haringey under the age of 25, recognising that the transition to adulthood is not complete by the age of 18. It sets out our priorities for achieving these outcomes over the next four years, with an accompanying Action Plan setting out key commitments and next steps.

The Young People at Risk Strategy is rooted in the principles of the World Health Organisation's model of violence prevention:

- ➔ Established with and for communities
- ➔ Rooted in evidence of effective practice
- ➔ Based on data and intelligence concerning risk factors, protective factors, causes, and correlates of violence
- ➔ Focused on long-term prevention as well as early intervention
- ➔ Focused on a defined population

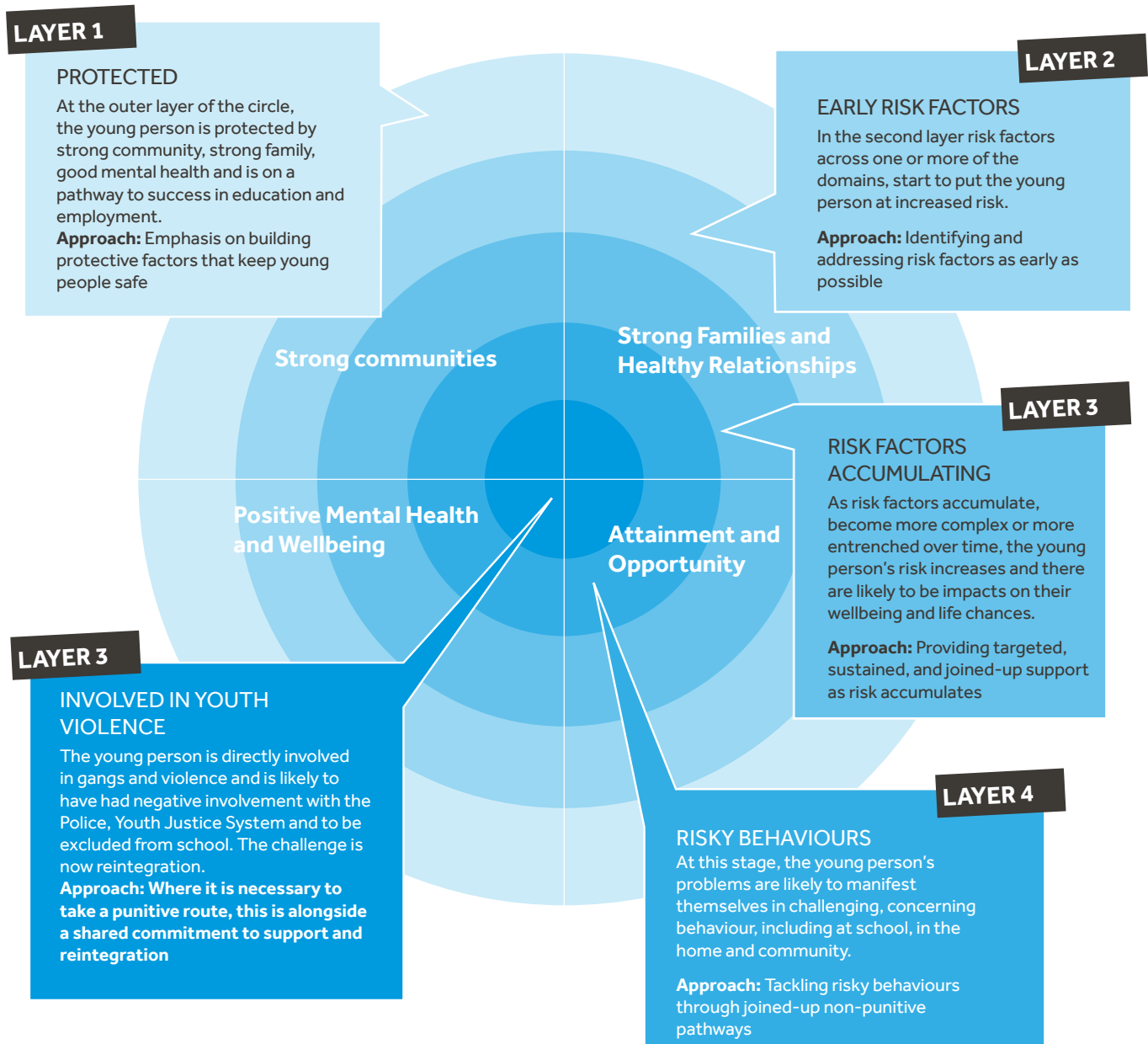




## Haringey's public health model

We have developed a model to conceptualise our public health approach to risk, in which the young person's level of risk is visualised as layers of a circle. The overarching goal is to keep, or pull back, our young people to the outer layers of the circle where they are protected by strong families and communities, good mental health and where they are enjoying and achieving at school and beyond.

This model is based on evidence of the key risk and protective factors within different domains of a young person's life. It sets out the different types and levels of intervention needed as risk escalates and compounds to put a young person at increased risk.



## Risk factors: Haringey's most prolific young offenders

The model of accumulating risk over the life course is reflected in Haringey Youth Justice Service's analysis of the lives of 20 prolific young offenders up to the age of 18. The analysis demonstrates that prolific young offenders' life pathways result from early adverse child experiences, culminating in vulnerability and leading to risky behaviour and involvement in crime. The summary sets out a summary of experiences by age and provides an illustration of missed opportunities for early intervention:



## Young Black Men

The analysis of serious youth violence in Haringey and the risk factors for involvement demonstrates that young Black men are more likely than their peers of other ethnicities to become victims or perpetrators of serious violence. Where data on the ethnicities of young people who are vulnerable is not available, we can usually identify the neighbourhoods where young people are most at risk. These neighbourhoods tend to be in the East of the borough, where residents are more likely than the Haringey or London averages to be Black African and Black Caribbean.

### Key points include:

- ➔ The largest proportion of victims of SYV in Haringey are Black African or Black Caribbean. They make up 25% of Haringey's 10-19 population but 36% of victims
- ➔ Young Black men are significantly overrepresented in the youth justice cohort
- ➔ Black men living in North Tottenham and Wood Green are most likely to be involved in the drug trade and arrested for drug-related offences
- ➔ Young Black men are more likely to attain few or no qualifications than their peers
- ➔ Young Black boys are disproportionately excluded from school, whether permanently or for a fixed term. The 2016/17 rate of fixed period exclusions in Haringey secondary schools was 19% among Black Caribbean pupils and 8% among Black African pupils, compared to 5% for White British pupils.
- ➔ Community violence is highest and perceptions of safety are lowest in neighbourhoods where the highest proportion of residents are Black African and Black Caribbean, particularly North Tottenham
- ➔ Income deprivation affecting young people is higher in the East of the borough, with Northumberland Park, White Hart Lane, and Tottenham Hale having the highest levels.

Whilst young black men are more likely to experience many of the risk factors set out in this model, this does not fully explain the disproportionality across all of the outcomes noted above. In 2017 the Haringey Children and Young People's Scrutiny Panel<sup>2</sup> identified negative stereotyping as "having a demonstrably detrimental

impact on the life chances of groups of young people in our borough and still drives the responses of many agencies". The Lammy Review into the treatment of, and outcomes for, BAME individuals in the Criminal Justice System<sup>3</sup> (CJS) further identifies unconscious and overt bias as drivers of disproportionately negative outcomes for BAME individuals who come into contact with the Criminal Justice System. Reviews of Exclusions and Alternative Provision in Haringey, not concluded at the time of drafting this Strategy, also highlight that it is in part how the system - through the curriculum, behaviour policies, access to appropriate support, concepts of appropriate sanctions - responds to young Black boys in particular, which is also having an impact on their experience in the education system. This reflects the perspectives of those engaged in the development of the strategy, including faith leaders, teachers, youth workers, and young people themselves, many of whom identified racism and prejudice as underpinning the experiences and life chances of black boys.

In order to improve the safety and overall outcomes for young Black men we will seek out opportunities to learn from localities that have made progress in addressing similar issues. Hackney Council has adopted a targeted approach to improving the life chances of young Black men and reducing disproportionality over a ten year period<sup>4</sup>. This approach is based on a similar understanding of inequality as driven by factors including discrimination, cultural factors, and poverty. Haringey will learn from the practice and experiences of Hackney and other local authorities in order to ensure that our work delivers real change for young Black men.

Later sections of this strategy will set out specific interventions to prevent serious youth violence and include measures to address discrimination, contextual factors, and inequality of opportunity. However, our model for prevention and our programme of work will be based on principles that will help ensure that there is a collective effort to improve the life chances and outcomes of young Black men:

- ➔ Fair treatment
- ➔ Equality of opportunity
- ➔ Valuing heritage, culture, and identity
- ➔ Celebrating success

Partners across the Borough will work together in a collective effort to embed the principles, policies, and

<sup>2</sup> Scrutiny Review: Disproportionality within the Youth Justice System (2016). Accessed at <https://www.minutes.haringey.gov.uk/documents/s89632/Disprop%20FinRep%202%202.pdf>

<sup>3</sup> The Lammy Review (2017). Accessed at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/643001/lammy-review-final-report.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf)

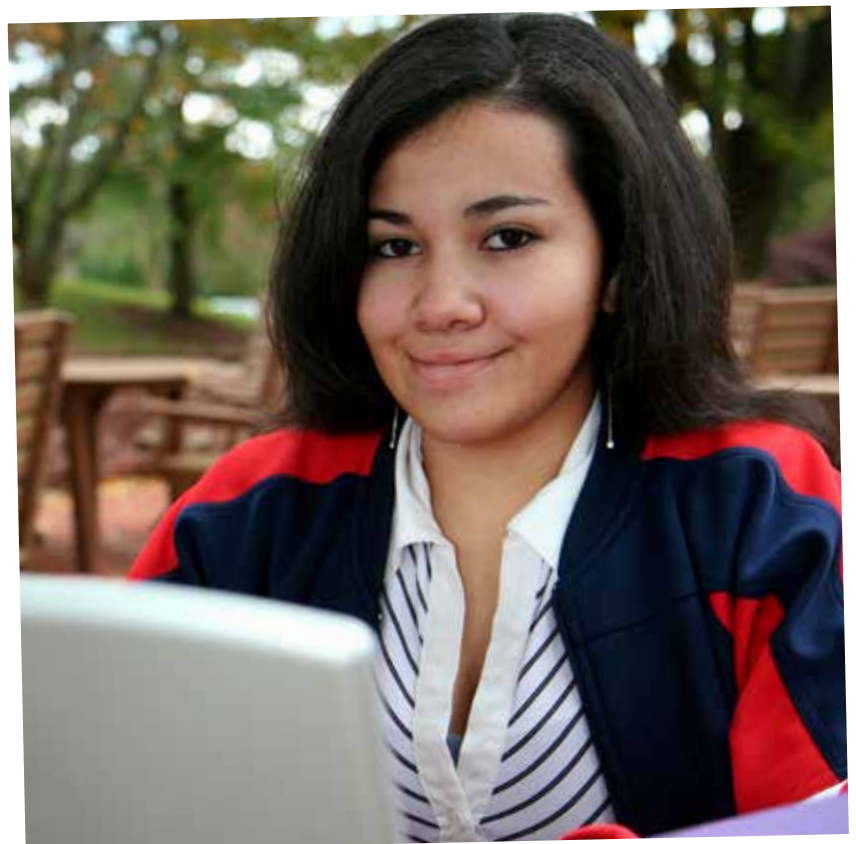
<sup>4</sup> Hackney Council: Improving Outcomes for Young Black Men. Accessed at <https://hackney.gov.uk/article/4262/Improving-outcomes-for-young-black-men>

procedures that best improve outcomes and reduce the disproportionate impact of serious youth violence on young black men.

## Young Black Women

Young black women experience many of the same risk factors as young black men and are increasingly being targeted by exploitative gangs. Over half of the young people supported through Haringey's Exploitation Panel last year were women and there is evidence that their involvement in gangs and violence is increasing in the Borough. They are often targeted through exploitative sexual relationships and act as knife or drugs carriers for male gang members, although some young women are playing a more active role in criminal activities.

This strategy commits partners to undertaking focused research on the experiences of young Black women and will prioritise the development of interventions targeted at this group, recognising that at heart a similar nexus of needs and vulnerabilities is driving behaviours and responses.



## 3

## Embedding a whole systems approach'

Achieving the five outcomes of this strategy for all our young people requires a collective, consistent and coordinated approach from all of our partners. Our most vulnerable young people experience risk across different domains of their life and problems interrelate and compound one another over time, meaning that effective support needs to address problems in the round. At present, the deep levels of commitment and good practice taking place are not achieving the required level of impact, because we are not yet working together as a system.

Embedding a whole systems approach is challenging and will take time and focus. It requires a significant shift in the way all partners work together. We will need to build trust, take joint decisions, agree common approaches, develop common processes, and test and develop new models of joined-up support. The core building blocks of an effective whole systems approach are set out below, with a summary of initial steps on the journey.

- ➔ A shared vision and strategy for tackling youth violence and reducing reoffending
- ➔ Shared governance and accountability for delivery
- ➔ A partnership where everyone's role is valued and maximised
- ➔ A shared and coordinated approach
- ➔ A skilled and confident workforce, across the whole partnership

### The key partners in Haringey's work to prevent serious youth violence include:

Haringey's communities, families and young people  
 Haringey Council  
 Haringey & Enfield Metropolitan Police Service  
 Youth Court  
 Mayor's Office for Policing and Crime  
 Haringey Primary and Secondary Schools  
 Haringey further education establishments  
 Haringey Education Partnership  
 Haringey Clinical Commissioning Group  
 Barnet Enfield Haringey Mental Health Trust  
 North Middlesex University Hospital Trust  
 Whittington Health  
 Homes for Haringey and Registered Social Landlords  
 Haringey Safer Neighbourhoods Board  
 Voluntary sector organisations across the borough  
 Faith groups  
 Sports organisations  
 Haringey businesses  
 Victim Support  
 Community Rehabilitation Company  
 Drug and alcohol services  
 Sexual health services  
 Arts and culture organisations

The Police, Council, schools, health and housing have crucial roles to play, but much of the work to support and protect our young people, rightly takes place within families, peer groups, social networks, and communities, and will remain below the radar of statutory services.

