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| <b>Briefing for:</b>                | Safer Communities Executive Board                                                             | <b>Discussion item</b> |  |
| <b>Title:</b>                       | Zonal Working pilot                                                                           |                        |  |
| <b>Report of:<br/>Lead Officer:</b> | Wayne Longshaw, Interim ACE<br>Leo Kearse, x1359<br>Safer Communities Development Coordinator |                        |  |
| <b>Date:</b>                        | November 2009                                                                                 |                        |  |

## 1. Describe the issue under consideration

- 1.1. To inform the Board of the national and local context of the development of locality working
- 1.2. To update the Board on the progress of a Zonal Working pilot operating in the South East of the borough.
- 1.3. To demonstrate the benefits of Zonal Working and to advocate rollout across the borough.

## 2. Background

### 2.1. National Context

The area based working activity has been developed in response to the national policy drivers that have encouraged partners and partnerships to involve and empower citizens and communities, strengthen and support the role of Ward Councillors, develop locally tailored services and responses and co-ordinate and integrate services:

- Citizen Engagement and public services: why neighbourhoods matter
- “Together we can” user involvement in delivery of local services
- Police and Crime Act. Policing Green Paper – Neighbourhood Policing
- Our health, Our Care Our Say (Adult Social Care)
- LGIPH Act – Duty to Involve, CCFA, Participatory Budgeting

- CPA-LAA- CAA - Understanding your locality
- “Delivering Safer Communities” – the Home Office guide to effective partnership working

## **2.2. Local Context**

Partners have adopted locality based working over a number of years with Area Based Working at Assembly level and Problem Solving dealing with specific individual problems. However, a structure to monitor and coordinate this work at a effectively at a strategic level has not been in place.

### **2.2.1. Problem Solving in Haringey**

Problem Solving is a tried and tested methodology for dealing with ingrained, long term problems by identifying and treating the cause of the problem by using research and analysis to form a sound evidence base and develop responses. Partners are identified and involved to coordinate work and find more efficient solutions. The process also records work done, identifies good practice and evaluates effectiveness to show value for money . The principles are applied at ABW meetings, but for larger, more complex problems, stand alone meetings are held.

Problem Solving has been adopted across the partnership, with SNT Sergeants and Neighbourhood Managers typically leading on projects. Officers have been trained in Problem Solving and support is provided through advisers, analytical support and a budget. Since December 2008 when the Problem Solving Adviser came into post in Haringey, issues as disparate as street prostitution, ASB and burglary have been tackled.

### **2.2.2. Area Based Working in Haringey**

Area Based Working (ABW) started in 2005 and now covers the whole of Haringey. It brings together officers from across the partnership for monthly meetings to raise and resolve issues at an Area Assembly level. The remit of ABW groups spans the partnership, including crime, disorder, environment, regeneration, wellbeing, worklessness and more. ABW is guided by an Area Priority Plan which is based on evidence and consultation with residents. Principles of problem solving are incorporated into ABW.

### **2.2.3. Zonal working in Haringey**

Zonal Working is an approach that focuses on service improvement and the coordination of Council and Partner services to resolve complex and entrenched problems in given areas.

Geographically the borough is split into three Zones which match the aligned Childrens' Networks and SNT Inspector areas. Zonal Working brings together various Council departments and partner agencies to share information, identify issues and shared strategic priorities, and coordinate resources to provide efficient solutions. Zonal Working is also informed by Area Based Working (ABW) and Problem Solving, tasking those groups and resolving or resourcing escalated issues. To oversee this new way of working, there is a Member/Officer Steering Group, which will continue until the pilot ends and all zones are operating. This report advocates the rollout of Zonal Working from the initial South Zone pilot to cover the whole borough.

### **3. Zonal Working Pilot**

#### **3.1. The Case for Change**

Previously, partners tended to work separately on larger strategic issues, limiting success. Persistent, chronic problems were not always identified and systematically addressed. Resources across the wider partnership were not identified and mobilised to produce more efficient, effective solutions to problems. Blockages at ABW or Problem Solving groups had no escalation route so would hamper effectiveness. The intention is not to create further structures but to provide a forum for issues not easily resolved by ABW or Problem Solving; or issues spanning larger areas, more partners or requiring a more strategic approach; dealing with blockages to allow quicker, more effective solutions.

#### **3.2. Establishing a Pilot**

A pilot of Zonal Working was established in May 2009 in the South Zone (covering Bruce Grove, West Green, Harringay, St Ann's, Tottenham Hale, Tottenham Green and Seven Sisters). This group meets monthly to deliver the objectives laid out in its Terms of Reference (see Appendix 1). The broad aims were to ensure that:

- Intelligence identifies emerging strategic issues
- Partnership work is coordinated for greater effectiveness
- Addresses national policy and CAA requirements.
- Improves Problem Solving and Area Based Working through oversight, accountability, tasking and resolution of blockages. Improves efficiency, effectiveness and value for money through coordination of resources.

