

**FRONT PAGE**

# ***Safer for All***

***Haringey's Community Safety  
Partnership Plan (2008 – 2011)***

## Foreword

The Safer Communities Partnership pledges to work collaboratively and transparently, utilising joint and individual resources to best effect and to achieve sustainable outcomes. Above all we will work SMARTER to achieve sustainable change and make Haringey Safer for All.

The crime and disorder issues identified as priorities for the next three years are:

- **Young People**
- **Serious Crime**
- **Anti-social behaviour**
- **Drugs and alcohol**
- **Reducing re-offending**
- **Increasing confidence in the Criminal Justice System**

Our *vision* for the coming three years is:

**“We will reduce the incidence of, and the concern about, crime, tackle its underlying causes and provide support and protection to victims, neighbourhoods and the most vulnerable members of our community. We will make homes safer and create places that people and children enjoy using and take pride in. Our roads will be safer. We will reduce the incidence of young people as victims and perpetrators of crime, providing pathways for opportunity and success”.**

*Haringey Community Strategy 2007 – 2016 ‘Safer for All’ priority*

## Signatures of leaders of statutory agencies

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# **Executive Summary**

## **Introduction**

The Haringey Safer Communities Partnership is responsible for addressing crime, drug and alcohol misuse and anti-social behaviour across the borough, and for ensuring that Haringey is prepared for major emergencies.

The partnership combines the energy, experience and resources of the Council, Police, health authorities, fire service and many valuable voluntary and community groups. Since the establishment of Safer Neighbourhood Teams in each ward, residents have been contributing to our work more than ever.

This strategy builds on many years of constructive partnership work and on a high level of agreement across the board. However, there is still more to learn and as crime patterns change, the partnership must continue to evolve.

We are pleased to present our joint priorities for the next few years as follows:

- Young people – prevention and support
- Serious crime – violence, acquisitive crime and domestic violence
- Anti-social behaviour – A focus on children and families, housing and the public realm
- Drugs and alcohol – prevention, effective treatment and re-integration
- Reducing re-offending – adults and young people
- Increasing confidence in the Criminal Justice System

## **Community Safety in Context**

Over the years, Community Safety has become an increasingly important national and local priority. The causes of crime are complex and the gap between reality and perception remains a challenge for all partnerships. There is much work to be done, not only within the sphere of community safety, but across the Local Strategic Partnership as a whole.

Haringey is a diverse borough, a fact that is welcomed and viewed positively by residents. However, with pockets of enduring deprivation and a growing population, there are still many vulnerable people within the borough. Over the past year, we have been researching those communities that have traditionally been disproportionately affected by crime and this has resulted in new recommendations. Haringey has also received higher than expected numbers of new migrants from Poland and other Central European countries recently. While most of these newcomers make a valuable contribution to the area, others are vulnerable as victims and can be drawn into criminal activity. As a partnership, we need to regularly monitor and respond to the issues which affect our diverse communities at different times.

Recorded crime has fallen steadily over recent years in Haringey but we remain a high volume borough and community safety, therefore, firmly remains a top priority. From the latest Annual Resident's Survey, we know that crime is still a key concern among

residents, although a greater number now claim to feel safer both during the day and at night compared with previous years. There is also evidence of a significant degree of under-reporting and we believe this to be higher in certain groups. Communication and effective engagement with local people and groups is at the heart of this new strategy.

## **What we have learnt**

There have been many successes since the start of the last strategy, both in terms of falling crime and a better understanding of the drivers of crime. Key lessons learnt from all areas of community safety include:

- a joined-up approach to youth crime is necessary and services for young people should be co-ordinated
- solutions need to be long-term and holistic – early intervention is key
- intelligence and analysis is vital, as is information sharing
- good communication, consultation and engagement is vital
- collaborative working must be at the core of planning

## **Delivery**

From a list of 198 new national targets across Government (reduced from 1,200), Haringey has chosen a core group of 35 which we believe will contribute most to improvements on the ground locally. The Safer Haringey Partnership will be responsible for the following six within the core group:

- Reducing serious violent crime
- Reducing serious acquisitive crime (robbery, burglary and vehicle crime)
- Dealing with local concerns about anti-social behaviour and crime by the local council and the police
- Building resilience to violent extremism
- Getting drug users into effective drug treatment
- Preventing young people aged 10 – 17 from entering the Youth Justice System

There is support from the partnership to work more strategically across areas of responsibility; to focus on outcomes and to place communication and engagement at the heart of delivery.