### 1. A shared vision and strategy for tackling youth violence and reducing reoffending

We need a shared vision and strategy for tackling youth violence, where all parts of the system are working towards common goals; share a common understanding of the root causes of violence and scale of the problem; and are agreed on the approach to achieving lasting impact. This strategy, combined with the separate needs assessment, sets out this shared evidence base, vision, outcomes and approach. A wide range of partners have contributed to the development of this document and have signed up to working together to deliver it. This represents a significant step forward, but is not in itself sufficient to drive the change needed.

#### Priorities:

- ➔ Communication of the strategy to frontline staff across partner organisations, and to our young people, families and communities
- ➔ Raising awareness of the risk and protective factors, and levels of need within the Borough.
- ➔ Develop and deliver our Action Plan.

### 2. Shared governance and accountability for delivery

Delivery of the strategy is dependent on clear accountability and strong, multi-agency governance, and this work will be overseen by and report into each of four statutory and strategic partnership boards, symbolising the approach (safety; wellbeing; safeguarding; diversion) being taken to responding to the issues of serious youth violence: the Community Safety Partnership (co-chaired by the Lead Member for Communities and the Borough Commander), the Health and Wellbeing Board (chaired by the Lead Member for Adults and Health), the Local Safeguarding Children's Board (chaired independently) and the Youth Justice Board (chaired by the Director of Children's Services).

Any decisions for individual organisations will continue to be made by those individual organisations as there is no delegation of functions to the structure described above. The Director of Children's Services will chair a joint executive board comprising the senior leaders from the Council, the Metropolitan Police Service, the NHS, and Haringey schools. The executive group will have overall responsibility for delivering cross-cutting programmes and for periodic review and refresh of the

strategy and action plans, ensuring all aspects of the Strategy continue to be supported in their delivery.

### 3. A partnership where everyone's role is valued and maximised

It is crucial that we are making the best possible use of the resources we have, both human and financial, and that every part of the system is enabled to play its full role.

**For young people and their families**, this means trusting and valuing young people and their families and building up their trust in the system in return. It means empowering them to build up their skills and confidence and recognising that when young people and their families are involved in the design of support, it will be more effective.

#### Priorities:

- ➔ Celebrating Haringey's young people and their achievements
- ➔ Involving young people and their families in the design of activities and support, including within governance and advisory Boards.
- ➔ Building the confidence and skills of parents, including through facilitating and supporting peer support networks
- ➔ Providing better information about the support available, and clearer routes into it.
- ➔ Building levels of trust and confidence in the Police and other statutory services.

**At community-wide level**, this means empowering the wide range of people who come into contact with young people to play a full role in supporting and protecting them, with a particular focus on the most vulnerable. It means creating a movement which recognises Serious Youth Violence as a public health issue and uniting our Borough in celebrating and valuing young people.

#### Priorities:

- ➔ Empowering the community, through raising awareness of serious youth violence and how to protect, and support our young people.
- ➔ More support for faith leaders, sports coaches and the many other community members who are already playing a crucial role in supporting young people, including through making it easier to volunteer.
- ➔ Clearer routes into advice and support when a community member is concerned about a young person
- ➔ Enabling those working in the community to identify and take action to address risk

**For the voluntary sector**, this means recognising and valuing the crucial role of the voluntary sector and including voluntary sector organisations within governance and decision making, and as part of integrated support for young people and families. It means supporting the voluntary sector to build their capacity to deliver, including through increasing resources and making sure that these are targeted and coordinated effectively.

#### **Priorities:**

- ➔ Joint workforce development, to embed a common approach, build skills and connections across the system
- ➔ Maximising funding coming into the local VCS, including through support with funding applications and new funding mechanisms, including Haringey Giving
- ➔ Better coordination of VCS activity, including matching up providers with organisations who have free space
- ➔ Greater involvement of the VCS within governance and decision-making
- ➔ Greater role for VCS in playing key worker roles and as part of integrated packages of support for young people and families, including through Early Help

#### **For core delivery partners**

Whilst partnerships across statutory partners are already strong, there is more to be done to make sure that Drug and Alcohol, Mental Health, Sexual Health, A&E, GPs, sports and arts organisations and others are playing a full part in identifying risk factors, taking advantage of opportunities to engage young people in support, and intervening in the most effective ways for this cohort. Relationships between universal and specialist services, and community-based support need to be strengthened, and a common approach taken.

#### **External partners**

We must also work closely with our neighbouring Boroughs; in particular Enfield, with whom Haringey shares a Metropolitan Police Borough Command Unit (BCU). Without joint working, there is the risk that enforcement approaches just push criminal activity across borders. The BCU, the use of North Middlesex Hospital by Haringey residents, and the travel of young people between Boroughs to attend schools and the College of Haringey, Enfield, and North East London (CONEL), and the cross-border work of voluntary organisations including the Godwin Lawson Foundation, Selby Trust and the Tottenham Hotspur Foundation all underline the importance of strong partnership working.

We also need to work constructively with our London

partners, notably the Mayor of London, the Mayor's Office for Policing and Crime (MOPAC), MOPAC's new Violence Reduction Unit, and London Councils. Haringey is fortunate to have been the recipient of the largest grant from the Mayor's Young Londoners Fund, enabling the borough to deliver Haringey Community Gold. We have also benefitted from London Councils' activity in sharing innovation and best practice among London boroughs. These examples highlight the importance of Haringey's strategic relationships with pan-London partners, with whom we will continue to work collaboratively.

#### **4. A shared and coordinated approach**

In order to work together most effectively, we will take a common approach when supporting young people and their families. We will develop and embed a common practice approach, with involvement from a wide range of partners, communities, young people and families, based on the following principles:

- ➔ **A strengths-based, relationships-based and trauma-informed approach**, focused on building on strengths, at all levels of risk.
- ➔ **Engagement of young people and their families in the design of support packages**
- ➔ **Intervening as soon as issues are identified and sustaining support for as long as it is needed**, with smooth transitions as levels of risk change, and as the young person moves into adulthood.
- ➔ **Addressing problems in the round - taking a joined-up, whole family approach**
- ➔ **Making best use of moments of opportunity, to engage young people and their families**, providing support back on to a positive pathway even for the most prolific offenders.

Young people need different types of support according to their age, range of risk and protective factors, and level of risk. The Strategy includes an age range up to 25, recognising that the transition to adulthood is not complete at the age of 18. This will require a nuanced approach to safeguarding which recognises the different approaches already in place for children and young people, and for adults. As a system, we need to work to avoid 'cliff edges', or abrupt changes in approach and support levels as a young person reaches certain ages or levels of risk.

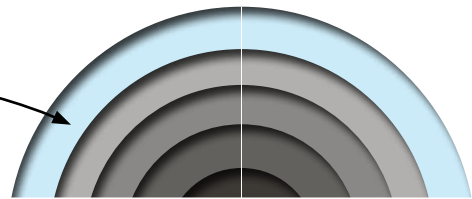
The typology below sets out an overview of the approach at different levels. In a fully integrated system, young people's support can be intensified, amended or stepped back as the individual moves between different layers of the circle, and in response to changes or specific incidents, with minimal disruption.

**Layer 1: Protected**

Young people are supported to achieve the outcomes set out in this strategy, primarily by excellent universal services; strong families and communities; safe, attractive places; affordable, quality housing; and a thriving economy. Excellent universal services including children’s centres and early years education, schools, healthcare, youth provision, and the police, are key partners.

**LAYER 1: PROTECTED**

Protective factors



**STRONG COMMUNITIES**

- ➔ Low levels of crime and ASB
- ➔ Intolerance of violence
- ➔ Availability of meaningful developmental activities
- ➔ Safe spaces to spend time
- ➔ Visible positive role models.

**STRONG FAMILIES AND RELATIONSHIPS**

- ➔ Family stability
- ➔ Connectedness to family or trusted adults
- ➔ Ability to discuss problems with parents
- ➔ High parental expectations for school performance
- ➔ Shared activities with family
- ➔ Consistent presence of parent(s)
- ➔ Frequent social activity
- ➔ Family use of constructive problem-solving strategies
- ➔ Strong relationships with non-deviant peers

**POSITIVE MENTAL HEALTH**

- ➔ Healthy relationships
- ➔ Developed social skills
- ➔ Frequent social activity
- ➔ Stable home environment

**HIGH ACHIEVEMENT AND OPPORTUNITY**

- ➔ Early language and communication skills
- ➔ Commitment to school
- ➔ High parental expectations for school performance
- ➔ High quality schooling
- ➔ Visible role models
- ➔ Economic opportunity in the local area

**Approach:** Haringey’s new Borough Plan sets out our approach to strengthen these foundations, which enable our young people to succeed. In particular, the Borough Plan sets out our ambition to ensure:

- ➔ The first few years of every child’s life will give them the long-term foundations to thrive
- ➔ All children across the borough will be happy and

healthy as they grow up, feeling safe and secure in their family, networks and communities

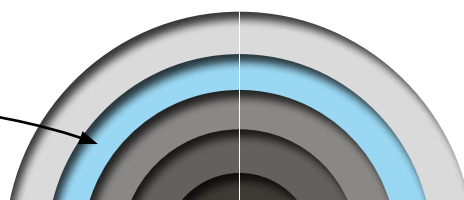
- ➔ Every young person, whatever their background, has a pathway to success for the future
- ➔ All residents will be able to live free from the fear of harm
- ➔ Strong communities where people look out for and care for one another



## Layer 2: Early Risk

The second layer of the circle sets out the range of early risk factors that start to put young people at increased risk. The vast majority of young people who experience risk in one or more areas of their lives do not become involved in violence, but it is important to identify and address these risks as early as possible in order to support all of our young people to thrive.

### LAYER 2: EARLY RISK



#### COMMUNITY

Communities with multiple deprivations; little infrastructure for community activities or youth services; and in which residents experience crime, anti-social behaviour, and interactions with the state that lower trust in civic institutions.

#### FAMILY AND RELATIONSHIPS

Family environments in which young people experience early trauma, instability, or in which parents have difficulties parenting due to their own needs such as poor housing, mental and physical health issues, domestic violence, and debt. Young people at this level of risk may have difficulty forming strong or healthy peer relationships.

#### MENTAL HEALTH

Periodic mild mental health conditions, such as stress, anxiety, low-mood; most likely caused by poverty, unstable home environments, bullying, low self-esteem and/or difficulty forming relationships

#### EDUCATION

Low school readiness in terms of skills and/or behaviour including poor communication and language skills, followed by negative experiences at school and compounded by curtailed potential to achieve

**Approach:** As a system we need to identify when young people are placed at early risk by their community and social environments, their experiences of learning or by mental health and relationship difficulties. All partners need to intervene as early as possible to address these issues in order to mitigate their impact and duration, and to build up the protective factors which will support young people to thrive. Early identification of risk is needed from the very earliest stages of life, and throughout the life course, so that emerging risk factors in adolescents and teenagers are recognised and addressed. Much of this early intervention rightly takes place informally within families and communities, and

so a key aspect of this strategy is addressing early risk by empowering families and communities to support young people to stay on a positive path.

It is also crucial that a wide range of frontline professionals, including teachers, housing officers, health workers, and voluntary sector practitioners, are able to identify and act to mitigate early risk. Everyone who works with and interacts with young people should understand the risk and protective factors for youth violence and play a part in supporting young people to thrive.

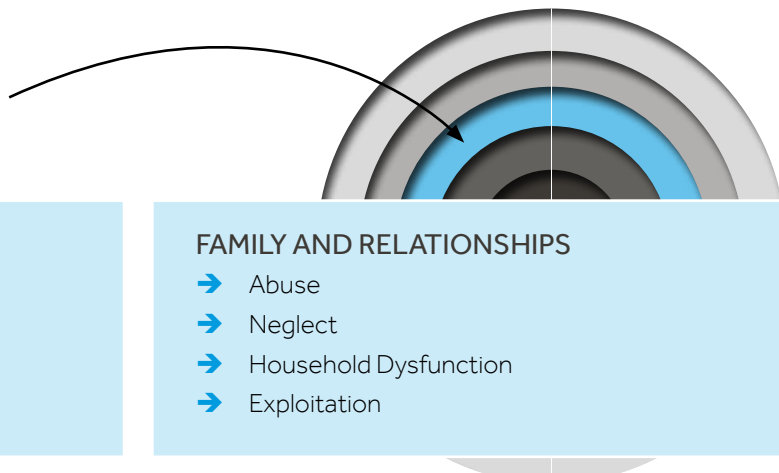
## Layer 3: Accumulating Risk

The risk of a young person being involved in SYV increases as they experience a higher number of risk factors, at a higher level of severity, or for prolonged periods. Young people at this level of risk are likely to have experienced a range of adverse childhood experiences (ACEs). When a young person has ACEs across the four domains set out in our model, risk escalates as issues within one domain impact on experiences and outcomes within another. In particular,

issues within the family, peer group, and/or community tend to have impacts on the child or young person's mental health and school experiences, attainment and aspirations. For instance, neglect jeopardises mental health, affects school performance and makes young people more vulnerable to exploitation and involvement in risky behaviours. Deprived communities with few positive role models and high levels of crime can influence aspirations. Most crucially, when young people experience trauma through violence in their home, school, or community, they become more likely to use violence themselves.

### LAYER 3: ACCUMULATING RISK

Risk factors



**COMMUNITY**

- ➔ Exposure to violent crime
- ➔ Exposure to gang activity
- ➔ Victim of violence

**FAMILY AND RELATIONSHIPS**

- ➔ Abuse
- ➔ Neglect
- ➔ Household Dysfunction
- ➔ Exploitation

**MENTAL HEALTH**

- ➔ Adverse childhood experiences
- ➔ Household dysfunction
- ➔ Exposure to violent crime

**EDUCATION**

- ➔ Low educational attainment
- ➔ Fixed-term exclusion
- ➔ Poor economic prospects

Particular life experiences and transition points can cause risk levels to rise rapidly, and unstable home environments tend to escalate risk over time. These include changes in family circumstances such as loss of a parent or primary care giver, becoming homeless or moving into temporary accommodation, transitioning to a new school, including from primary to secondary school, being subject to fixed term or permanent exclusion, and experiencing violence and trauma. If we are to prevent young people's levels of risk increasing we need to understand and respond to these trigger events.

