

D R A F T

HARINGEY'S COMMUNITY SAFETY STRATEGY
2011-2014

(Subject to full annual review)

(IMAGE(S) AND LOGO TO BE ADDED)

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FOREWORD

This strategy has been written in a challenging environment and should be considered in that context. It proposes a range of actions to meet the objectives agreed by all partners. These objectives are informed by recorded data and the views of local residents.

We have achieved excellent results over the past three years and more. These include significant reductions in property crime, effective drug treatment and fewer young people entering the criminal justice system. Recognition is due to many colleagues and partners for all the hard and imaginative work that has occurred across the Haringey Community Safety Partnership. However, pressures are already building in response to reduced public services, tighter household budgets and growing unemployment.

The current circumstances have prompted us to re-state our principles and approach. In short, we need more integration across disciplines and stronger collective responsibility. We need to address the underlying causes of offending earlier and more thoroughly and engage more effectively with local residents, traders and other stakeholders to shape solutions.

Experience tells us that success also rests on strong and open partnership, effective enforcement, intensive support and targeting resources where they are most needed. We will continue to evaluate and learn from our joint practices and we will report outcomes back to the community.

In the meantime, we should all remember that, in different and complementary ways, crime prevention is everyone's business.

Councillor Bernice Vanier
Cabinet Member for Community Safety and Cohesion
Haringey Community Safety Partnership

1. Introduction

- 1.1. The Crime and Disorder Act 1998 and subsequent Acts have required Community Safety Partnerships (CSPs) to submit a crime reduction plan that is informed by evidence, local opinion and collaboration with statutory partners and key stakeholders.
- 1.2 The statutory partners are the local authority, police, fire service, health authority, the police authority and, since April 2010, the Probation Trust.
- 1.3 The coalition government in England has pledged to reduce the range of obligations, bureaucracy and barriers to performance. This means fewer targets, fluid structures and swifter enforcement procedures. It also places greater responsibility on local partnerships in a climate of pared back resources and support.
- 1.4 The remaining statutory duties are: An annual strategic assessment; a community safety plan informed by public consultation; an information sharing protocol and an annual 'face the people' session.

2. Scope of the strategy

- 2.1 This strategy focuses on actions that address gaps in crime prevention and reduction services where a partnership approach can improve the outcome and save resources. It does not intend to replicate all ongoing activity.
- 2.2 We do not anticipate that the main priorities and objectives will change greatly over the next few years but we will undertake ongoing consultation and conduct a full annual review. Any changes will be reflected in amended annual delivery plans.
- 2.3 There are numerous strategies and plans which overlap with this agenda; for example those addressing drugs and alcohol, mental health, child poverty, homelessness and unemployment. Two specific plans are appended to this document, alongside the overall delivery plan (App 1) which impact directly on the objectives. They are the:

- : Haringey Adult Reducing Reoffending Strategy 2011-14 (App 2)
- : Haringey Annual Youth Justice Plan 2011-12 (App 3)

Plans to address other priorities such as violence and anti-social behaviour will be agreed with relevant partners and monitored by the Community Safety Partnership. A partnership delivery plan for domestic and gender-based violence is currently under development.

- 2.4 There is a renewed focus in central government on organised crime. A national strategy will be published later this year and a National Crime Agency is envisaged with effect from 2013. In the meantime, work will continue locally to disrupt organised crime and its harmful impact on communities. This frequently involves cooperation at all levels of government and across boundaries. In Haringey, the work ranges from enforcement against illegal trading and fraud to offences planned by organised criminals from, for example, a Turkish/Kurdish or Albanian/Kosovan background. The borough has also provided a safe haven for drug cartels with links to South America. In recent years, the influx of people from east and central Europe has put additional strain on criminal justice services, especially the Youth Offending Service.

3. The national and regional contexts

National

- 3.1 The Home Office recently published 'A New Approach to Fighting Crime' with a strong focus on informing and engaging citizens including the publication of street level crime data and the encouragement of accountability and action through a 'community trigger'.
- 3.2 The most significant change is the introduction of accountability through elected Police and Crime Commissioners with effect from 2012. In London, the post will default to the Mayor.
- 3.3 The new approach is accompanied by a reduction in regulatory demands and a simplification of enforcement tools to address, for example, anti-social behaviour and gang-related violence. An increase is envisaged in local controls over licensing and Houses in Multiple Occupation (HMOs). Statutory guidance is planned to strengthen the powers of teachers to deal with poor behaviour.
- 3.4 There is a new strategic approach to rehabilitation and sentencing which intends greater use of non-custodial sentences and steps up efforts to make prisons 'places of hard work and industry'. See appendix 2 for the full Haringey Adult Reducing Reoffending Strategy.
- 3.5 The new drugs strategy has three key themes of reducing demand, reducing supply and building recovery in communities. Tackling the harm caused by alcohol remains a primary concern and the government intends to speed up the collection and sharing of associated data across local partnerships.
- 3.6 In terms of both crime and ASB, there is renewed emphasis on building local resilience and addressing problems with communities at very local levels. The delivery of crime reduction services will be further opened up to the voluntary sector and to private enterprise on a payment by results model. The exact format of the latter will be subject to the outcome of pilots.
- 3.7 Young people and violence reduction remain top priorities nationally. The Youth Justice approach will continue to focus on three areas: Preventing entry to the youth justice system, reducing reoffending and alternatives to custody (see Appendix 3).

London Region

- 3.8 At the time of writing, delivery structures were still developing. However, a new Mayor's Office for Policing and Crime (MOPC) is under development and will prepare the Mayor and Deputy Mayors for their forthcoming responsibilities.
- 3.9 A streamlined London Crime Reduction Board (LCRB) has been formed with links to the London Safeguarding Board. The LCRB will be served by a Delivery Monitoring Group and a number of specialist advisory groups. The London Heads of Community Safety group has been formalised and a representative will attend the LCRB to provide professional input.

- 3.10 The LCRB has stated three crime priorities: Violence reduction (especially serious violence); Violence against women and Reducing reoffending. The Anti-violence Partnership is the first to be formed in response to delivering outcomes.
- 3.11 Community safety funds for London will, in future, be channelled through the Mayor's office with more regional control being inevitable. There will be increased encouragement for cross-border collaboration and joint commissioning within London and this has already started.