Links local level (individual issues, wards, neighbourhoods) with strategic priorities, HSP and Councillors.

#### **3.3. Good practice emerging from the Pilot**

A debrief from the chair of the South Zone pilot identified good practice and that some of the stubborn issues are being resolved:

- Problem solving: Governance and reporting is enabling the group to resolve blockages, understand what is happening and direct problem solving accordingly.
- Intelligence: briefings are valuable and have been improved. They have resulted in tasking down and in ABW meetings having improved analytical support. Intelligence currently focuses on crime and grime; we need to broaden scope to health/wellbeing etc.

### 3.4. **Benefits**

The cases below demonstrate practical examples of the benefits emerging from Zonal Working:

#### Case 1

##### **Resolving Blockages**

Zonal Working deals with issues escalated from the Area Based Working level. Blockages that have been successfully resolved include incomplete actions around Broadwater Farm Estate and Milton Road problem solving groups. Chairs of other groups feel that the monitoring by Zonal Working ensures actions are completed promptly.

#### Case 2

##### **Coordinated Working**

Prostitution was identified as a strategic priority in the South Zone. Following an operation targeting kerb-crawlers (resulting in 25 arrests), outreach and drugs workers were invited to the Zonal Meeting where they coordinated work with the police. Now, outreach tell the police exactly where to go to arrest prostitutes, and the police involve outreach in the arrests to divert women out of this lifestyle – much more effective than before.

### Case 3

#### **Tackling Persistent Problems**

There has been a protracted problem with people touting for work outside Wickes. Over the past few years, various agencies have put lots of resources to try to tackle the problem, without much success. Zonal Working put real momentum and coordination behind the problem. An innovative, intelligence led solution used wider partners (such as UK Border Agency) combined with signs and communications to tackle the problem. The Zonal Meeting has commissioned an evaluation of the work so that the problem solving initiative can be closed.

### Case 4

#### **Commissioning Problem Solving Solutions**

From intelligence and discussion with partners, the Zonal meeting identifies issues of concern, then tasks ABW to deal with them or commissions problem solving groups. For example, betting shops were identified as a priority due to high levels of ASB and criminal damage. A Problem Solving group was commissioned, which has gathered evidence, identified key premises and causes of the problems (gamblers damaging terminals) and is now taking action to address these causes.

## **4. Options for consideration**

- 4.1. To consider the rollout to North and West zones.
- 4.2. To consider widening the scope of Zonal working beyond 'crime and grime issues' when appropriate.
- 4.3. To provide formal feed back to Councillors' partners.

## **5. Way forward**

- 5.1. The pilot has been useful to evaluate the merits of Zonal Working and to fine tune the approach. Valuable lessons have been learnt and benefits have been demonstrated. Children's Networks meetings run separately but will link closely to avoid duplication and add benefits. It is proposed to roll out the programme to the other zones in Quarter 4 09/10.

The Zonal Steering Group is responsible for making the following decisions:

- Setting a date for the West and North Zonal Meetings pending approval of the concept
- Deciding on chairs for the meetings
- Evaluating the pilot and ensuring that learning is shared