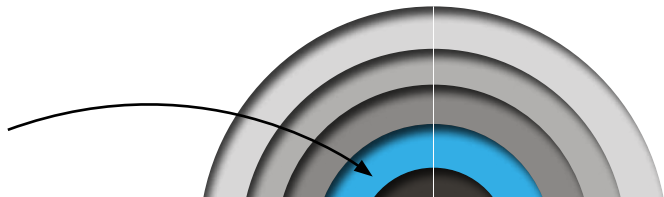
**Approach:** At this stage, the young person and their family need joined-up, tailored, and sustained support, which holds risk, builds protective factors and pushes them back to the outer layers of the circle. For young children, a whole family approach is needed, and engagement to support issues within the family and wider networks, should continue into the later teenage years, wherever possible. The whole partnership, needs to work together in a coordinated approach to provide a targeted and coherent offer of support, with a flexible approach to enable a wide range of people to play a key worker role.

## Layer 4: Risky Behaviour

At this level of risk, the young person may start to externalise the impact of the risk factors they have experienced through risky behaviours and may be characterised as 'out of control'. These young people are often on the periphery of involvement in criminal activity and are very vulnerable to exploitation. These young people often start to disengage, or become excluded from their family, support network, school, and/or community environments, becoming either aggressive or withdrawn. A young person may exhibit these behaviours from a young age, although risky behaviours most commonly emerge as a child reaches early adolescence.

It should be noted that many young people will not respond to risk and trauma through defiant and challenging behaviour. Others internalise their problems, with trauma manifesting, for example, through serious mental health problems, including eating disorders and self-harm. These young people also need focused support.

### LAYER 4: RISKY BEHAVIOUR



#### COMMUNITY

Exposure to the drug trade or gang activity, resulting in behaviour that is harmful to the community, such as ASB, and criminal activity such as drug dealing. This is aggravated by adult exploitation and criminal networks as well as negative relationships with institutions

#### FAMILY AND RELATIONSHIPS

Breakdown in relationships with adults, potentially leading to periods of missing or homelessness, becoming a victim of exploitation, and association with peers affiliated with violent behaviour and substance use. Family environments may feature negative or abusive relationships or loss of parental control.

#### MENTAL HEALTH

Experience of more serious mental health issues, caused or exacerbated by trauma or substance misuse. The young person's behaviour may become violent or self-destructive.

#### EDUCATION

Low school readiness in terms of skills and/or behaviour including poor communication and language skills, followed by negative experiences at school and compounded by curtailed potential to achieve

**Approach:** The approach at this stage is to focus on finding opportunities to engage young people, providing intensive, tailored, and sustained support to deal with underlying risk factors and trauma, and offering routes to improve their life chances. This involves making better use of moments of opportunity, such as coming to the attention of police for the first time, getting a fixed term exclusion or a confrontation with a parent and helping to empower peers, family members and other trusted adults to support the young person to re-engage in family life, education and positive activities and relationships.

Young people are likely to need intensive and/or specialist support, particularly to deal with mental health, trauma and behavioural issues:

- ➔ Within their community, this means swift and early action to direct the young person into positive activities away from drug dealing, knife carrying, gangs and crime; and above all to keep them from entering the criminal justice system.
- ➔ Within families, this may mean support for parents to rebuild strong caring relationships, help them manage difficult and challenging behaviour, maintain boundaries, prevent relationship breakdown and keep the young person at home.
- ➔ For looked-after children, or young people on the edge of homelessness and the care system, this means ensuring that an intensive package of support is in place that supports swift reunification with the home or family network where safe and appropriate.

- ➔ Within education, this is likely to involve action to avoid or reduce the chances of exclusion from school and to engage young people in education and/or training.
- ➔ In terms of mental health and behaviour, this may involve support to deal with trauma and its manifestation in frequent conflict, depression,

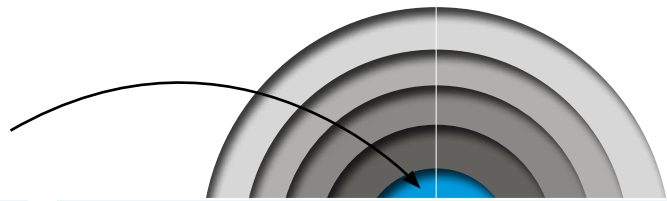
anxiety, substance use or sexually risky behaviours.

A dual approach of support and enforcement is necessary at this level of risk. We advocate an approach that deals with risky behaviour in a non-punitive way, for as long as the balance of risk allows us to do so, and will look for new and creative ways to keep young people out of the centre of the circle.

## Layer 5: Involvement in Serious Youth Violence

At this layer the young person is directly involved in criminal activity, often through exploitation, which leads them into serious youth violence, whether as victim, perpetrator, or both. This layer is characterised by exclusion from mainstream society: the young person may be homeless, out of school, gang-affiliated, and known to the youth justice system.

### LAYER 5: INVOLVEMENT IN SERIOUS YOUTH VIOLENCE



#### COMMUNITY

Exclusion from mainstream society, entrenchment in gangs with lifestyles characterised by weapon possession, experience of violence as a victim or perpetrator, and involvement in organised criminal activity controlled by adults.

#### FAMILY AND RELATIONSHIPS

Isolation from trusted adults and exclusion from the home, with peer relationships characterised by exploitation and/or violence within a context of gang affiliation

#### MENTAL HEALTH

Experience of multiple severe traumas, resulting in serious behavioural problems and maladaptive coping mechanisms.

#### EDUCATION

Alternative provision may not offer a genuine alternative that supports young people back to mainstream education. Employment and training opportunities are not available or don't appear attainable.

**Approach:** At this stage, young people have crossed a threshold and enforcement becomes necessary, alongside a continued focus on support back to a positive pathway. These young people are often known to one or more of the agencies below, and we will work to strengthen and better align the support offered through these key partners:

- ➔ Alternative Provision
- ➔ The Young People's Supported Housing Pathway
- ➔ Children's Social Care
- ➔ Youth Justice Service
- ➔ The Integrated Gangs Unit
- ➔ The Haringey Exploitation Panel, comprising

representatives of the above services, as well as other partners

We will work with partners across all of these services to drive a consistent approach to working with young people who have been involved in serious youth violence, emphasising our ambition to deliver rapid response support to victims and re-integrate young offenders wherever possible, and drawing on contextual safeguarding practice. This will involve working across children's and adults' services and adopting an approach that is conscious that the transition to adulthood should not be a cliff-edge in terms of the treatment of an individual. We will adopt a parallel approach through our Community Safety Strategy, to enforce against the criminal exploitation of young people, using data analytics and intelligence in partnership with the

Police and colleagues in Enfield to target hotspots, identify trends early, and support and participate in investigations and prosecutions.

## 5. A skilled and confident workforce, across the whole partnership

A whole systems approach is underpinned by a skilled and confident workforce, which works together routinely and seamlessly, and where staff from one organisation know and trust their colleagues in other parts of the partnership. We need to broaden our conception of who makes up this workforce, and to include voluntary sector staff, faith leaders, volunteers and community leaders within the support system. The aim is a coordinated movement, based on trust and strong relationships, shared skill sets and a common approach to holding and managing risk.

In addition to taking a common approach, those working with young people at risk need common tools and processes, access to shared information where appropriate, budget flexibility and comprehensive information about the support that can be offered.

### Priorities:

#### → Early Intervention Workforce development

We aim to create a network of 'early intervention workers', including a wide range of individuals who work directly with young people. Some of these will be volunteers, others professionals, some focusing on these issues full time, others as a small part of their day job, or in their own time. Most will be working outside of statutory frameworks and processes, with young people at lower levels of risk. They will have varied skill sets, and will work with young people in different ways and at different levels of intensity. The Council and partners will bring this workforce together, empowering and equipping them to provide more effective support. We will design and deliver joint workforce development for practitioners working with young people in the public, voluntary and community sectors. The objectives of this development programme will be to build skills and capacity; embed a common approach; and build connections, fostering a more joined-up and comprehensive system of support.

#### → Strengthening joined up, sustained support for young people and families

We will extend existing multi-agency support models, learning from good practice within Early Help, the Exploitation Panel, and other areas. These models use a key worker to design and oversee multi-agency support, over a sustained period, to address problems in the round, with a focus on building on strengths, to pull the young person back to lower levels of risk. This approach is needed for individual young people, and should be strengthened and extended for families, including those with older children and teenagers. This approach will involve a wider pool of practitioners working with young people as key workers, rather than developing a new service, or 'professional key worker' roles. These roles require tenacity and flexibility; and individuals will need training, resources and ongoing support and advice to take on a greater role in coordinating holistic support.

#### → Tools to support effective partnership working

The workforce will require new tools to equip them to work together more easily and efficiently. In particular, the wide range of potential support on offer could be communicated and publicised more effectively, especially as this increases. In addition, assessment processes, outcomes frameworks, support plans, referral processes and management of risk, need to better align, with common tools and processes wherever possible. We need to get better at sharing information, whilst retaining regard for data protection and confidentiality. A more flexible use of budgets across organisations, to achieve a wider set of outcomes, is also a key enabler.

# Achieving the five outcomes



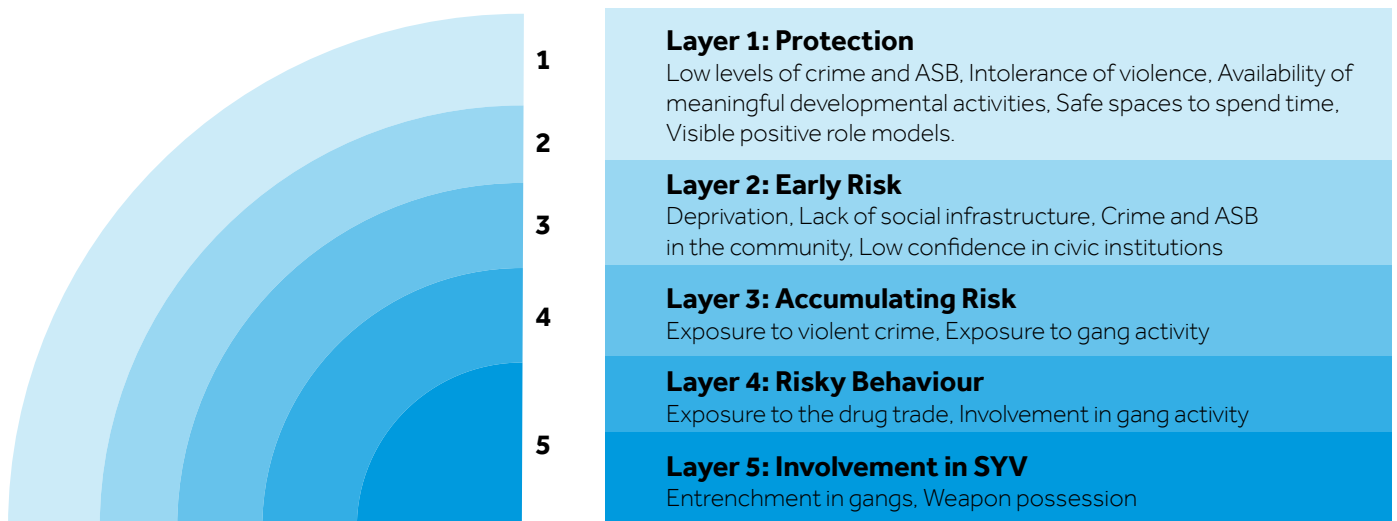
This section sets out our strategic priorities for achieving the five outcomes of this strategy, focusing on the next four years, 2019-23. It summarises the risk and protective factors for each of the five outcomes, at increasing levels of risk, and provides an overview of our current approach. More detail on delivery of the identified priorities is set out in the accompanying Action Plan, and more detail on the risk and protective factors and their prevalence, is set out in the accompanying Evidence Base.

→ Across all our delivery for this Strategy, we will take a common approach, based on the following principles:

- A strengths-based, relationships-based and trauma-informed approach, for young people at all levels of risk
- Engagement of young people and their families in the design of support packages
- Intervening as soon as issues are identified and sustaining support for as long as it is needed
- Addressing problems in the round, taking a joined-up, whole family approach
- Making best use of moments of opportunity, to engage young people and their families in support

## Outcome 1: Strong Communities

**Outcome: Safe communities with positive things for young people to do, where there are strong role models and trust in institutions**



## PRIORITIES FOR ACTION

### Youth Provision

This strategy commits to developing a stronger more co-ordinated universal youth offer, alongside provision targeted at specific locations, times and groups of young people, including those most at risk, girls and for particular communities such as the Somali community. We know that incident of serious youth violence tend to occur between 3-6pm, and so safe spaces for young people to go after school is a priority. We also need more activities in the school holidays, particularly in the long summer break, in order to prevent at-risk young people from being drawn into risky or criminal behaviour. Wood Green is particularly lacking in youth provision and is therefore the initial focus for additional youth space. We will also focus on provision in major social housing estates, including those in North Tottenham and Broadwater Farm, building on existing good practice in Bruce Grove and Project 2020 in Northumberland Park.

### Strong Role Models

Haringey's communities are strengthened by individuals who act as positive role models for our young people. Positive relationships with adults can help young people to cope with setbacks, raise aspirations and build confidence. Faith leaders, sports coaches, teachers, volunteers, and neighbours enrich the lives of Haringey's young people, and help keep them safe. We will support and extend the network of mentors and role models in the Borough, with a focus on those communities most at risk.

### Building trust in Institutions

Building greater trust in the Police, the Council and the education system is fundamental to the success of this strategy. We recognise that building trust is challenging and will take time.