Haringey

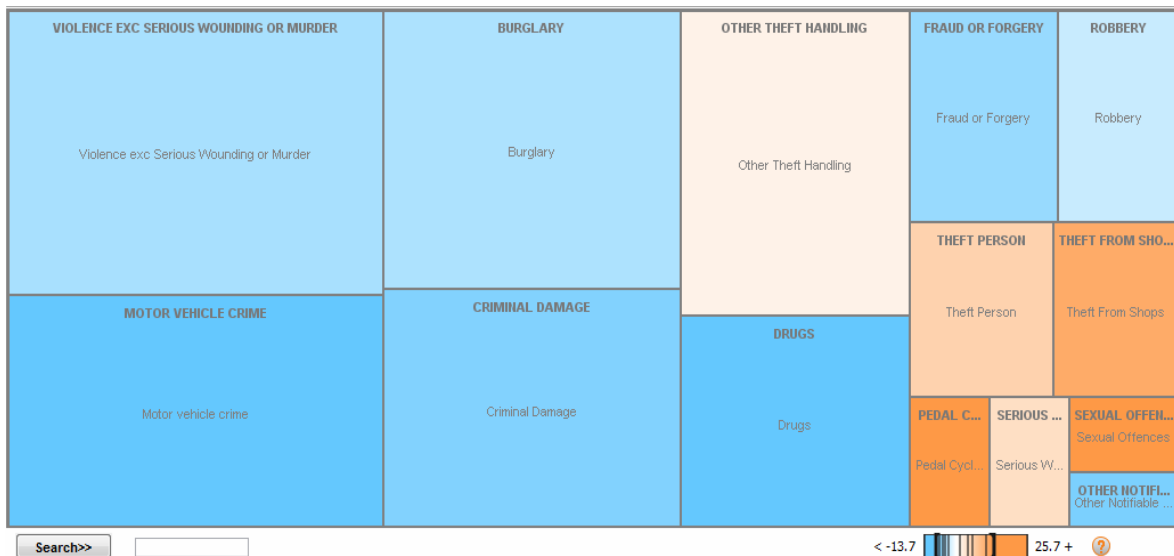
- 3.12 The approach and actions agreed by the Community Safety Partnership reinforce the five outcomes and all principles quoted in *Rethinking Haringey: One Borough One Future. 2011*
- 3.13 The Directorate of Public Health has amalgamated with Haringey Council providing a real opportunity for closer joint working on data sharing, common determinants of poor health and crime and, critically, mental health.
- 3.14 The Community Safety function has joined the Single Frontline and will amalgamate with a streamlined engagement team.

4. How we reached our priorities

- 4.1 We analysed and applied the lessons learnt from the former Safer for All Strategy 2008-2011, identifying new opportunities and ensuring continuity where relevant
- 4.2 We used the results of the annual strategic (data) assessment 2010 in conjunction with recent surveys and results from local priority setting with Safer Neighbourhood Teams
- 4.3 We responded to requests from residents for more consultation via public meetings (ref: Haringey Community Engagement Framework consultation) by conducting a trial enhanced ward panel meeting in the most challenging crime and disorder hotspot in the borough (Northumberland Park). The Vulnerable Localities Index (VLI) and Index of Multiple Deprivation (IMD) confirm this area of the borough as severely affected by crime and ASB – see point 5.17
- 4.4 The attendees unanimously confirmed the community safety priorities as: Young people, violence, ASB, drugs and alcohol, and reducing re-offending. Further, they felt that the top three problems in their own area were: Burglary, drugs/alcohol and personal safety. This reflects actual increases in recorded street crime over the past few months. This model of local consultation will be expanded through newly formed Area Committees and the development of Neighbourhood Action Plans over the coming years.
- 4.5 We have shared information and consulted thoroughly with colleagues and partners, using their experience to identify gaps and their performance indicators to reinforce the chosen priorities.

5. Crime in Haringey

- 5.1 Crime in Haringey has fallen year on year by over a third (37%) from 39,017 incidents in 2002/03 to 24,588 in 2010/11. The chart below breaks down all crime in Haringey by volume of each type. The chart also shows which types of crime have reduced compared to the previous year (blue) and which showed an increase (orange). The size of each box refers to the volume (number of offences).
- 5.2 The most common types of crime by volume are violence against the person, motor vehicle crime, burglary and criminal damage (which is often linked to burglary or motor vehicle crime). These volume crimes showed significant reductions year on year. The crime types that showed increases were theft offences, sexual offences and serious violence. These offences represent much smaller volumes but in the cases of serious violence and sexual offences have a disproportionately high physical and emotional effect on the victim.
- 5.3 Despite a reduction of 7.2%, residential burglary in Haringey is a high volume crime, consistently amongst the top three London boroughs for absolute numbers of offences. Property crimes such as burglary and motor vehicle are spread throughout the residential areas of the borough, but tend to be higher in the east. The risk of property crime according to the British Crime Survey (BCS) is greater in households with no or less than basic security than within households with basic or higher than basic security. Lone parent households had the highest risk by household structure.



- 5.4 Calls to the Anti-Social Behaviour Action Team (ASBAT) have also seen a steady decrease in volume since 2005 however this has been coupled with a corresponding increase in the severity of the calls received. Over half (55%) of all calls to the ASBAT were for 'Verbal abuse/harassment & intimidation', of which the largest sub group is 'Groups/Individuals making threats'. As stated earlier disorder is often co-located with crime in the east of the borough but tends to be more tightly focused along the commercial venues on Wood Green High Road and Tottenham High Road.
- 5.5 Overall, disorder and violent crime tends to occur predominantly around the transport hubs (particularly around Seven Sisters and up Tottenham High Road into Northumberland

Park). Personal robbery is also prevalent in these areas. The Wood Green/Turnpike Lane corridor also sees high levels of some crime types, but less so than in previous years. Acquisitive crime such as burglary and motor vehicle crime are spread throughout the residential areas of the borough. The high crime locations correlate strongly with areas of multiple deprivation and this is acute in the north-east of the borough.