**6. List the proposed routing for the report through the formal decision making process**

6.1. Cabinet Advisory Board to consider in December 2009.

**7. Please see appendices below:**

Appendix A – Terms of Reference for Zonal Working Meetings

Appendix B – Area Based Working Structure

## APPENDIX A

### Terms of Reference for Zonal Working Meetings

#### CONTEXT

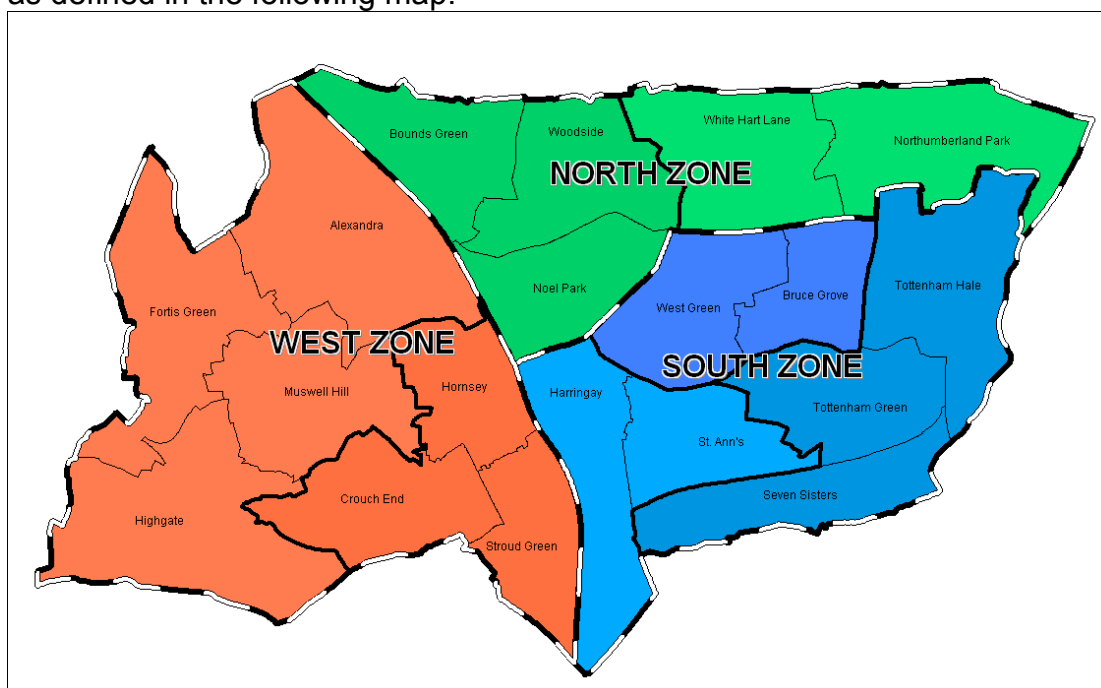
Area Based Working (ABW) and Problem Solving are now established in Haringey. ABW brings together primarily frontline staff from across different directorates and agencies to identify issues and coordinate work to improve the area. Problem Solving complements ABW by taking long term, ingrained problems and working with partners to identify and tackle the causes.

Zonal Working will have a strategic focus; providing oversight and accountability to ABW and Problem Solving. Blockages or issues beyond the remit of local ABW or problem solving can be escalated to the Zonal level. Key activities and projects will be coordinated to make best use of partnership resources. An intelligence briefing will inform the meeting and identify priorities and opportunities to coordinate work.

Zonal Working will link with the HSP through attendance from representatives of HSP members and through reporting to the HSP.

#### GEOGRAPHY

The Zones are coterminous with the Children's Networks and Assembly Areas as defined in the following map:



## PRIMARY FUNCTIONS

1. Examine intelligence in the Zone and coordinate work appropriately
  - a. A briefing will be provided to each meeting showing emerging and worrying trends in the Zone. It will also provide opportunities to direct or coordinate resources more effectively and align partners' work.
  - b. Forthcoming key activities and operations can be raised and discussed with a view to joining up work to reduce duplication and make best use of partnership resources.
2. Oversee ABW
  - a. Monitor action logs
  - b. Deal with issues and blockages escalated to the Zonal level. Issues can be raised by the Neighbourhood Manager or recorded in the ABW action log.
  - c. Task and resource issues that are too large for ABW
  - d. Escalate issues and blockages to executive level if required
3. Oversee problem solving
  - a. Monitor 302 status list
  - b. Deal with issues and blockages
  - c. Identify opportunities for problem solving to link up across wards or areas
  - d. Implement larger scale strategic problem solving across the Zone: identify issues, link in with strategic priorities and apply problem solving process.
  - e. Ensure problem solving process is applied properly and to conclusion, including: identify causes of problems, setting baselines and aims, involving partners when developing responses and takes a long term approach

## ROUTINE BUSINESS

1. The group will normally meet quarterly at times and venues that shall be advertised.
2. Agendas for meeting will be agreed by the Chair in liaison with the Neighbourhood Manager and SNT Inspector and circulated prior to the meeting.
3. *Reporting – minutes of Zonal Meetings sent to SCEB or PMG? How do we formalise link with HSP?*
4. *Who takes minutes and administrates meeting? Shared between Neighbourhoods, Enforcement and Community Safety?*

## **MEMBERSHIP**

Representation should be made at a level that provides operational expertise, knowledge of the area and can task/allocate resources. Some members will only be required to attend when a relevant issue is being discussed.

### **Council**

Neighbourhood Managers  
Intelligence analyst  
Urban Environment/Enforcement  
Children and Young People's Service  
Economic Regeneration  
Adults Culture and Community Service

### **Partners**

Safer Neighbourhood Team Inspector  
Problem Solving Advisor/Crime  
Prevention Design Advisor  
London Fire Brigade  
Primary Care Trust  
Voluntary sector  
Other services as required

## **APPENDIX B**

### **Area Based Working Structure**

#### **AREA BASED WORKING HARINGEY**