Haringey can be proud of its strong, connected, and cohesive communities. Haringey's Residents Survey 2018 found that over 90% of Haringey residents agree that people from different backgrounds get on well in their local area, compared to 81% of people across the country<sup>5</sup>. There is particularly strong cohesion between different ethnic and religious communities, neighbours tend to interact more frequently than the national level, and levels of volunteering are relatively high. Haringey is home to active faith communities and a vast number of voluntary sector groups who all help make our communities stronger, more resilient, and safer. Communities provide activities from sports and performing arts at the universal level, to conflict mediation and weapon sweeps at the hard end. Young people are able to grow up free from experience of violence in the vast majority of Haringey, with visible positive role models from walks of life including sport, faith, education, business, and community activism.

### However, we know that communities can also expose young people to risk:

- Only 49% of residents in North Tottenham feel safe outside at night in their local area, compared to the Haringey average of 69%.
- While the Council's recent Ofsted report rightly highlighted Bruce Grove Youth Space as "excellent provision for young people in Haringey [that] offers a wide range of effective universal and targeted support, facilitated by highly motivated and skilled workers", there is a lack of youth provision across the Borough, as highlighted through the Godwin Lawson research and our wider engagement with young people.
- East and North Haringey have some of the lowest confidence levels in policing in London.
- A lack of economic opportunity and positive role models within some communities were highlighted through engagement.

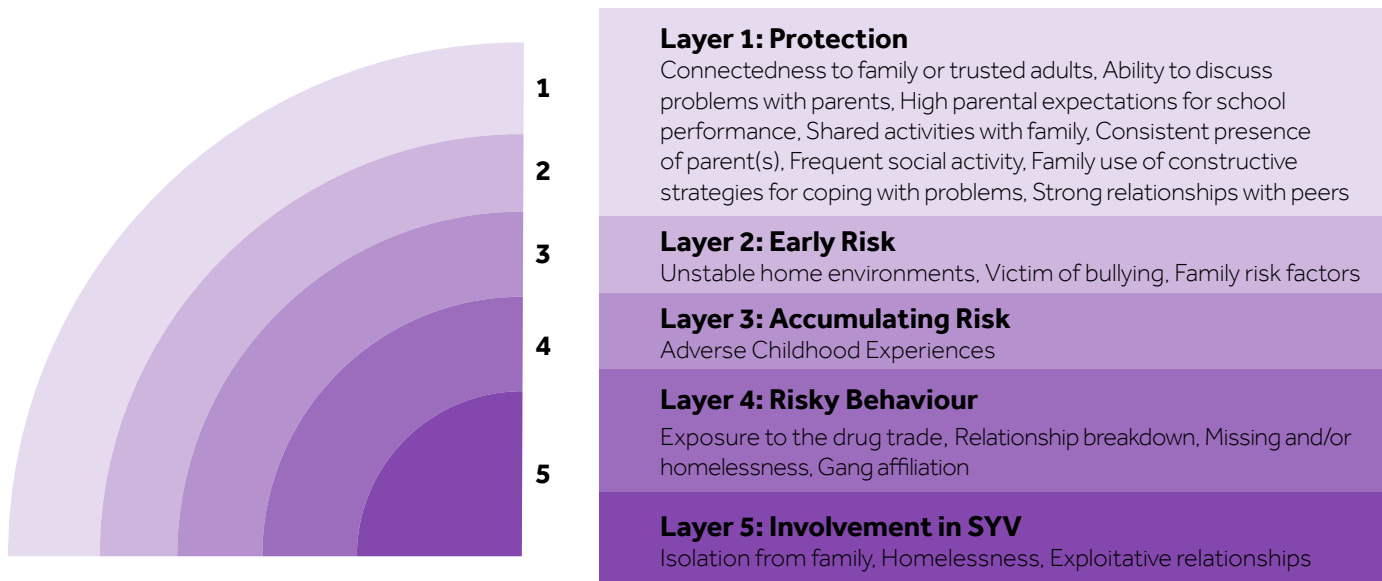
***'There used to be youth workers on the basketball courts, engaging and supporting young people. Where they've gone, their places are taken by gang members who are there to lead them on to a very different path.'***

Hesketh Benoit, Haringey Sports Benefit

<sup>5</sup> Haringey Council (2018) 'Haringey Residents Survey' (Accessed at <https://www.haringey.gov.uk/local-democracy/have-your-say-haringey/residents-survey/>)

## Outcome 2: Strong Families and Healthy Relationships

**Outcome: Positive family environments, low levels of family stress, good parenting, and young people able to develop strong, healthy relationships with peers and trusted adults**



Strong families and healthy relationships are the best defence against young people becoming involved in violence. For looked-after children, holistic support from dedicated adults is vital to keep young people safe.

Most children in Haringey grow up in healthy, positive environments that enable them to succeed in life. However, raising children can be tough, especially for those in Haringey who are facing challenges. Difficult, unstable and stressful home environments are key risk factors for involvement in violence and other poor life outcomes. ACEs, which include abuse (physical, emotional, and sexual), neglect (physical and emotional), and household dysfunction (parental mental illness, domestic violence, parental separation, parental incarceration, and parental substance use) characterise the childhoods of the vast majority of our young offenders. Family risk factors are often, but far from always, interlinked with poverty. Young people experiencing family-level risk factors are also most likely to live in neighbourhoods which have the most community-level risk factors.

- ➔ In 2017/18 Haringey had the second highest rate of domestic violence of all London boroughs (46.9 per 10,000 residents), and the fourth largest number of incidents (1,018).
- ➔ 30% of the most prolific young offenders' parents had issues with drugs and alcohol.
- ➔ The Council provides temporary accommodation to over 3,100 households, a disproportionately high number of whom are households with lone parents, young children, and from BAME communities.

Whilst numbers are reducing, high numbers of children in the Borough have experienced homelessness and temporary accommodation in their lives.

- ➔ Census data indicates that 53% of all Black households with dependent children are lone parent households. Our engagement has identified that these households may feature lower levels of parental supervision, and that this can, in turn, place young people at a higher level of risk.
- ➔ In 2017/18, 480 16-24 year-olds received housing and/or homelessness support in Haringey, following separation from their families. The Home Office's 2018 Serious Violence Strategy states that experiences of homelessness are a marker for being at higher risk of becoming a victim or offender.

The results of our Health-Related Behaviour Survey indicate that most young people are able to talk to their parents about difficult topics. However, parents of older children are asking for help to deal with challenging behaviour, stress and trauma and for more information about the risks posed by gangs, drugs and exploitation.

Public and voluntary services across Haringey are working to support families and help ensure young people are able to form strong and healthy relationships with their peers. Children's Centres and the most effective schools act as hubs for wider support for families. The Council's Early Help service supports families experiencing difficulties to resolve their issues and become more resilient, and there is a strong



partnership approach to reducing and preventing neglect and abuse through the Local Safeguarding Children Board. There is excellent support for families experiencing domestic violence and abuse, including through the Hearthstone programme, the borough's independent domestic violence advocacy service, and advocates in North Middlesex Hospital.

## PRIORITIES FOR ACTION

### Support for Parents

A key gap in current support is for parents of older children and young people. Universal and more targeted support and advice is needed to help parents identify and address risk and to resolve problems and family conflict. We will facilitate peer support groups for parents to share challenges and support each other. More targeted support programmes will focus on enabling parents to have more positive interactions with their children, to build their resilience, set appropriate boundaries.

### Early Help

Early Help promotes prevention and earlier intervention aimed at achieving better outcomes for children and young people, who are vulnerable either through their circumstances or the communities in which they live, with a focus on the whole family's needs. It is a coordinated response to multiple needs that require a multi-disciplinary team around the family.

Our vision is for a coordinated Early Help offer in which every part of the partnership sees itself and that seeks to deliver integrated interventions at the earliest possible opportunity. We will focus on harnessing opportunities to work alongside partners, implementing a collective approach across the wide range of services. We will seek to learn from good practice elsewhere and develop our offer in partnership in order to address priority issues in Haringey.

### Addressing Family Risk

We will improve support to address the key family risk factors, including domestic violence, parental substance misuse and parental conflict, seeking additional funding and taking steps to improve the targeting and effectiveness of interventions.

### Youth Homelessness

We will implement a new approach to youth homelessness, which places greater emphasis on

supporting young people to resolve family conflict and improve relationships, and which provides a larger number of modern, shared-house style housing units for those young people who cannot remain at home. This will include female-only accommodation, which recognises the particular needs of young homeless women and girls.

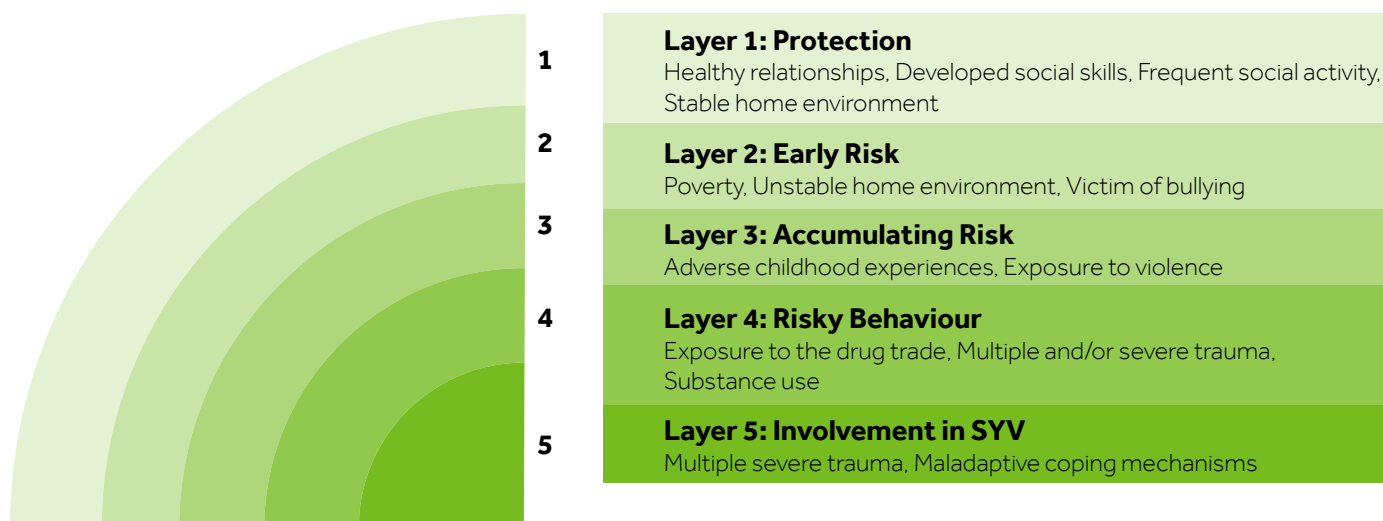
### Peer Relationships

As a young person becomes older, the influence of family lessens and the influence of peers becomes more important. Our analysis in the previous sections demonstrates that negative peer relationships are a strong risk factor for involvement in SYV. Association with young people who are themselves involved in violence or risky behaviour can be instrumental in drawing young people into similar patterns of behaviour, while exploitation and grooming by adults severely heighten risk. Conversely, the ability to develop healthy relationships is an important protective factor against involvement in youth violence. We will build on good practice and work with partners in schools and the voluntary sector in particular to help ensure our young people are able to develop healthy friendships and relationships.



## Outcome 3: Positive Mental Health and Wellbeing

**Outcome: Confident, happy and resilient young people who are able to cope with negative experiences, setbacks, and stress**



We are committed to enabling a mentally healthy society where mental distress and illness can be raised and supported without stigma, at any age; where the impacts of mental health and wellbeing are taken as seriously as those of physical health; and where we have a collective understanding of what good mental health looks like.

We know that young people face particular challenges in terms of their mental health. Some of these, such as coming to terms with identity, are inherent in growing up. However, peer pressure, bullying and stress are being exacerbated by social media and the pressures of the complex society in which young people are becoming adults. Many young people will have had ACEs which may have affected their emotional development and their trust in those around them, and some will be affected by negative cultural perceptions of mental health issues. Support for youth people's mental health needs to take account of and address the whole range of these experiences to effectively build their wellbeing.

A significant number of young people in Haringey are made vulnerable to involvement in serious youth violence due to poor mental wellbeing and associated behaviours such as substance use, risky sexual behaviours and inability to deal with conflict. Sometimes, children have needs which have not been identified and supported in a timely fashion – most typically around those on the Autism Spectrum (ASD) or experiencing Attention Deficit Hyperactivity (ADD).

➔ Two-thirds of Year 8 and 10 pupils report that they are generally satisfied with their lives, whilst one third are not. Only a third report having high self-esteem.

- ➔ Approximately one in ten young people has a diagnosable mental health condition
- ➔ A quarter of primary pupils and 13% of secondary school pupils report having been bullied in the last year
- ➔ 19% of secondary pupils know someone who takes drugs, 14% have been offered cannabis, and 3% have been offered cocaine. Use of drugs among young people is relatively high compared to London averages.

A wide range of services that help keep our young people mentally well are already in place in Haringey. These range from universal services such as a strong education system to more specialised services such as a range of targeted mental health provision including NHS Choices and CAMHS to approaches for vulnerable young people such as Project Future. There are also examples of local innovation. For example, Haringey Youth Team are delivering the innovative More Than Mentors peer-mentoring project in partnership with Community Links from East London to help build resilience in young people, with older adolescents supporting their younger vulnerable peers. Funding through the CAMHS Trailblazer will build on existing approaches in schools to reach out to children and young people where they sit on a daily basis as well as reducing waiting times for specialist support. In order to reduce the fragmentation in our system and to provide better and more timely access to all children, young people and families to the help they may need, partners are committed to developing and embedding the Thrive approach in Haringey.