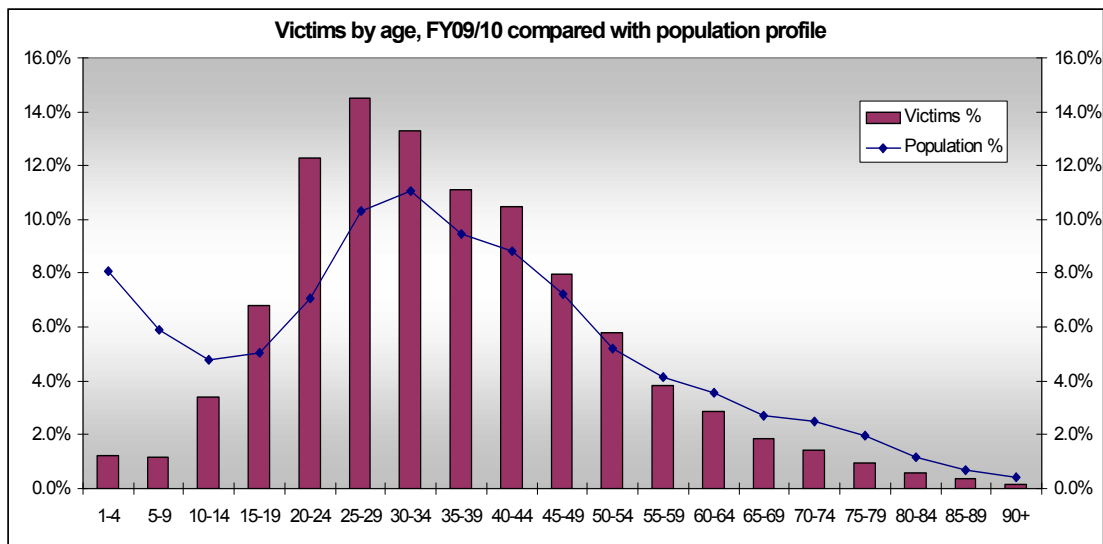
5.6 Emergency calls (999) to the police

Over two thirds (69%) of 999 calls for disorder related incidents are categorised as 'Rowdy/Inconsiderate behaviour' (46%) and 'Domestic Incidents' (22%).

5.7 Victims and offenders/accused¹

Victims

The graph below shows a breakdown of victims by age (purple bars) compared with the age profile of the resident population. People in their 20s are more likely than others to be victims of crime especially as a percentage of the local population. Children and older people (aged 55+) are less likely to be victims of crime.



5.8 Overall, children and youths aged up to 17 are disproportionately less likely to be victims of crime, as they make up 9% of victims but over 20% of the population. This is likely to be because they tend not to be responsible for assets, (eg cars and houses), so are unlikely to be victims of crimes such as burglary.

5.9 However children and youths up to age 17 are disproportionately likely to be victims of personal robbery (37.6% of victims), probably due to the fact they routinely carry 'craved' high value items such as mobile phones and iPods. Of greater concern is their increased vulnerability to serious violence and sexual offences including most serious violence (17.4% of victims), other violence (45.2%), rape (28.1%) and other sexual offences (36.2%).

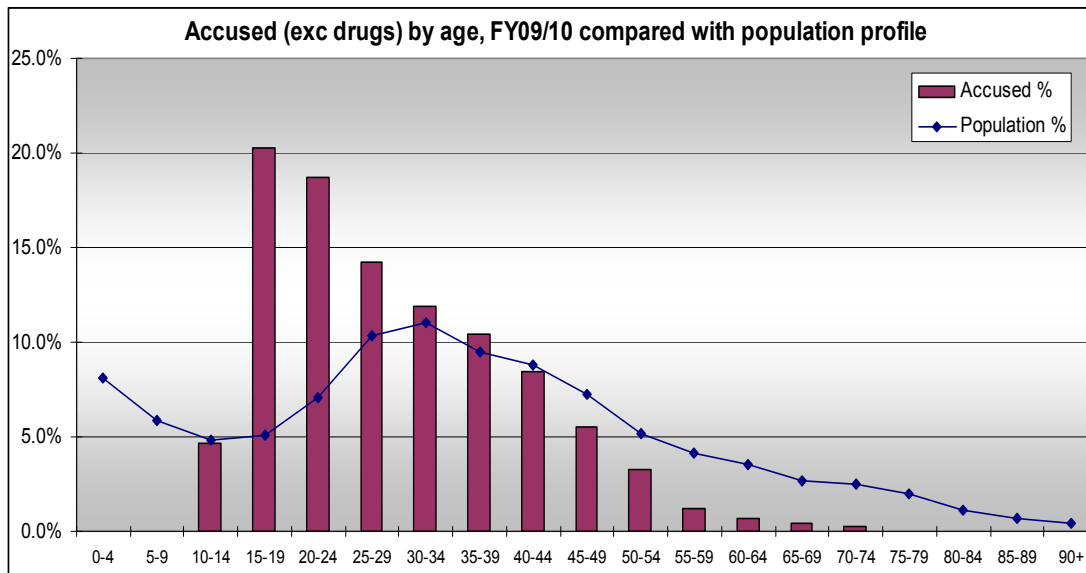
¹ Data used in for offender analysis was sourced from the police accused database

5.10 Older people (50+) make up 22% of the population and account for 17.8% of all victims. This age group is more likely to be affected by property crime, criminal damage, theft and pickpocketing.

5.11 In terms of ethnicity, there is a mismatch between police and Census categories. At the time of writing, the census was also 10 years out of date. The 2006 Pupil Level Annual School Census gives a more up-to-date picture and this indicates that the population of young people is extremely diverse with 20% of pupils registered as White British; 21% White Other; 6% South Asian and 34% Black African and Caribbean. The School Census gives a more proportionate picture of victims relative to their numbers in the population although we know that victimisation correlates strongly with areas of multiple deprivation.

5.12 **Offenders/accused**

The graph below shows a breakdown of accused by age (purple bars) compared with the age profile of the resident population (blue line). There is a clear trend showing younger people offending, with over a third (36.8%) of accused aged 18-24. There is a jump in offending at age 18 but, after the age of 40, people are less likely to offend.



5.13 More young people live in the east of the borough than in the west. Approximately 60% of the 10-19² population lives in the east and 40% in the west. Twenty two percent of all flagged (cross-referenced) calls to the ASBAT were identified as youth related disorder. It should be noted that only 44% of calls received were flagged.

5.14 The ethnicity of accused persons suggests an under-representation of White Other and Asian and an over-representation of Black African and Caribbeans relative to their numbers in the population (see point 5.11). However, the high proportion of accused in Northumberland Park and Bruce Grove again reinforces the importance of wider deprivation factors.

² Sourced from ONS Mid-2009 Population Estimates for Parliamentary Constituencies in England and Wales by Quinary Age and Sex and Working Age

5.15 **Male on female**

Male on female crime in Haringey makes up almost half (46.6%) of all crime, more than male on male crime (40.2%). This trend is particularly apparent for violent and sexual crime types with 56.2% of these crimes committed by men against women. Many of these incidents relate to domestic violence.

5.16 **Domestic violence (DV)**

Haringey had a 3-year stretch target to reduce the number of repeat victims of DV by 2009/10. This target was achieved overall. However the number of repeat victims increased from 102 to 110 in the final year of the target. When the female DV rate is mapped i.e. the number of DV offences per thousand of the female population, there are 9 Super Output Areas (SOA)³ identified as having a rate greater than twice the borough average. All of these were located in the east of the borough with Northumberland Park, Seven Sisters and Noel Park⁴ each having two SOAs.

Risk factors

5.17 Deprivation

The IMD⁵ identifies small areas of England which are experiencing multiple aspects of deprivation. The 2010 IMD shows Haringey is ranked amongst the top 20 most deprived in England out of 326 local authorities (ranked 13th based on the average of IMD score). In 2007 it was ranked 18th most deprived. One Lower Super Output⁶ Area (LSOA) in Tottenham Hale and 4 in Northumberland Park are in the top 3% most deprived LSOAs in England.

5.18 Haringey also ranks amongst the top 10 most deprived districts in England for Barriers to Housing (ranked 4th), Income deprivation (6th), Crime deprivation (6th) and Income deprivation affecting older people (8th). All eight LSOAs in Northumberland Park are amongst the top 3% most Income deprived in the country and all 144 LSOAs in Haringey for The Wider Barriers⁷ sub domain are in the most deprived 5% in England

5.19 **Vulnerable localities**

Crime is often thought of as being caused by poverty and deprivation. It is certainly true that areas of high crime in Haringey correlate with areas of high deprivation, as shown in the Vulnerable Localities Index (VLI) map below. The VLI identifies places that display high levels of crime alongside problems of deprivation and other demographic factors that can

³ DV rates were aggregated to SOA geography. There are 144 SOAs in Haringey

⁴ The number of DV offences used to calculate the rate will include victims who have suffered numerous repeat incidents of DV.

⁵ The Indices of Deprivation 2010 is the collective name for a group of 7 indices or domains which measure different aspects of deprivation including Income, Employment, Health and Disability, Education/Skills/Training, Barriers to Housing Crime and Living Environment Deprivation

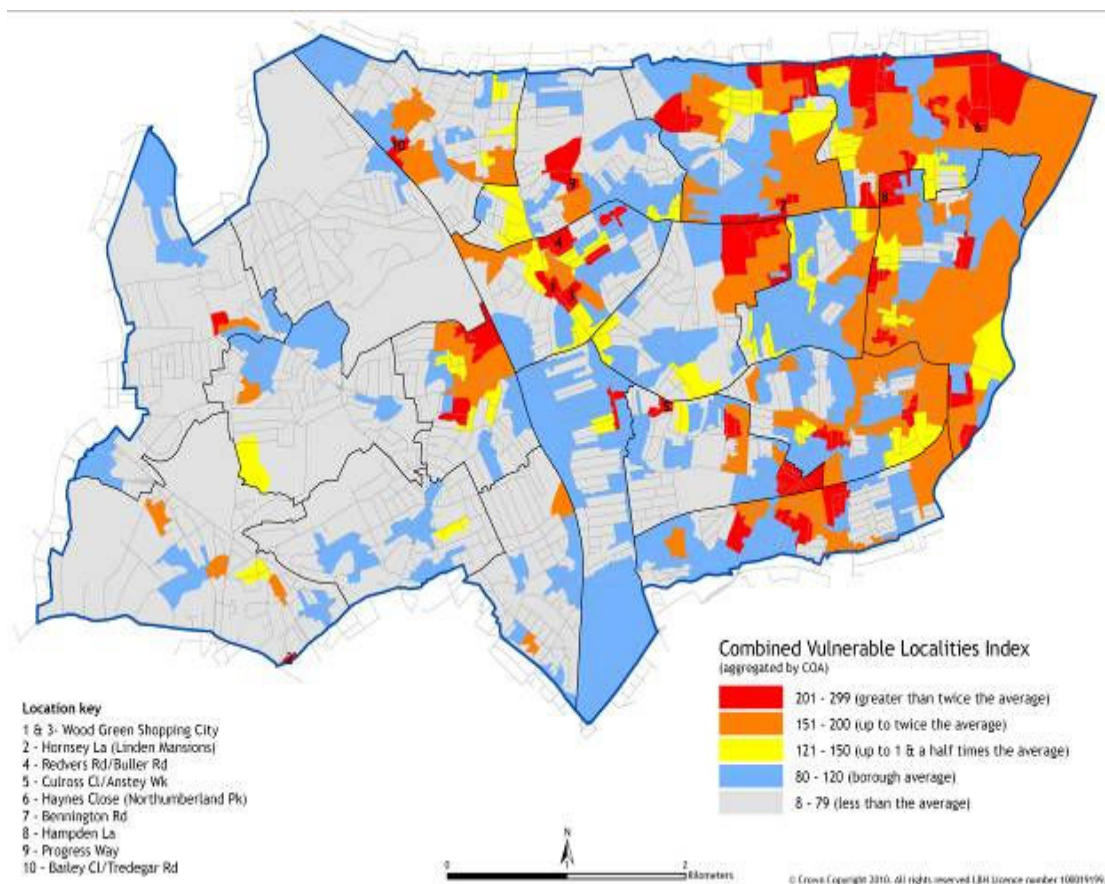
⁶ The Department of Communities and Local Government have divided every local authority into small areas called Lower Layer Super Output Areas (LSOA). Haringey has been divided into 144 LSOAs (England has a total of 32,482). Each ward in Haringey is made up of 7, 8 or 9 LSOAs

⁷ The Wider Barriers sub domain includes homelessness, household overcrowding (from the 2001 census) and the cost of affordable housing enabling owner occupation. 22 London boroughs are in the top 27 most deprived local authorities in England for this measure. The Wider Barriers is one of two sub domains that comprise the Barriers to Housing and Services domain. The other sub domain is Geographical boundaries.

influence an area's sense of community cohesion. The VLI allows data from the following indices to be combined and mapped;

| | |
|---|--|
| <p>Crime data Burglary in a dwelling Criminal damage in a dwelling Violence in a domestic setting</p> | <p>Deprivation data Income deprivation Employment deprivation Health deprivation Households without central heating or sole use of bath or shower</p> |
| <p>Education data Educational attainment below 5 GCSEs or equivalent at grades A - C</p> | <p>Demographic data Population of young people, ages 15-24 Lone Parents in a household with dependent children</p> |
| <p>Fire Service data Number of fire incidents (all primary and secondary fires)</p> | <p>At Risk Individuals data Location of individuals engaged with Youth Offending Service</p> |

5.20 The VLI gives a combined score for each of the boroughs 737 Output Areas (OA). An index value of 100 indicates a score that is proportionate to the borough average. A score exceeding 100 indicates that an area is above average and so the higher the score the more vulnerable the area. Priority areas are defined as OAs scoring 200 or more (equivalent or greater than twice the borough average). The priority areas highlighted correlate strongly with many of Haringey's traditional persistent hotspot maps. The top 10 highest scoring areas, showing scores ranging from 242 – 299, have been labelled.