## PRIORITIES FOR ACTION

### Developing and Embedding the THRIVE approach

Good mental health and wellbeing cannot be delivered by a single agency, however strong their clinical practice – but depends on how wider society, as well as more localised communities, see mental illness. We want to encourage a borough where mental illness can be raised and supported without stigma, at any age.. This will mean that coming forward for support around anxiety and depression is not seen as a sign of weakness, but as a sign of a healthy approach to life. From this Strategy alone, there are no illusions that life is straightforward – we all need support at various points and support which we feel speaks to our particular circumstances and needs.

We also know that we need to improve our transitions pathways for children and young people into adult mental health services, where these may be needed for the longer term. This may involve rethinking the age bandings used to determine where young people go for help. And we need to focus on ensuring that the Thrive approach can span ages and enable access to the right support.

We are at the early stages of developing the Thrive model in Haringey but are committed to embedding its approach across four key areas, with the child, young person and family at the centre:

### Getting advice: Signposting; self-management; one off support

Ensuring that children, young people and families know what is available, can access evidence based self help and support and feel confident in knowing their way around what is there to help. Community and faith organisations can play a key role here in providing non-stigmatising information and support.

### Getting help: Goals focused, evidence informed and outcomes focused interventions

Where needs have been identified, ensure that there is timely access to the right support – and that children, young people and families feel confident in this support. The CAMHS Trailblazer will test the extent to which this could be offered through schools and community based networks in Haringey.

### Getting more help: extensive treatment

Sometimes, children and young people need more specialist help which may only be delivered by qualified and trained clinicians – we need to reduce the waiting times for this treatment (including for young people with ASD and ADD) and to make sure that whilst waiting for more help children and young people are supported effectively. Where young people continue to need support into adulthood, we need to strengthen pathways for transition.

### Getting risk support: risk management and crisis response

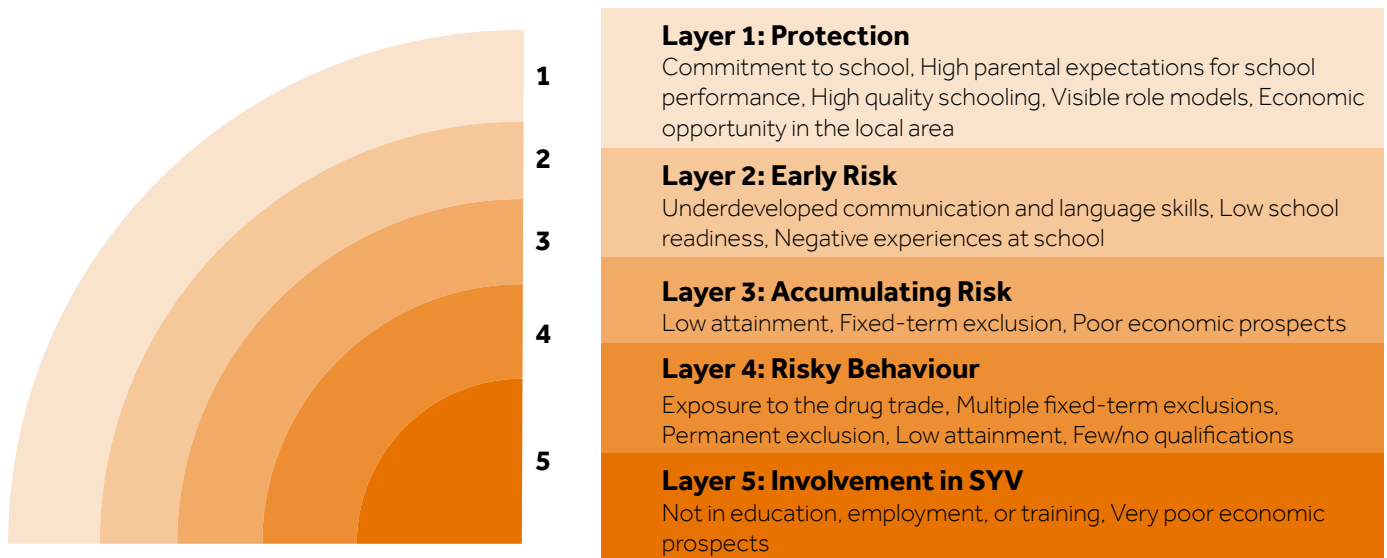
In a crisis, we need to have clear and direct support for children, young people and their families. When young people become very unwell, we need to support parents and families through a very challenging time and to build their resilience to address long term mental health.

The approach is not reserved for those currently identified as CAMHS practitioners, or specialists in mental health. In the Thrive model, children, young people and families are central to the work – as are people involved in community activities, neighbours, school based staff and specialist clinicians – recognising that it is in part the effective access and in part the effective intervention which contribute to an effective outcome.

Our work to build young people's resilience, to develop trauma informed practice and to extend our network of provision in schools all forms part of the Thrive approach.

## Outcome 4: Attainment and Opportunity

**Outcome: Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there**



A focus on enabling all children and young people to achieve their potential, with educational attainment, engagement levels in school, aspirations and economic opportunities all high, will help to keep young people away from risky or violent lifestyles. These protective factors speak to some of Haringey's major strengths. Over 95% of schools in Haringey have a 'Good' or 'Outstanding' rating from Ofsted. Haringey pupils have the best progress nationally from Key Stage 2 to GCSE and Haringey's average Progress 8 score, which aims to capture the progress a pupil makes from the end of primary school to the end of secondary school, is above the London and national averages. Moreover, the overwhelming majority of young people we spoke to in the course of developing this strategy had positive aspirations for the future, whether progressing into higher education, securing high-quality employment, or working to improve their communities.

However, we know that there are persistent issues with some groups of pupils not achieving their potential and that early risk factors, such as poor speech and language development and late diagnosis and support of Special Educational Needs and Disabilities (SEND), have far reaching impacts.

- ➔ Boys (69%) and pupils with free school meal status (69%) are less likely to reach a good level of development at the end of reception, compared to the Haringey average (74%).
- ➔ Black boys have the lowest attainment of all ethnic and gender groups (in 2015/16 52.3% achieved

A\*-C in English and Maths, compared to 61.3% of all pupils across London).

- ➔ In 2016/17, 74% of Haringey Secondary school pupils with fixed period exclusions were boys. Black pupils are significantly more likely to be excluded than their peers, at 19% compared to 5% for White British pupils in Haringey. Data on pupils attending alternative provisions indicates that pupils with SEND or a social, emotional or mental health need are more likely to be excluded than their peers.
- ➔ Nationally, over 70% of young offenders who have been sentenced for knife-related offences have received at least one fixed-term exclusion
- ➔ Haringey has high numbers of NEETs, compared to other Boroughs and larger proportions of Mixed Race (10.7%), Black (7.9%) and Asian (5.6%) 16-17 year olds are NEET compared to the London averages (8.4%, 5.7% and 3.9% respectively).

This strategy will seek to address the root causes of underachievement and the ways in which this can limit young people's aspirations and opportunities in adulthood. It will build on the excellent practice already taking place within our schools, colleges and early years settings, focusing on the priority areas below.

## PRIORITIES FOR ACTION

### Early Learning

Early education has a deep and lasting impact on future outcomes. We will continue to strengthen work to identify and address speech and language issues; to diagnose special educational needs and disabilities (SEND), including Autism Spectrum and Attention Deficit Hyperactivity early; and to improve support within mainstream education.

### Addressing under-achievement in education

BAME children and those on free school meals achieve less well at school than their peers. To address this, we will continue and strengthen work with Haringey Education Partnership and local schools to target activity to raise attainment of BAME pupils, including through identifying and supporting those at risk of under-achievement early, and through improving the relevance of the curriculum to BAME groups.

### Reducing exclusions and improving Alternative Provision

School exclusions are a key contributory factor to involvement in SYV. Preventing exclusions where possible and reducing their impact on individual pupils' life chances is a key component of this strategy. The partnership is committed to tackling the institutional challenges around BAME and SEND disproportionality in exclusions. We know that the transition from primary school to secondary school can be difficult for some pupils, and we will make sure that this transition is as positive as possible. We will review and recommission Alternative Provision where appropriate, in order to improve outcomes for those young people who cannot attend mainstream education.

### Employment

Young people who have been excluded from school or who have been involved in youth violence can find it difficult to find work or progress onto further education. We will prioritise increased support to get young people at risk into meaningful employment and education post 16 and reduce the numbers of NEETs.



## Outcome 5: Reduction in Serious Youth Violence

### Outcome: Young people are protected from exploitation and from experience of serious youth violence

The overarching aim of this strategy is to prevent serious youth violence. The focus on the four outcomes above is key to preventing youth violence in the long term, but we must in parallel take a strong enforcement and disruption approach to stop violence now, by disrupting gangs and associated drug trading and exploitation. Most young people become involved in criminal behaviour through exploitation, and should therefore be treated as victims, alongside enforcement where necessary. Whilst our approach is tough on those involved in criminal behaviour, it retains a focus on opportunities for reintegration and support back on to a positive path.

We have an effective Community Safety Partnership, jointly chaired by the local authority and the Metropolitan Police, which brings together representatives from the criminal justice, health and wellbeing, housing, education, and voluntary sectors to take a solutions-focused approach to community safety issues facing our borough. This strategy is integrated with the forthcoming Haringey Community Safety Strategy, which will set out how partners in Haringey will tackle violent crime with our communities and young people, by focusing on prevention and early intervention, addressing vulnerability, targeting

resources at high crime areas, empowering former offenders and victims to move on, and driving a zero tolerance approach to violence against women and girls.

The actions taken to tackle serious youth violence now, are set out in detail in the North Area Violence Reduction Group's action plan for Haringey and Enfield, co-owned by the North Area Metropolitan Police BCU, Enfield Council, and Haringey Council. The action plan's priorities are fully integrated with those of this strategy, as set out below:

### Diversion from the Criminal Justice System

Our ambition is for fewer young people from Haringey to enter the criminal justice system. The Police, Council and Youth Justice System will work in partnership to develop and test new approaches for young people on the periphery of the criminal justice system and work to maximise all available opportunities to engage and re-engage young people in support.

### Keeping Deadly Weapons off Our Streets

In partnership with Police, schools, retailers, and communities, we will reduce opportunities for violent crime by minimising accessibility and availability of weapons, including through the Responsible Retailers Programme and community weapons sweeps.



## Protecting and Educating Young People

We will take an approach to protecting young people that focuses on early intervention and prevention. This will be rooted in honest, frequent, and consistent engagement between all partner agencies and young people.

## Targeting Organised Criminality

The partnership will enforce against those who jeopardise the safety of our young people with an approach driven by strategic and tactical analysis and based on information sharing between agencies and co-ordinated and targeted use of resources.

## Offering Ways out of Crime

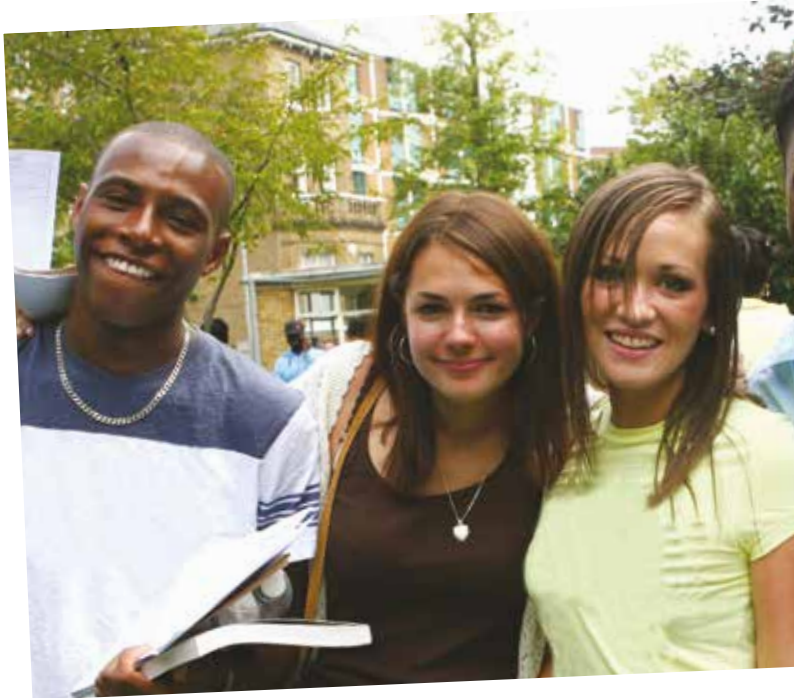
We believe in the importance of offering second chances to those who have already been involved in violence crime, through addressing the factors that led them to become involved, setting their lives back on the right track, and providing opportunities for employment or further education and training. We will work in partnership to reduce the harm caused by serious violence by addressing vulnerability, providing opportunities for young people to access services, and by empowering gang members to exit gangs.

## Standing with Communities, Neighbourhoods, and Families against Knife Crime

As a partnership, we will work with communities to address the problems that cause and result from violence. Extending the use of locality approaches to tackle violence, with a focus on building strong partnerships between the Police and the wider community, we will support and develop street-based approaches to prevent and mediate conflict and strengthen the support offered to young people and communities in the aftermath of violence.

## Supporting Victims of Violent Crime

In alignment with our locality approach, the partnership will deliver support in the community from local teams for victims, ensuring consistent support through the aftermath of incidents and criminal justice system processes. As a partnership, we will also strengthen existing good practice to support young people who have been victims of exploitation, building on the success of the multi-agency Haringey Exploitation Panel by expanding its scope to cross-border issues and re-naming to the Haringey Contextual Safeguarding Panel.



## Conclusion

The Young People at Risk Strategy supports the Haringey Borough Plan and sets out the borough's long-term strategic approach to keeping local young people safe, focusing on achieving outcomes that will reduce young people's vulnerabilities and the risk that they may become involved in serious youth violence. While it provides a framework for a number of initiatives that are either already in place or in development, it does not detail everything we will do as a partnership. The short-term action we will take is captured in the accompanying Action Plan. Delivery of the Young People at Risk Strategy will involve collective action from every organisation involved in working with young people and families in Haringey. We commit to making sure that the voices and views of Haringey's communities and young people inform everything we do, and we commit to galvanising a movement to end serious youth violence in Haringey.