5.21 There were 55 priority areas largely located in the east of the borough. Northumberland Park and Tottenham Hale contained the highest number of priority areas with 12 and 7 respectively. Noel Park ward was particularly significant as it contains three out of the top ten most vulnerable areas as well as being the only ward to have a crime rate greater than double the borough average. It is important to note that both Noel Park and Tottenham Hale contain major shopping centres and busy transport interchanges with the highest volumes of LBH stock in the borough (31.2% of the total). Many of the high scoring areas identified also experience high numbers of disorder emergency calls, further implying that these areas are particularly vulnerable with issues beyond the indices measured in the VLI (No data sourced from disorder databases was included in the VLI indices).

5.22 **Other risk factors**

Unemployment is a significant risk factor for criminality. For context, approximately 9% of Haringey’s population is unemployed⁸ (compared to 7.3% in London and 5.2% nationwide). However, 56.7% of accused had their occupation recorded as unemployed. Acquisitive crimes tend to have a particularly high proportion of unemployed accused as does drug trafficking. The concentration of problem drug users broadly mirrors the levels of crime, disorder and deprivation. Approximately three quarters of drug users who were in drug treatment in 2009-10 reside in the N17, N15 and N22 postcodes.

⁸ http://www.haringey.gov.uk/chapter_5_work_and_economic_activity.pdf

5.23 Mental health

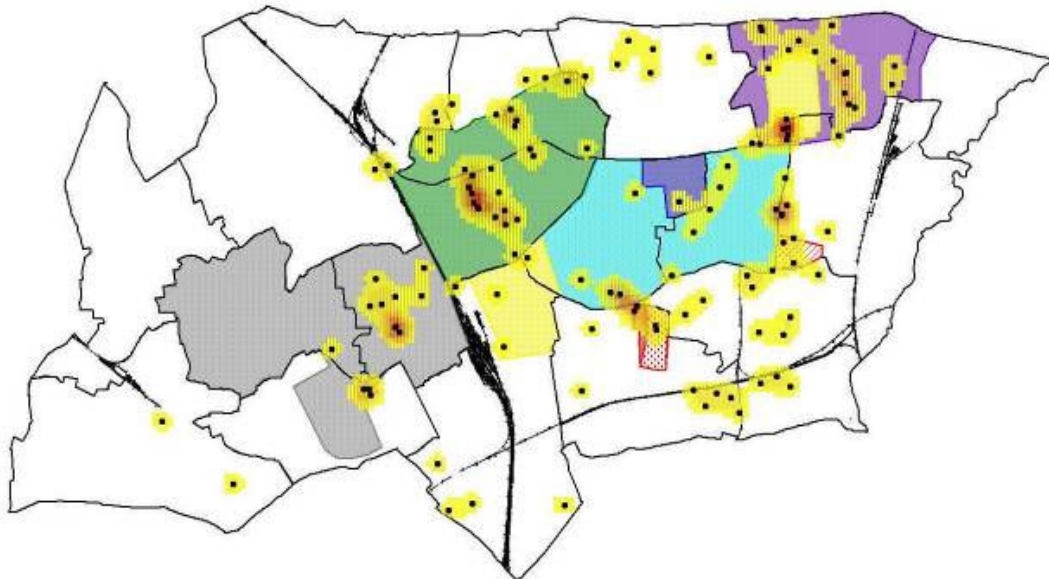
There is a considerable link between mental health and victimisation. According to a UK wide 2007 Mind report⁹:

- 71% of people with mental health issues had been victimised in the previous 2 years
- Nearly 90 per cent living in local authority housing had been victimised.
- 41 per cent of respondents were the victims of ongoing bullying.
- 34 per cent had been the victim of theft of their money or valuables, from their person or from their bank account.
- 27 per cent had been sexually harassed and 10 per cent had been sexually assaulted.
- 22 per cent had been physically assaulted

5.24 **Specific issues**

Gang crime

High levels of Acquisitive crime are not unusual in boroughs containing busy town/shopping centres such as Wood Green and Tottenham High Road. Haringey, however, also has a protracted history of street gang activity which is the main driver for the increase in most serious violence, serious youth violence and gun crime in the borough in 2009/10. The three main gang areas historically across Haringey have been Tottenham, Wood Green and Hornsey. Over time the gangs in these areas have broken up into multiple street gangs usually based around particular estates.



The map above outlines gang territories in Haringey overlaid with gang crime hotspots. Almost half of all these offences occurred on the street with priority hotspots seen in Wood Green and Northumberland Park, illustrating feuds between two of the most problematic gangs in these areas.

- 5.25 Gang membership demographics show that victims and accused of gang crime are overwhelmingly likely to be young. Young victims of gang crime are disproportionately likely to be victims of violent crime (assaults and robberies), with older victims more likely to be victims of property crime or criminal damage. Overall, 60% of gang crime victims and 25%

⁹ Mind (2007), Another Assault

of gang crime offenders were youths (note that accused data is only available for 16 gang flagged incidents, making gang accused analysis less statistically reliable).

5.26 Most Serious Violence (MSV)

There were 476 incidents flagged as MSV in Haringey in 2009/10, an increase of 14.7% on the 415 incidents recorded the previous year. MSV is mainly Grievous Bodily Harm (GBH) with intent (57%) and GBH with wounding (26%). MSV hotspots are focused in similar areas as gang related crime. Northumberland Park is especially affected by violent crime in general, including gun and knife enabled crime.

5.27 Repeat offending

Reoffending constitutes a significant proportion of overall recorded crime and there are considerable barriers to the successful resettlement of former offenders in London. This remains a priority nationally and locally and Haringey has produced an aligned strategy (see Reducing Reoffending Strategy at appendix 2 for full data and delivery plan).

5.29 Public perception

The Residents Survey 2009/10 shows that crime remains a key priority for our residents, and is consistently listed as residents' top concern (35% in 2009/10). This is 6% lower than for London and is the third consecutive year there has been a reduction in Haringey.

We also know that residents appear to feel safer than in previous years. In 2009/10 85% of residents felt very safe or fairly safe outside during the day; up 9% from last year. Night time safety perceptions have increased significantly by 10% since 2008/09, with 53% now feeling very safe or fairly safe. The number of respondents feeling either very unsafe or fairly unsafe has fallen year-on-year from 39% in 2007/08 to 31% in 2009/10. Resident's fear of crime still corresponds with actual high crime neighborhoods.

The 2009/10 Young Peoples Survey shows that crime also remains young people's top concern although the level of concern has reduced significantly from 56% in 2008/09 to 41% this year. This is 2% less than the London value of 43%. However, concern among young people about bad behaviour has increased notably from 27% in 2008/09 to 40% this year making it the second highest area of concern behind crime.

6. Strategic priorities and objectives

6.1 Strategic priorities

The following priorities and objectives have been agreed by Community Safety partners in Haringey:

| |
|--|
| 1. Improve partnership governance and information sharing |
| 2. Improve service delivery and public confidence (through engagement and data) |
| 3. Deliver coordinated prevention and operational activity |

6.2 Key objectives

1. Reduce serious violent crime (youths and adults)
2. Reduce violence against women (including domestic violence)
3. Reduce all property crime
4. Reduce repeat offending (Crime and ASB)
5. Provide an effective response to anti-social behaviour (ASB)
6. Increase public engagement, confidence and satisfaction
7. Reduce the harm caused by organised crime (local and sub-regional)
8. Prepare for emergencies and major events (inc. Olympics 2012)

6.3 Annual delivery plan

The plan for 2011-12 is attached at appendix 1. It is designed to address the gaps in current delivery and to focus on how the partnership can collectively achieve the stated objectives. Each area of activity is cross-referenced against the objectives listed above and set under the relevant strategic priority.

6.4 Principles / Approach

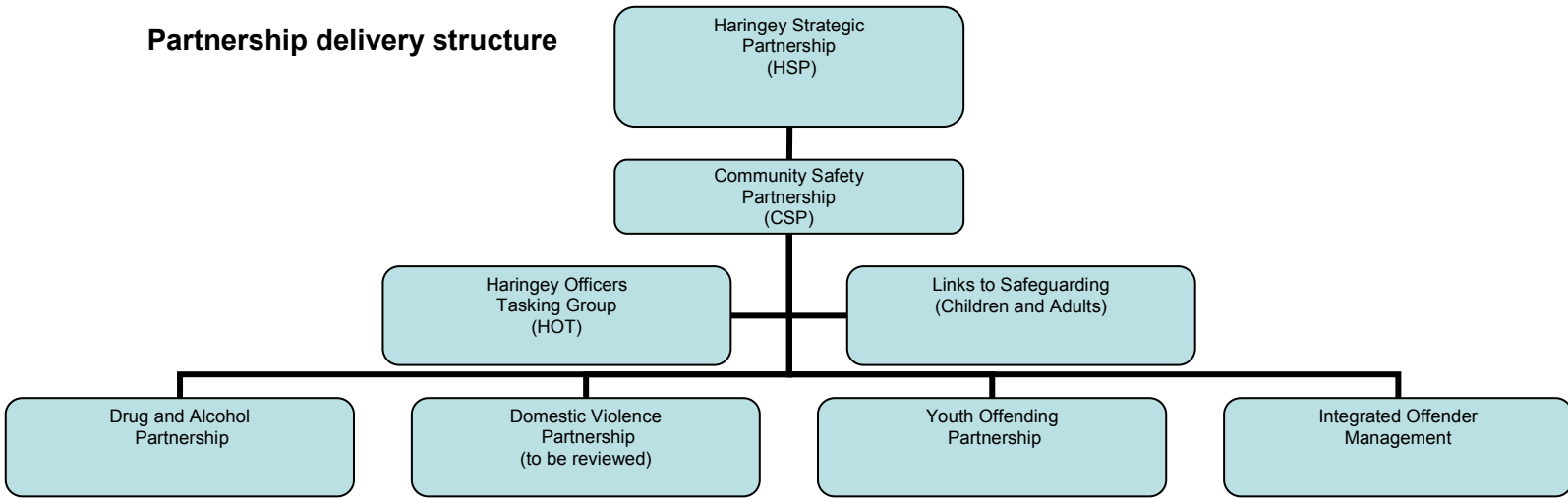
The partnership aspires to a set of guiding principles to improve the chances of success. These are to:

- Balance risk and harm
- Respond to known risk factors
- Seek long-term solutions to areas of multiple deprivation (with the HSP)
- Maximise resources (co-locating, reducing duplication and pooling budgets where possible)
- Share information effectively as a default principle
- Build on proven interventions
- Facilitate effective community input and capacity
- Integrate approaches to enforcement/front-line services
- Integrate offender management
- Monitor robustly, evaluating progress and applying good practice

7. Monitoring and delivery

- 7.1 The delivery of all agreed actions will be monitored through specialised partnership boards accountable to the Haringey Community Safety Partnership. The structure has been streamlined as below. This may be subject to further review as time goes on.
- 7.2 Where there are priorities without a formal board structure (e.g. ASB, non-domestic violence, property crime, gang-related work), a lead officer will pull together meetings and activity as required and report back to the main board. It is expected that board meetings will focus on understanding what is working and will have the flexibility to adjust actions and resources on a problem-solving basis.

Partnership delivery structure



8. Partnership resources (to be completed)

8.1 In addition to mainstream resources, ad hoc project funds and volunteers, the following funds currently contribute to the delivery of community safety outcomes:

| Funding stream / Agency | Resource 2011-12 |
|---|-------------------------|
| Community Safety Fund (via Mayor for London's Office) | £ 416.00 |
| Youth Justice Grant (YJ Board) | £ 825.00 |
| Drug Intervention Grant (National Treatment Agency) | X |
| Police officers in secondments (YOS (2 PCs, 1 Acting Sergeant, ASBAT (1 PC), Community Safety Team (1 Sergeant) | X |
| Public Health (1 mental health worker and part-time school nurse) | X |
| Probation (1 officer in the YOS) | X |