# The wider context



## National

This strategy fully aligns with the approach set out in the Home Office's Serious Violence Strategy, which sets out the national approach to reducing and preventing serious violence and addressing cycles of violence that affect individuals, families, and communities across the country. It sets out an approach based on early intervention and prevention and emphasises the importance of communities and partnerships.

## London

The Mayor of London has brought forward ambitious plans to tackle serious youth violence and its root causes. The Mayor's 2017 Knife Crime Strategy sets out his administration's key areas of focus for taking action against knife crime. The new Violence Reduction Unit is taking forward a London-wide public health approach, supported by the £45m Young Londoners Fund. Haringey Council has been the largest recipient of the Young Londoner's Fund, receiving £1.5m to fund our community-based approach to protecting our young people. Haringey works in partnership with the Mayor's administration in the effort to tackle youth violence, through liaison and joint working with MOPAC and the Metropolitan Police Service.

## Haringey

This strategy is being brought forward immediately after Haringey Council's adoption of its Borough Plan for 2019-23. This document sets out the vision, priorities, and objectives for Haringey over the next four years. Key objectives relate to increasing young people's safety, reducing rates of entry into the youth justice system, and reducing crime. This strategy sets out how the Borough will achieve these objectives, focusing on achieving positive outcomes for our young people.

This strategy also aligns closely with the forthcoming Haringey Community Safety Strategy 2019-23. This outlines how the Community Safety Partnership will make Haringey a safer borough by addressing high priority forms of criminality. This strategy complements the Community Safety Strategy by focusing on young people's safety. Activity to target adult perpetrators, including the adults who criminally exploit children, will be set out in more detail in the Community Safety Strategy.

Both the Borough Plan and the Community Safety Strategy adopt a whole systems approach, setting out how we will work with our partners and our communities.





# Methodology



A wide range of research and evidence gathering has informed the development of this strategy including:

## Engagement with Young People

Through the development of this strategy we have prioritised engagement with young people, parents, communities, and with our partners. The most important piece of activity has been engagement with young people. Council officers have had conversations with dozens of young people in settings across the borough, many of whom have had direct experience of the issues discussed in this strategy, in order to better understand their perspectives on the issues and potential solutions. We found pervasive awareness of gang activity and weapon-enabled crime, high levels of concern for personal safety, and low levels of confidence in civic institutions. However, we also gained insight into the most suitable ways forward and developed a clear sense of young people's priorities.

## Partner Engagement

We have engaged with partners through statutory boards, partnership boards, one-to-one conversations, and through events in October 2018 and February 2019 that brought a diverse array of stakeholders together to discuss the data and evidence on youth safety and look at ways forward. This strategy has been developed in partnership and as a whole systems model, and so collaboration with our partners has been fundamental to its development and will be vital in its delivery.

## Godwin Lawson Foundation Report

In partnership with Bridge Renewal Trust, we commissioned the Godwin Lawson Foundation to conduct a consultation with vulnerable and high-risk young people in Haringey to find out more about their attitudes towards crime and safety issues. The findings are wide-

-ranging and cover perspectives on crime levels, weapon carrying, police, schools, the Council and youth services, and include recommendations for ways forward. These findings provided a starting point for our work to develop Haringey-specific solutions to local issues.

## Needs Assessment

Haringey Council's Public Health team undertook a needs assessment that set out who is most at risk by bringing together datasets relating to a comprehensive range of risk factors including deprivation, school exclusions, GCSE attainment, mental health issues, negative home environments, risky behaviours, and criminal activity. This needs assessment provides baseline figures and confidence in our assessment of the groups of young people and families who are most likely to experience risk overall. It has been tested with and informed by our partners. We will therefore be able to target interventions at those most in need, ensuring the most effective use of limited resources.

## Literature Review

Council officers undertook a review of literature on youth safety and associated issues from sources including academic publications, think tanks, charities, and government agencies and departments. This review was not restricted to UK-based sources, as a significant amount of relevant literature has been published on youth safety and violence reduction around the world, from Bogota to Baltimore. However, we have also drawn learning from research and good practice from our neighbours including Hackney, Camden, Waltham Forest, and Lewisham. The outcome of the literature review is a solid understanding of the causes and consequences of youth violence, prioritisation of the issues that need to be addressed in a collective effort to prevent youth violence, and an evidence base for the effectiveness of interventions to address those issues.

## Acknowledgements

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Bridge Renewal Trust	Project 2020
Bruce Grove Youth Space	Pupils and teachers from Alexandra Park School
Catherine West MP	Pupils and teachers from Dukes Aldridge Academy
David Lammy MP	Pupils and teachers from Fortismere School
Godwin Lawson Foundation	Pupils and teachers from Gladesmore School
Haringey BAME Attainment Steering Group	Pupils and teachers from Heartlands High School
Haringey Citizens	Pupils and teachers from Highgate Wood School
Haringey Clinical Commissioning Group	Pupils and teachers from Highgate Wood School
Haringey Community Safety Partnership	Pupils and teachers from Park View School
Haringey Early Help Partnership Board	Pupils and teachers from the Octagon Pupil Referral Unit
Haringey Education Partnership	Pupils and teachers from The Willows Primary School
Haringey Health and Wellbeing Board	Pupils and teachers from Woodside High School
Haringey Multi-Faith Forum	RISE Projects
Haringey Safer Neighbourhoods Board	Students and staff from the College of North East London (CONEL)
Haringey Youth Justice Partnership Board	
Homes for Haringey	
Hope in Tottenham	
Mayor's Office for Policing and Crime	
North Area Violence Reduction Group	







# Young People at Risk

## ACTION PLAN

### 2019 - 2023

The Young People at Risk Strategy sets out a long-term strategic approach to serious youth violence, with outcomes and priorities for the period 2019-2023. This action plan sets out the actions we will take in the short- and medium-term, with the resources we currently have, to deliver the priorities identified in the Strategy and realise our long term approach. It will drive the long term system change needed to embed a preventative, integrated system of support for young people from 0-25, at all levels of risk.

The Action Plan is a combination of new programmes and initiatives as well as transformation of the existing system and services. It does not, therefore, capture everything we are already doing that we consider business as usual. This Action Plan will be a live and dynamic document, updated regularly to reflect developments and fresh ideas, based on frequent and honest engagement with our communities and our partners. In creating and monitoring this Action Plan, there is a further opportunity to co-ordinate and strengthen existing delivery plans as well as to establish new actions and so to achieve the outcomes in the Strategy.

As a partnership we have secured a significant amount of external funding to support young people. This Action Plan highlights the additional funding being brought in to deliver the outcomes of the Strategy, which will supplement our core funding. It is crucial that we use this funding to develop the long-term sustainability of services, building in resilience and planning for the future.

**Partners, through the strategy, are committed to a common approach, based on the following principles:**

- ➔ A strengths-based, relationship-based, and trauma-informed approach, for young people at all levels of risk
- ➔ Engagement of young people and their families in the design of support packages
- ➔ Intervening as soon as issues are identified and sustaining support for as long as it is needed
- ➔ Addressing problems holistically, taking a joined-up, whole family approach
- ➔ Making best use of moments of opportunity to engage young people and their families

## Headline Interventions

Action	Timing	Resource
<p><b>Haringey Community Gold</b></p> <p>A network of detached and outreach youth work and community programmes will help young people at risk of exclusion fulfil their potential and avoid getting caught up in crime. The projects include employment support, a future leaders programme, mental health support, and a BAME careers service</p>	April 2019 – April 2022	£1.5m (GLA)
<p><b>Improved Mental health in schools - CAMHS Trailblazer</b></p> <p>Haringey Council, the NHS, and the voluntary sector will establish two multidisciplinary mental health support teams that will provide targeted mental health and emotional wellbeing support to pupils from years 6, 7, and 8 in Tottenham schools.</p>	April 2019 – September 2021	£1m (DWP & DHSC)
<p><b>Community Parenting Support</b></p> <p>We will work with the VCS to deliver support to parents of older children, including peer support groups and drop-in support services for parents, located in secondary schools.</p>	April 2019 – July 2020	£388,500 (MHCLG)
<p><b>Wood Green Youth Space</b></p> <p>We will develop a new youth offer in Wood Green to deliver a varied programme of activities catering to diverse interests, co-produced with young people.</p>	2020 onwards	Approx. £100,000 p.a.
<p><b>Summer Programme 2019</b></p> <p>Our 2019 Summer Programme will provide activities for the school holidays targeted at at-risk young people across the borough, with tailored activities targeted at locations with the most at-risk young people and the highest levels of youth crime.</p>	Summer 2019	£100,000p.a.
<p><b>Alternative Provision</b></p> <p>The Council and partners are reviewing both our approach to and offer for alternative provision to ensure it meets the needs of our young people and reintegrates pupils into mainstream education as frequently as possible.</p>	Ongoing from March 2019	N/A
<p><b>Early Intervention Workforce Development</b></p> <p>Joint workforce development for practitioners working with young people across Haringey, building capacity and connections, and embedding a shared practice approach, starting with eight locality-based training events in summer 2019.</p>	Summer 2019 onwards	Drawn from pooled training budgets

## Embedding a Whole Systems Approach

Achieving the outcomes of this strategy for all Haringey's young people, requires a collective, consistent and coordinated approach from all of our partners. We can achieve greater impact by working together as a system. Embedding a whole systems approach is challenging and will take time and focus. It requires a significant shift in the way all partners work together.

Action	Timing
<b>Priority: A shared vision and strategy for tackling youth violence</b>	
<p><b>Communications</b></p> <p>The strategy will be communicated widely across the Borough; community-friendly and young people friendly summaries will be developed and disseminated widely; and an easily accessible summary of risk and protective factors, and levels of need, will be shared and embedded through training.</p>	Ongoing from March 2019
<b>Priority: Shared governance and accountability for delivery</b>	
<p><b>Governance</b></p> <p>The Council will establish a Joint Executive Board chaired by the Director of Children's Services with responsibility for delivering cross-cutting programmes. The executive group will include key partner organisations and will be accountable to the Community Safety Partnership, Health and Wellbeing Board and other relevant boards. The Council will also create a new Assistant Director for Stronger Communities to drive strategic activity.</p>	Ongoing from March 2019
<b>Priority: A partnership where everyone's role is valued and maximised - Young People</b>	
<p><b>Youth Summit</b></p> <p>The Safer Neighbourhoods Board will host an annual Youth Summit, involving young people from across the Borough in developing the response to youth violence, with the first taking place in March 2019 at the London Academy of Excellence in Tottenham.</p>	Annual March 2019
<p><b>Youth Involvement in Governance</b></p> <p>The North Area Metropolitan Police will develop a Youth Independent Advisory Group to increase confidence in policing and to better understand causes of violent crime and potential solutions. Young people will also be part of the governance of the £1.5m Haringey Community Gold programme.</p>	June 2019 onwards
<p><b>Youth-led inspections</b></p> <p>We will develop a mystery shopper project for young people to inspect services.</p>	2019



<b>Priority: A partnership where everyone's role is valued and maximised - Communities</b>	
<p><b>Awareness Raising Campaign</b></p> <p>A targeted communications campaign developed by the Local Safeguarding Children Board and the Community Safety Partnership and delivered across the partnership</p>	Autumn 2019
<p><b>Clear Routes into Support</b></p> <p>Reinforcement and promotion of pathways into Early Help so that members of the community can raise concerns when they suspect a young person is at risk.</p>	Medium term
<p><b>Better Information about Support Available</b></p> <p>Simple, accessible information and guidance to enable members of the community to assess whether a child is at risk and the severity of that risk, integrated with a means of identifying appropriate sources of advice. We will assess the best means of dissemination, mindful that technology presents opportunities to engage young parents.</p>	Medium term
<p><b>Training to Identify Risk</b></p> <p>Focused training on signs of risk, and where to raise concerns, for people who come into contact with young people. We will pilot awareness-raising training with tenancy repairs officers within Homes for Haringey, who visit all social housing properties at least once a year and are well-placed to spot signs of risk.</p>	Medium term
<p><b>Volunteering</b></p> <p>The partnership will work together to make it easier for community members to volunteer</p>	2019 onwards

<b>Priority: A partnership where everyone's role is valued and maximised - VCS</b>	
<p><b>External Funding</b></p> <p>Haringey Council and Bridge Renewal Trust will support voluntary sector providers of youth services to prepare funding bids, including through provision of a clear and comprehensive evidence base, with proactive outreach to groups operating in locations with less existing youth provision.</p>	Ongoing from March 2019
<p><b>Activity Credits</b></p> <p>The Council will pilot allocating vouchers or time credits to youth workers within the VCS, to enable them to engage at-risk young people in positive activities, including at Alexandra Palace Ice Rink.</p>	Summer 2019
<p><b>Activity Space</b></p> <p>Help to facilitate delivery by brokering connections with organisations with space to spare, beginning in Wood Green.</p>	Summer 2019 onwards
<p><b>Community Investment</b></p> <p>Bridge Renewal Trust, Haringey Giving and Tottenham Youth Fund will work to bring in more resource for more youth provision, to be delivered by the local VCS, including through crowd-funding campaigns.</p>	Ongoing from March 2019
<p><b>Workforce Development</b></p> <p>VCS organisations will be included in the workforce development programme set out below.</p>	Ongoing from May/June 2019
<p><b>Making connections</b></p> <p>The GLA have commissioned the Selby Trust to work with youth organisations in Haringey and Enfield. The HEY (Haringey and Enfield Youth) Network will provide training, support, networking opportunities and capacity building to organisations achieving activities in either or both boroughs, including those not funded via Young Londoners Fund.</p>	March 2019-March 2022

<b>Priority: A Common Approach</b>	
<p><b>Development of a common practice approach</b></p> <p>Partners will work together to develop a common approach across all agencies working with children and families, including strengths-based and trauma-informed ways of working, involvement of young people and families and a focus on prevention and reintegration. This will be embedded through the workforce development below.</p>	Ongoing from March 2019
<p><b>Action Learning</b></p> <p>The Council will seek to establish action learning groups with partners to develop a common understanding of the issues young people in Haringey face, a common approach to addressing them, and to share learning and good practice.</p>	Ongoing from May /June 2019
<p><b>Smoothing transitions</b></p> <p>The Council and partners recognise that vulnerable young people continue to require support well beyond their 18th birthday, and will review practice within housing, Policing, and other areas with the aim of creating smoother transitions into adulthood.</p>	Ongoing from March 2019
<b>Priority: Workforce Development</b>	
<p><b>Early Intervention Workforce Development</b></p> <p>Joint workforce development for a wide range of practitioners working with young people in the public, voluntary and community sectors. This programme will drive a common approach, build capacity and build connections, fostering a more joined-up and comprehensive system of support.</p>	Ongoing from May 2019
<p><b>Development of Keyworker Roles</b></p> <p>The Council will strengthen its Early Help offer to families, with an increased focus on families with older children at risk of violence. This will include greater involvement of the voluntary and community sector as key workers and providers of support.</p>	Ongoing from May 2019
<p><b>Sharing Information about Available Support</b></p> <p>Bridge Renewal Trust will map voluntary sector youth provision to provide the basis of a comprehensive public directory of available support.</p>	Ongoing from May 2019
<p><b>Tools to Support Stronger Partnership Working</b></p> <p>We will review current assessment tools and processes, to move towards an integrated approach.</p>	Ongoing from May 2019

## Outcome 1: Safe communities with positive things for young people to do, where there are strong role models and trust in institutions

Young people are able to grow up free from experience of violence in the vast majority of Haringey communities, with visible positive role models from all walks of life. However, we know that conditions in our communities can lead to young people becoming more vulnerable to involvement in violence. Our ambition is to build on the strengths of our communities to keep young people safe.