8.2 The partnership will be further assessing the contribution of a range of resources over the coming year.

9. Equalities implications (To be completed)

10. Summary of key indicators (to be completed)

Summary of key indicators

| No | Indicator | Target 2011-12 |
|----|--|------------------------------|
| 1 | Number of violent crimes (police records) | -2% |
| 2 | Rates of violent crime inc. sexual violence (health) | tba |
| 3 | Sanctioned detections for rape | +4% |
| 4 | Number of property crimes | -1% |
| 5 | Number of ASB incidents | Baseline year |
| 6 | Percentage of people believing that the Police and Council are dealing with crime and ASB (NI 21) | Above 53% |
| 7 | Percentage of victims satisfied with overall service provided by police by a) white users and b) BME users | +1% |
| 8 | Percentage change in people killed or seriously injured in road traffic collisions | +1% |
| | <i>Hate crime and further ASB and Council enforcement indicators</i> | |
| | First-time entrants to the Youth Justice System | Positive direction of travel |
| | Reduction in rate of youth reoffending | As above |
| | Reduction in proven adult reoffending | tba |
| | Reduction in use of custody | As above |
| | | |
| | <i>Complete probation indicators</i> | |
| | | |
| | Numbers accessing Hearthstone (DV) facility | tba |
| | Incidents of domestic abuse | Tba |
| | | |
| | Numbers leaving drug treatment free of dependence | tba |
| | Rate of hospital admissions per 100,000 for alcohol-related crime | tba |
| | <i>Complete drug indicators</i> | |
| | Reduce fires in the home | |
| | Reduce fires in non-domestic buildings | |
| | Reduce deaths from fire by at least one death a year. | |
| | Deliver 230,000 home fire safety visits (including partners), targeting those most at risk by 2013 | |
| | Reduce fires of rubbish (with deliberate or unknown motive) | |

Appendices:

- 1: Delivery Plan 20011-12
- 2: Reducing Reoffending Strategy
- 3: Youth Justice Plan

| Key actions | SMART target | By when | Responsibility of: | Progress |
|--|---|-----------|---|----------|
| Priority 1: Improve partnership governance and information sharing | | | | |
| Maintain effective links and influence with London decision makers (Objectives: All) | | | | |
| 1.1 Deliver at least one flagship project in Haringey in collaboration with the GLA/MPA | Project and targets agreed | July 11 | Neighbourhood Services, Frontline Service (FLS) | |
| | Project delivered | March 12 | As above | |
| 1.2 Strengthen influence with key community safety players in London | Attend meetings of London Heads; co-ordinate input and feedback | Quarterly | As above | |
| Strengthen participation across roles and disciplines (Objectives: All) | | | | |
| 1.3 Strengthen contribution to community safety across Council services (inc join up around health/crime determinants) | Agreement by Council's Executive Board (ref. s17 Crime & Disorder Act 1998) | Dec 11 | Director FLS with CEMB | |
| 1.4 Lobby HSP for co-ordinated response to top crime locations (i.e. areas of multiple deprivation) | Paper submitted to board | June 11 | Head of Policy, Council Strategy Unit and Asst. Chief Executive | |

| Key actions | SMART target | By when | Responsibility of: | Progress |
|--|--|--|---|----------|
| <p>Improve information sharing and partnership delivery with mental health services (Objectives: 1,2,4,5)</p> <p>1.5 Strategic link and responsibility established between CSP and Mental Health PS Board</p> <p>1.6 Improve information on mental health issues in ASB court cases</p> <p>1.7 Divert/support arrestees with mental health problems</p> <p>1.8 Improve understanding of services and support at the operational level</p> | <p>Senior attendance at board levels agreed</p> <p>Formal agreement on timely provision of assessments</p> <p>Continue forensic nurse assessments in custody suites</p> <p>Training completed for multi-agency operational staff</p> | <p>June 11</p> <p>Sept 11</p> <p>TBA</p> <p>Oct 11</p> | <p>Asst Director (Adult Services); Directors of Public Health</p> <p>As above</p> <p>As above</p> <p>As above</p> | |
| <p>Integrate services to reduce adult re-offending (Objectives: 1,2,3,4)</p> <p>1.9 Deliver Reducing Re-offending Strategy</p> <p>1.10 Agree and lead an Integrated Offender Mmt. Model for the borough</p> <p>1.11 Co-ordinate delivery around diverse offender groups</p> | <p>Approved by SCEB Board</p> <p>Annual plan delivered Monitored quarterly Scope agreed</p> <p>Model in place</p> <p>Map services, needs and responses to 9 pathways</p> | <p>May 11</p> <p>March 12</p> <p>June 11</p> <p>Sept 11</p> <p>Sept 11</p> | <p>Asst. Chief Officer, Probation with support from Offender Management Board</p> <p>As above</p> <p>As above</p> <p>As above</p> <p>As above</p> | |

| Key actions | SMART target | By when | Responsibility of: | Progress |
|---|-------------------------------------|----------|---|----------|
| | Agree priority investment | Dec 11 | As above | |
| Mainstream domestic violence work into safeguarding agendas (Objective 2) | | | | |
| 1.12 Improve strategic planning around impact on children (and families) | Annual joint conference held | Nov 11 | DV Co-ordinator with board support | |
| 1.13 Improve planning with adults' safeguarding | TBA | | As above | |
| Maintain effective information sharing protocols (Objective: All) | | | | |
| | Main ISP reviewed | Dec 11 | Neighbourhood Services | |
| | Further protocols agreed, if needed | March 12 | As above | |
| 1.14 Improve safe housing options for those at risk (esp. gang-related members) | Safe and Secure Protocol agreed | Oct 11 | Housing Support and Options, LBH | |
| Objective 2: Improve service delivery and public confidence (through engagement and data) | | | | |
| Improve partnership data products | | | | |
| 2.1 Produce annual strategic assessment to reflect Victim /Offender/Location/Time Model (Objectives: 1-7) | Draft | Oct 11 | Neighbourhood Service, FLS with Strategy Unit | |
| | Public consultation | Nov 11 | As above | |
| | New priorities agreed | Jan 12 | | |

| Key actions | SMART target | By when | Responsibility of: | Progress |
|--|--|----------------|---|----------|
| 2.2 Improve data collection on violent crime inc domestic violence (<i>Objectives: 1,2</i>) | Process agreed with key hospitals | July 11 | Asst Director, Public Health | |
| 2.3 Identify funding gaps and prepare data for bids | Data available | July 11 | Neighbourhood Service, FLS with Strategy Unit | |
| Improve communication with residents and delivery of local priorities (<i>Objectives: 5,6</i>) | | | | |
| 2.4 Develop and deliver Neighbourhood Action Plans to reflect local priorities | Approach agreed | May 11 | Neighbourhood Service, FLS and Supt. Ops | |
| | Data collation | June – Sept 11 | As above | |
| | Consultation Plans agreed | Oct/Nov Dec 11 | As above | |
| | | | As above | |
| 2.5 Increase confidence in how police and Council deal with crime and ASB locally (Residents' Survey/RS) | ASB Summit Action Plan delivered | March 12 | Director, Homes for Haringey | |
| | ASBAT PIs delivered | March 12 | ASBAT, FLS | |
| | Over 56% confidence return from RS | March 12 | Neighbourhood Services | |
| 2.6 Strengthen link with CPCG (Community Police Consultative Group) | Co-location with FLS | June 11 | As above | |
| | Key projects delivered (JusNorth / HYPE) | March 12 | CPCG | |
| Deliver a victim-centred approach (<i>Objectives: 2,4,6, 7</i>) | | | | |
| 2.7 Increase reporting of hate | Baseline agreed | March 12 | Police (CSU) and | |

| Key actions | SMART target | By when | Responsibility of: | Progress |
|--|--|----------|--|----------|
| crimes esp. disability linked | | | Neighbourhood Service | |
| 2.8 Reduce repeat victimisation of harassment/hate crime | Baseline agreed | July 11 | As above | |
| 2.9 Access funding to support young victims and court users | Submit 2 bids with Victim Support | March 12 | Neighbourhood Services with Victim Support | |
| 2.10 Strengthen support to victims of sexual violence | Deliver specialist rape counselling (18 hrs per week) | March 12 | DV Co-ordinator | |
| | Increase sanctioned detections for rape by 4% | March 12 | Supt. Ops | |
| 2.11 Increase reporting, access and support for victims of DV and gender-based crimes | All key actions in D&GBV strategy delivered. Monitored quarterly | | DV Co-ordinator and DV Partnership Board | |
| Priority 3: Deliver co-ordinated prevention and operational activity | | | | |
| Improve joint tasking (Objectives: 3,5,6,7) | | | | |
| 3.1 Improve outputs from the Haringey Officers Tasking Group (HOT) | Response in place to 'Rebalancing of the Licensing Act' | Sept 11 | Neighbourhood Services Supt Ops and Asst Director FLS | |
| 3.2 Continue Q-car rapid response operations | Function of the HOT reviewed inc ASB | June 11 | Supt Ops | |
| 3.3 Improve joint working between police and ASBAT inc optimal use of new tools and powers | Reduce property crime by 1% | March 12 | ASBAT/FLS and Supt Ops | |
| | Working protocol signed | June 11 | Supt Ops and FLS | |

| Key actions | SMART target | By when | Responsibility of: | Progress |
|--|---|---------------------|---|----------|
| 3.4 Respond to Vulnerable Localities Index data | Reduce property crime by 1% | March 12 | Supt Ops and FLS | |
| | Reduce violent crime by 2% | March 12 | Supt Ops and FLS | |
| | Police baseline agreed | March 12 | Neighbourhood Service, FLS and Supt Ops | |
| | Confidence improved by over 56% (re NI21) | March 12 | | |
| Reduce gang-related crime (Objectives: 1 and 4) 3.5 Deliver Operation CONNECT in the borough | Plan agreed Agreed outcomes delivered | June 12 March 12 | Neighbourhood Service, FLS with MPS | |
| 3.6 Maintain an effective Gang Action Group (13-24 yrs) | Reduction in serious violence of 2% | March 12 | As above | |
| | No. removed from list (performance maintained) | March 12 | As above | |
| Reduce youth-related crime (Objectives: 1,2,3,4,5) 3.7 Deliver annual Youth Justice Plan 11-12 | Number of first time entrants reduced by x | March 12 | Youth Offending PS Board; YOS Strategic Manager | |
| | Youth reoffending reduced by x | March 12 | As above | |
| | Use of custody reduced by x | March 12 | As above | |
| | Police officers retained in key posts (inc secondary schools) | March 12 | Supt Ops and YOS | |

| Key actions | SMART target | By when | Responsibility of: | Progress |
|---|---|--------------------|---|----------|
| 3.8 Co-ordinate prevention activity and target at those most at risk | Early Intervention and Prevention Strategy delivered | March 12 | Children's Trust | |
| Reduce the harm caused by drugs and alcohol (Objectives 1-4,6,7) | | | | |
| 3.8 Increase recovery from drug dependency | Numbers successfully completing drug treatment by x | March 12 | DAAT PS Board; Public Health | |
| | Community recovery model agreed TBA | Oct 11 | As above | |
| 3.9 Reduce demand | Young People's Substance Misuse Plan delivered | March 12 | Head of Service CYPS (commissioning and placements) | |
| | Local delivery of Govt. Organised Crime Strategy (due 2011) | March 12 | Police Superintendent Ops with key partners | |
| 3.10 Disrupt/restrict supply | | | | |
| | All actions on target. Report to SCEB twice yearly | Oct 11 April 12 | DAAT PS Board; Public Health | |
| 3.11 Deliver Alcohol Action Plan | | | | |
| Reduce fire-related incidents (Objectives 5,8) | | | | |
| 3.12 Deliver Haringey Borough Commander's Plan 2010-13 | Reach annual target for 7 numerical indicators re. deliberate and accidental fires (home, commercial and rubbish), deaths, false alarms, operational incidents and prevention activities (1,562 home fire safety visits | March 12 | Borough Commander, London Fire Brigade | |

| Key actions | SMART target | By when | Responsibility of: | Progress |
|---|--|----------|--|----------|
| Prepare for – and <i>respond to</i> - emergencies and major events (inc Olympics 2012) (Objective: 8) | | | | |
| 3.13 Put in place and test arrangements required to respond to the London Olympic Resilience Planning Assumptions | Arrangements tested | March 12 | Haringey Emergency Planning Partnership Board | |
| | Local Olympic Action Plan delivered | March 12 | Olympic Steering Committee (Dir Place & Sustainability and all partners) | |
| 3.14 Olympic and Paralympic Safety and Security Programme in place | Green status | March 12 | MPS Supt. Ops | |
| 3.15 MPS CONTEST plan in place locally | Green status on partnership elements of CONTEST strategy | March 12 | MPS Supt. Ops | |
| 3.16 Improve road safety | Reduce number of people killed or seriously injured in road traffic collisions by 2% | March 12 | As above | |

Strategic Priorities:

1. Improve Partnership Governance and Information Sharing
2. Improve Service Delivery and Public Confidence (through Engagement and Data)
3. Deliver Co-ordinated Prevention and Operational Activity

Key Objectives:

1. Reduce serious violent crime (youths and adults)
2. Reduce violence against women (including domestic violence)
3. Reduce all property crime
4. Reduce repeat offending (crime and ASB)
5. Provide an effective response to ASB
6. Increase public engagement, confidence and satisfaction
7. Reduce the harm caused by organised crime (local and sub-regional)
8. Prepare for emergencies and major events (inc Olympics 2012)