Action	Timing
<b>Priority: Youth Provision</b>	
<b>Haringey Community Gold – Detached Youth Work</b> Four new specialist detached and outreach youth workers will reach those young people who are most at risk in communities most affected by youth crime and anti-social behaviour, build strong relationships, link those young people into youth provision, and coordinate more specialist support.	April 2019 – April 2022
<b>Less Heat on the Street</b> Within Haringey Community Gold, local groups will provide weekly universal sport provision for 90 young people aged 13 – 21 on Broadwater Farm estate	April 2019 – April 2022
<b>Fitness Sessions</b> Within Haringey Community Gold, UK Health Ministries will deliver fitness sessions with disaffected young people.	April 2019 – April 2022
<b>Haringey Play &amp; Wood Green Sandbunker</b> Within Haringey Community Gold, Haringey Play and Wood Green Sandbunker will work with 10 -15 year olds in Tottenham and Wood Green offering activities to support social and emotional wellbeing.	April 2019 – April 2022
<b>Summer Programme 2019</b> We will deliver an ambitious Summer Programme in 2019, comprising activities for the school holidays for young people across the borough. The offer will be more targeted for young people at risk of involvement in anti-social behaviour or criminal activity.	July-August 2019
<b>Youth Space in Libraries</b> Our capital investment programme for libraries will create or enhance youth space in all Haringey libraries by spring 2020. These new youth spaces will offer opportunities to signpost young people to other youth provision and support in Haringey.	February 2019 – February 2020
<b>Capital Improvements at Bruce Grove Youth Space</b> We will assess the need for capital improvements to existing youth provision, including Bruce Grove Youth Space, with a view to ensuring that buildings are fit for purpose.	2019/20
<b>Investment in Youth Space in Wood Green</b> We will develop a new youth offer in Wood Green working with community and voluntary sector partners to deliver a varied programme, co-produced with young people. In the long term, we plan to create a permanent youth space in Wood Green. The offer will be informed by strategic analysis of existing provision and available assets across the borough, with a view to developing a more coordinated approach.	Medium term
<b>Haringey East Model City Coalition</b> With support from Laureus Sport for Good, the Haringey East Model City Coalition, through sport and physical activity will develop and drive plans to ensure that East Haringey is a well-connected, active community, where families, children and young people are empowered, included and safe.	2019-2021

<b>Priority: Strong Community Role Models</b>	
<p><b>Mentoring Leadership</b></p> <p>We will map and evaluate mentoring programmes in Haringey to learn from successful practice and identify gaps. This will inform partnership development and dissemination of a best practice model for mentoring, defining what high-quality mentoring looks like.</p>	Autumn 2019
<p><b>Community Leader Programme</b></p> <p>Within the Haringey Community Gold programme NLPC will deliver a programme that will cultivate disenfranchised young people into future community leaders.</p>	April 2019 – April 2022
<p><b>Peer Support</b></p> <p>We will build on learning from the More than Mentors scheme to develop peer-support activity in the borough.</p>	2019/20
<p><b>Visible Role Models</b></p> <p>We will use all available channels to raise the profile of outstanding role models in Haringey, particularly those from neighbourhoods affected by crime who provide a positive and relatable example to young people in Haringey who are most at risk.</p>	Ongoing from March 2019
<p><b>Community Befriending Pilot</b></p> <p>We will create a network of faith leaders and community members to befriend young people at 'teachable moments', upskilling them to provide mental health support and enabling them to access funding.</p>	Ongoing from March 2019

<b>Priority: Trust in Institutions</b>	
<p><b>Neighbourhood Policing</b></p> <p>The Council and the North Area Metropolitan Police will embed community engagement and multi-agency problem solving in neighbourhood policing, beginning with a professional development programme in Spring 2019, in order to foster good relationships between the police service and Haringey's communities.</p>	April 2019
<p><b>Safer Schools Officers</b></p> <p>The North Area Metropolitan Police will allocate four Police Officers to primary schools and a Safer Schools Officer to every secondary school in Haringey.</p>	March 2019
<p><b>School Engagement</b></p> <p>Community Safety partners will engage with school pupils through programmes designed to drive anti-violence messages and build trusting relationship between civic authorities and young people, delivered in partnership with specialist organisations</p>	2019/20 – 2020/21

## Outcome 2: Positive family environments, low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults

Strong families and healthy peer relationships are the best defence against young people becoming involved in violence. We will work to reinforce the protection that positive family and peer relationships offer young people in Haringey.

Action	Timing
<b>Priority: Early Help</b>	
<b>Early Help Delivery Plan</b>	Autumn 2019
The Early Help Partnership will strengthen its offer through an Early Help Delivery Plan	
<b>Team Around the School</b>	Ongoing
We will widen our Team Around the School partnership to better support schools and pupils to deal with safety issues	
<b>Priority: Support for Parents</b>	
<b>Community Support</b>	April 2019 – July 2020
The Council will work with the VCS and schools to deliver support to parents of older children who may be at risk of becoming involved in serious youth violence, including peer support groups and drop-in support services for parents, located in secondary schools.	
<b>Peer Support</b>	2019/20
Haringey Youth Justice Partnership Board, in partnership with colleagues in Islington, will roll out peer mentoring support to parents of young people known to the youth justice service.	
<b>HMP Pentonville Programme</b>	Ongoing from March 2019
We will build the capacity of young incarcerated parents to be able to fulfil their roles as parents upon release. We will also work with the mothers of young people within HMP Pentonville with a view to reducing the risk of their children re-offending.	
<b>Priority: Addressing Family Risk</b>	
<b>Support for Families Affected by Parental Alcohol Use</b>	April 2019 to 2021
We will work with Adfam and Blenheim CDP to initiate new work to support 160 families affected by parental alcohol use, featuring community workshops, engagement, support for the whole family, and peer mentors.	
<b>Domestic Violence Advocates</b>	Ongoing from March 2019
North Middlesex Hospital will host two new Independent Domestic Violence Advocates, one of whom will work specifically with 13-25 year-olds, to provide timely direct support to victims of domestic violence and drive improvements in responses to domestic violence.	
<b>Parental Conflict</b>	2019/20
The Council will provide Reducing Parental Conflict training for professionals across the partnership to reduce the impact of parental conflict on children and young people.	
<b>Family Homelessness</b>	2020
The Council and Homes for Haringey will review the impact on children of becoming homeless and moving into temporary accommodation, with a view to developing practices to ensure families are engaged in Early Help at this stage.	

<b>Priority: Youth Homelessness</b>	
<p><b>New 'Shared House' Style Units</b></p> <p>The new Young People's Supported Housing Pathway provides shared house style accommodation to help young people who become homeless to live independently, and will include specialist accommodation for young women for the first time.</p>	Ongoing from March 2019
<p><b>Housing First for Care Leavers</b></p> <p>The first of its kind in the UK, our Housing First pilot for Care Leavers will test out what can be achieved by focusing on making housing available to young people with the most challenging needs, with the appropriate wrap around support.</p>	Ongoing from March 2019
<p><b>Family Mediation</b></p> <p>A family mediation worker will work with families to prevent homelessness among young people, addressing the root causes of family difficulties that may lead a young person to become homeless.</p>	Ongoing from March 2019
<p><b>YMCA Development</b></p> <p>Hornsey YMCA will be renovated to provide secure, modern accommodation for young people who have experienced homelessness.</p>	Ongoing from Summer 2020

<b>Priority: Peer Relationships</b>	
<p><b>Vulnerability Education</b></p> <p>We will establish a network of the providers of education programmes around gangs, exploitation, and criminal activity to prevent duplication and foster good practice.</p>	Autumn 2019
<p><b>Social Media impact</b></p> <p>We will undertake research and engage with young people and specialists to better understand the impact of social media and its role in serious youth violence, with a view to developing guidance for frontline staff</p>	2019/20
<p><b>Preventing Violence Against Women and Girls</b></p> <p>The Council commissions Solace Women's Aid to deliver interventions in Haringey schools designed to prevent violence against women and girls, including 12-week programmes, assemblies, and training; and Yuva, a confidential support service for young people in abusive relationships.</p>	Ongoing from March 2019
<p><b>Restorative Practice</b></p> <p>We will work to roll out the recommendations of the Scrutiny Review of Restorative Justice, facilitating conflict resolution and healthy peer relationships</p>	Autumn 2019

## Outcome 3: Confident, happy and resilient young people who are able to cope with negative experiences, setbacks, and stress

A significant number of young people in Haringey are made vulnerable to involvement in serious youth violence due to poor mental wellbeing and associated behaviours such as substance use. Our ambition is for our young people to be mentally resilient and thereby free from harm.

Action	Timing
<b>Priority: Developing and embedding a community based approach</b>	
<p><b>THRIVE Model</b></p> <p>Working across the whole system in Haringey, we will implement the THRIVE model involving the Council, the NHS, the voluntary and community sector, schools and other stakeholders to ensure the children, young people and families have access to the right support when they first need it.</p>	Ongoing from March 2019
<p><b>CAMHS Trailblazer</b></p> <p>Haringey Council, the NHS, and the voluntary sector will establish two mental health support teams that will provide targeted mental health and wellbeing support to pupils from years 6, 7, and 8 in Tottenham schools, spanning the transition from primary to secondary school.</p>	April 2019 – October 2021
<p><b>Exodus Programme</b></p> <p>Haringey Community Gold will feature a rolling programme for 12-21 year old high risk offenders and those excluded and at risk of exclusions. This will seek to address trauma caused by knife crime and gangs.</p>	April 2019 – April 2022
<p><b>Thinking Space</b></p> <p>Tavistock Portman NHS Trust will train outreach workers to work with young people who have experienced trauma, as part of the Haringey Community Gold Programme.</p>	April 2019 – April 2022
<p><b>College Mentoring</b></p> <p>The College of North East London (CONEL) will use funding from the Mayor of London's Young Londoners Fund to run the Mentoring Plus Project, which will identify at-risk 14-21 year-olds and maintain their engagement by providing weekly mentoring sessions with a psychotherapist to work on their social/personal/mental health issues.</p>	April 2019 – April 2022
<p><b>Trauma-Informed Training</b></p> <p>The Council will establish a training programme for professionals and volunteers who come into regular contact with young people, which will feature training on how to support the mental health of young people who have been affected by trauma.</p>	2020/21
<p><b>Project Future</b></p> <p>The Council will continue to support Project Future, a service that takes a trauma-informed approach to supporting the mental wellbeing of young people who have been involved in serious youth violence.</p>	Ongoing from March 2019
<p><b>Hope in Tottenham Counselling</b></p> <p>Hope in Tottenham will continue to provide 31 days of counselling every week within 28 Haringey schools, reaching more than 500 students per year.</p>	Ongoing from March 2019

## Outcome 4: Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there

Educational attainment and prospects for the future are significant bulwarks against involvement in serious youth violence. However, we know that there are persistent issues with some groups of pupils not achieving their potential. This strategy seeks to address the root causes of underachievement.

Action	Timing
<b>Priority: Early Learning</b>	
<p><b>Healthy Child Programme</b></p> <p>The Council will continue the Healthy Child Programme and integrate the 2 year old check with Children's Centres and childcare settings, in order to increase early identification of speech and language difficulties, ASD, ADD and other SEND, specifically targeting BAME communities.</p>	Ongoing
<p><b>Speech and Language Therapy</b></p> <p>The Council will explore extending speech and language therapy into Key Stage 2, for children with ongoing difficulties, who fall below the threshold for an Education Health and Care Plan.</p>	2019
<b>Priority: Addressing under-attainment in Education</b>	
<p><b>Focused Action on Attainment of Black Pupils</b></p> <p>The BAME Attainment Steering Group, comprised of leaders from schools across Haringey, will be refocused with concerted action from teachers to drive up educational attainment among Black pupils; including roll out of the 'Vulnerability to Underachievement Toolkit'.</p> <p>Haringey Education Partnership will provide resources to enable schools to make progress on common issues, reflecting the different approaches required to address issues within specific communities. An annual meeting of school leaders, governors and representatives will support schools to move this agenda forward.</p>	Ongoing from March 2019
<p><b>Learning Materials</b></p> <p>Haringey Education Partnership will support schools to buy culturally appropriate reading materials and embed Black history in the primary and pre-GCSE curriculum, so that pupils are able to see themselves and their communities reflected in their education.</p>	Ongoing from March 2019
<p><b>Haringey Pirates</b></p> <p>Funded by the Mayor of London's Young Londoners Fund, Haringey Pirates will provide 350 children aged 9-13 in Tottenham with help to improve their reading and writing; along with increased confidence in their abilities to keep going when it gets tough in the classroom.</p>	April 2019 – April 2022



<b>Priority: Exclusions and Alternative Provision</b>	
<p><b>Alternative Provision</b></p> <p>We will review our alternative provision in order to ensure that options available to local schools meet the needs of our young people, particularly those with social/emotional and mental health needs, and reintegrate pupils into mainstream education as frequently as possible. Through this Review we will work with schools to address some of the root causes of behaviours leading to exclusions, including availability of culturally responsive reading material and curriculum content.</p>	Ongoing from March 2019
<p><b>Transition to Secondary</b></p> <p>We will host strategic discussions between primary and secondary school colleagues to strengthen the transition process and expand the reach of transitions groups held in Bruce Grove Youth Space. We will also support rollout of the Stepping Stones mentoring programme across additional schools in Haringey, making use of GLA resources and learning from the experience of Gladesmore School.</p>	Summer 2019
<p><b>Exclusions Review</b></p> <p>The Council will implement the recommendations of our review of Exclusions, working across the partnership with schools, the Octagon Pupil Referral Unit, parents, and pupils.</p>	Ongoing from March 2019

<b>Priority: Employment</b>	
<p><b>BAME Careers Service</b></p> <p>The ACCESS UK careers service will support marginalised and disadvantaged BAME young people through Haringey Community Gold and our wider regeneration activity.</p>	April 2019 – April 2022
<p><b>Council Workforce</b></p> <p>Haringey Council will offer at least 30 work experience placements to pupils at local secondary schools, ensuring access for disadvantaged young people, aiming to provide practical insight into the workplace.</p>	Ongoing from March 2019
<p><b>Apprenticeships</b></p> <p>The Council will increase the number and quality of apprenticeships the Council offers, increase uptake among Haringey employers, and expand access to opportunities for Haringey's young people.</p>	Spring 2020
<p><b>Developer Commitments</b></p> <p>We will secure commitments from developers in the borough to employ local people, offer apprenticeships, and engage with young people in schools, targeting those who are most disadvantaged.</p>	Ongoing from March 2019

## Outcome 5: Young people are protected from exploitation and from experience of serious youth violence

The overarching aim of this strategy is to prevent serious youth violence. The focus on the outcomes above is key to preventing youth violence in the long term, but we must in parallel take action to stop violence now. The actions below are integrated with the North Area Knife Crime Action Plan.

Action	Timing
<b>Priority: Diversion from the criminal justice system</b>	
<b>Integrated early support for young people engaged in risky behaviours</b> The Council will develop options with partners for new interventions to provide integrated, sustained support to address the issues behind offending behaviour.	Ongoing from March 2019
<b>Exploring a New Approach</b> The Police, Council and other partners will develop proposals to help young people stay out of the criminal justice system, making better use of non-punitive means of addressing risky behaviours, firstly through a conference in May 2019.	May 2019 onwards
<b>Rapid Response Pilot</b> Haringey Council will explore piloting place-based interventions with partners at specific times to more effectively deal with serious youth violence, beginning with outreach through Haringey Community Gold.	2020
<b>Moments of Opportunity</b> We will undertake analysis of key moments of opportunity and teachable moments, to identify areas where we can do more to engage young people and families.	Summer 2019
<b>Priority: Keeping Deadly Weapons off Our Streets</b>	
<b>Knife Bins</b> The Police and Council will identify the most effective locations for knife bins through analysis of crime patterns and install where appropriate.	2019/20
<b>Weapons Sweeps</b> Partners and community members will undertake weapon sweeps in areas affected by knife crime, building on the success of previous sweeps in North Tottenham.	2019/20
<b>Responsible Retailers</b> We will carry out targeted knife and corrosive substances test purchase operations and prosecute or review licences of businesses that sell knives and corrosive substances unlawfully. In parallel, we will work with retailers to target retail premises to prevent shoplifting.	Ongoing from March 2019

<b>Priority: Protecting and Educating Young People</b>	
<p><b>Awareness raising in education</b></p> <p>Partners will deliver universal awareness programmes on topics including knife crime and exploitation, across all education establishments, mapped to avoid duplication.</p>	Ongoing
<p><b>Safer Schools Officers</b></p> <p>The North Area Metropolitan Police will allocate four Police Officers to primary schools and a Safer Schools Officer to every secondary school in Haringey.</p>	2019/20
<p><b>School Transition</b></p> <p>Transition workshops delivered by Haringey Youth Team will include Knife Crime Awareness and Personal Safety, targeting vulnerable Year 6 pupils and supporting successful transfer to secondary school.</p>	Annual from Summer 2019

<b>Priority: Targeting Lawbreakers</b>	
<p><b>Shared Intelligence and Data</b></p> <p>The Council and the North Area Metropolitan Police will share intelligence and data to generate a consistent picture of criminal activity in the borough that drives strategy and operational delivery to target lawbreakers.</p>	Ongoing from March 2019
<p><b>Enforcement</b></p> <p>The Council will use all enforcement assets to target the locations most affected by youth crime and organised criminality as well as individuals who are known to be involved in criminal activity.</p>	Ongoing
<p><b>Integrated Offender Management</b></p> <p>Through our Integrated Offender Management service, we will implement clear offender management processes to minimise opportunities for offenders to re-offend.</p>	Ongoing

<b>Priority: Offering Ways Out of Crime</b>	
<p><b>MOPAC-Commissioned Services</b></p> <p>We will deliver services in partnership with MOPAC and neighbouring London boroughs to reduce vulnerability, protect victims, and prevent reoffending, including:</p> <p><b>Rescue and Response</b>, to support young people affected by County Lines.</p> <p><b>Advance Minerva</b>, wraparound support for female offenders aged from 15 years old</p> <p><b>From the Inside Out</b>, restorative and holistic resettlement for young people in custody</p> <p><b>Drug Intervention Programme</b>, rapid access into services for adult drug users in custody.</p>	April 2019 – April 2021
<p><b>Work Works</b></p> <p>Within the Haringey Community Gold Programme we will work in partnership to deliver targeted employment and training support to 300 offenders and re-offenders.</p>	April 2019 – April 2022

<b>Priority: Standing with Communities, Neighbourhoods, and Families against Crime</b>	
<p><b>Mediation</b></p> <p>We will intervene at moments of crisis and opportunity to prevent violent incidents through a pilot of a street-based rapid response violence mediation service, beginning in neighbourhoods most affected by criminal activity.</p>	2019/20
<p><b>Locality Partnerships</b></p> <p>We will participate in operations with the North Area Metropolitan Police and local communities to tackle crime in known hotspots, building on the success of Operation Marlin in Northumberland Park.</p>	2019/20
<p><b>Place-Based Solutions</b></p> <p>Homes For Haringey and the Council will encourage communities to support targeted knife sweeps and to utilise anonymous reporting schemes for ASB and criminality.</p>	Ongoing

<b>Priority: Supporting Victims of Violent Crime</b>	
<p><b>Exploitation and Contextual Safeguarding</b></p> <p>The Haringey Exploitation Panel is a multi-agency partnership panel that ensures appropriate support for victims of exploitation including CSE and County Lines. We will expand the panel's scope to become a Contextual Safeguarding Panel with a remit across North London, working with colleagues from neighbouring London boroughs.</p>	2019/20 -2020/21
<p><b>Young Black Women Evidence Base</b></p> <p>The partnership will develop a more robust shared evidence base on the issues that jeopardise young Black women's safety, particularly gang affiliation and exploitation, with a view to developing and implementing a stronger partnership response.</p>	By 2020
<p><b>Monitoring</b></p> <p>Haringey Council and the North Area Metropolitan Police will explore developing a monitoring system to enable better, joined-up long-term support for victims of exploitation.</p>	2020
<p><b>MASH</b></p> <p>Multi-Agency Safeguarding Hubs will ensure all young victims of knife crime have referral to victim support services and/or CAMHS.</p>	Ongoing
<p><b>Victim Support</b></p> <p>Partners in Haringey will draw on the London Crime Prevention Fund to provide direct support to victims of ASB, carrying out Vulnerability Risk Assessments to monitor and reduce victims' risk and co-developing support plans to enable their needs to be met.</p>	April 2019 – April 2021

**Environment and Community Safety Scrutiny Panel - Work Plan 2018-19**

**1. Scrutiny review projects;** These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.

Project	Comments	Priority
Supporting Better Access to Parking for Disabled People and Blue Badges	<p>The review will examine the barriers faced by disabled people in getting and using a blue badge. The review will also try to examine how they find accessing parking services and where could improvements be made to this service (that sit within the remit of the Council). In doing this it will consider:</p> <ul style="list-style-type: none"> <li>• What are residents’ experiences of accessing and using a Blue Badge;</li> <li>• How can the process of issuing Blue Badges and replacement Blue Badges be improved? What, if any, are the delays involved in the process? Is there scope for issuing temporary Blue Badges;</li> <li>• What do disability organisations say about our Blue Badge and disabled parking services? How accessible is our parking services interface;</li> <li>• How helpful is our written correspondence to residents around Blue Badges.</li> </ul>	
Reducing the amount of plastic/developing a plastic free policy.	<p>Examining the Council’s recycling performance around plastic waste and seeing what more could be done to reduce the use of plastics. What could the Council do to lead by example in this area.</p> <ul style="list-style-type: none"> <li>• Examine the Council’s current position in relation to plastic waste and what other boroughs are doing around this issue. In order to do this, the Panel will look at the Council’s current recycling policy in relation to different types of plastic.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Examine how the Council could reduce plastic waste and increase its recycling performance, looking at innovative ideas from across the sector.</li> <li>• Examine how the Council could interact with the young people within our borough to positively change behaviour. What could be done to assist schools to reduce the amount of plastic waste? Is there scope for the Council to develop a plastic free pledge for schools to sign up to?</li> <li>• Examine the how the Council can develop a plastic-free policy and what other measures the Council could undertake to lead by example.</li> </ul>	
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<b>Date of meeting</b>	<b>Potential Items</b>
13 <sup>th</sup> September 2018	<ul style="list-style-type: none"> <li>• Cabinet Member Questions; Communities, Safety and Engagement (to cover areas within the Panel's terms of reference that are within that portfolio).</li> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member.</li> <li>• Service Overview and Waste, recycling and street cleansing data.</li> <li>• Work Programme: To agree items for the work plan for the Panel for this year.</li> <li>• Review of Fear of Crime: Update on implementation of recommendations.</li> </ul>

	<ul style="list-style-type: none"> <li>• Knife Crime and MOPAC performance Overview.</li> </ul>
16 <sup>th</sup> October 2018	<ul style="list-style-type: none"> <li>• Police Priorities in Haringey. Will include an update on Stop and Search and Lethal Firearm Discharges as requested by the Panel.</li> <li>• Financial Monitoring: To receive an update on the financial performance relating to Corporate Plan Priority 3.</li> <li>• Cabinet Member Q&amp;A – Environment: To question the Cabinet Member for Environment on current issues and plans arising for her portfolio.</li> <li>• Waste, recycling and street cleansing data</li> <li>• Work Plan update – The Panel to agree its work plan for OSC to formally approve on 19<sup>th</sup> November.</li> </ul>
<b>Budget Scrutiny</b> 18 <sup>th</sup> December 2018	<ul style="list-style-type: none"> <li>• Budget Scrutiny.</li> <li>• Air Quality.</li> <li>• 18 month follow-up on the recommendations to the Scrutiny Review on Cycling.</li> <li>• Green flags.</li> <li>• Work Programme and scoping document for Scrutiny Review into plastic waste.</li> </ul>
11 <sup>th</sup> March 2019	<ul style="list-style-type: none"> <li>• Green Flags in parks – An update on the red and amber ratings awarded in parks. Cllr Hearn to attend.</li> <li>• Update around the Gangs Matrix.</li> </ul>

	<ul style="list-style-type: none"> <li>• Reducing Criminalisation of Children.</li> <li>• Cabinet Member Q&amp;A –Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> </ul>
8 <sup>th</sup> April 2019	<ul style="list-style-type: none"> <li>• Green Waste charges, Fly-tipping strategy and bulky waste collection</li> <li>• Update on Parks Transformation</li> <li>• Parking issues - disabled bays and blue badges</li> <li>• Cabinet Member Q&amp;A – Environment: To question the Cabinet Member for Environment on current issues and plans arising from her portfolio.</li> </ul>

**2019-2020**

<b>11 June</b>	<ul style="list-style-type: none"> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member.</li> <li>• Community Safety Strategy</li> <li>• Update on Youth at Risk Strategy</li> <li>• Work Programme</li> </ul>
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	<ul style="list-style-type: none"> <li>• Cabinet Member Questions; Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> </ul>
<b>3<sup>rd</sup> October</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Environment: To question the Cabinet Member for Environment on current issues and plans arising for her portfolio.</li> <li>• Financial Monitoring: To receive an update on the Q1 financial performance relating to Corporate Plan Priority 3.</li> <li>• Veolia Performance - Waste, recycling and street cleansing data.</li> </ul>
<b>5<sup>th</sup> November</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A –Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> <li>• Community Safety Partnership; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership. To include the following: <ul style="list-style-type: none"> <li>▪ Crime Performance Statistics - Update on performance in respect of the MOPAC priority areas plus commentary on emerging issues; and</li> <li>▪ Statistics on hate crime.</li> </ul> </li> <li>• SNT Policing model and the impact of the merging of Haringey and Enfield SNTs.</li> <li>• VAWG</li> </ul>
<b>17<sup>th</sup> December (Budget Scrutiny)</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>

<b>2<sup>nd</sup> March</b>	<ul style="list-style-type: none"><li>• Cabinet Member Q&amp;A - Environment; To question the Cabinet Member for Communities on current issues and plans arising for her portfolio.</li><li>• Waste, recycling and street cleansing data</li><li>• Performance update – Q3</li><li>• Budget Monitoring Q3</li></ul>
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