The Safer Communities Service will develop action plans every year and provide a link between the work and achievements of area-based groups and our performance across the borough, ensuring the best possible outcomes for all.

# 1. Introduction

The Haringey Safer Communities Partnership is made up of a number of statutory partners: Haringey Council, Police, Primary Care Trust and the Fire Service along with other contributing partners from within the criminal justice system and the wider community. Collectively, we are responsible for addressing the crime, substance misuse and anti-social behaviour which is most prevalent in the borough and of greatest concern to local communities; and for ensuring the borough is prepared for major emergencies.

This strategy presents the most important community safety priorities for Haringey, building on collective knowledge as laid out in the Partnership Data Report and in line with Home Office guidance. The strategy also presents our commitment to embracing the new requirements on all partnerships and to implementing a co-ordinated and balanced programme of prevention and intervention for the coming three years.

The priorities outlined in this document build on a wide range of consultation exercises that have taken place locally over the past few years. Included in these are regular surveys, ward-based 'Have a Say' days and sessions with some of those most affected by crime and the fear of crime such as parents, schoolchildren, minority ethnic groups, service users, repeat victims and the older generation.

At the same time, we have expanded the use of data and intelligence. We have produced 6-monthly partnership strategic assessments examining the crime, disorder and environmental issues in the borough, drawn from a wide range of data sets. We have undertaken comprehensive training in information sharing across the partnership to improve work undertaken to reduce crime and disorder.

We have held workshops with our principal stakeholders to understand and agree on the causes of, and possible solutions to, our community safety challenges. We are pleased to report that there is a high degree of consensus about these issues among partners.

We are, therefore, confident that the proposed approach to community safety and the suggested priorities in this strategy combine evidence, professional experience and community intelligence.

This does not mean that we do not have more to learn. Crime patterns and feelings of safety are complex and do not remain static. The partnership must continue to evolve and adapt to changes in its membership; shifting local demographics and developments in the national community safety field.

It has become evident over the last few years that the priorities across Haringey's Local Strategic Partnership overlap to a significant and increasing degree. The outcomes in this new strategy will also have to be achieved whilst ensuring the best use of resources. A key priority for the coming few years will, therefore, be to further improve our partnership collaboration so that we minimise duplication and maximise success in areas of common concern.

## 2. National context

### 2.1 Strategic background

During the 1980s, crime and community safety became an increasingly important national priority. Alongside health, education and the environment, crime and disorder has featured prominently across different Government priorities. These issues are public-facing and often dominate the media. However, the complexities surrounding crime, substance misuse and anti-social behaviour are rarely captured, and addressing the gap between reality and perception remains a challenge for all partnerships.

In recognition of the evolving nature of community safety partnership work, the Home Office has undertaken a thorough review of partnership work. The Home Office team carried out an unprecedented level of public and stakeholder consultation, culminating in the publication of *'Delivering Safer Communities: A guide to effective partnership working'* in 2007. Many of the findings from this exercise had been highlighted in the Local Government White Paper of 2006, which reinforced the importance of local leadership, partnership duties and more flexible joint funding arrangements.

This document takes account of all **6 key Hallmarks**, as follows:

- Empowered and effective leadership
- Intelligence-led business processes
- Effective and responsive delivery structures
- Engaged communities
- Visible and constructive accountability
- Appropriate skills and knowledge

Haringey welcomes this guidance as it reassures us that we are well on our way to implementing much of the suggested good practice and also clarifies the areas which our partnership needs to strengthen and improve upon.

From April 2008, the Criminal Justice System in England and Wales will have several new, 3-year strategies in place. These include the National Community Safety Plan, the Cutting Crime Strategy, Staying Safe (DCSF), Working Together to Cut Crime and Deliver Justice: A Strategic Plan for Criminal Justice and revised drug and alcohol strategies. In addition, The Children's Plan (10-year strategy) sets out a series of ambitions for all areas of children's lives, including ensuring their safety. These strategies place an emphasis on effective partnership working, better public engagement, earlier intervention, simpler business processes and a focus on the most serious and harmful problems.

### 2.2 Measuring success

Police and local partnership performance will be measured through a revised performance framework known as Assessment of Police and Community Safety (APACS).

Recognising that the police alone cannot prevent and reduce crime, APACS aims to further promote joint ownership for the delivery of policing and community safety through



a single and integrated set of targets. A new group of Public Service Agreements (PSAs) has been adopted which prioritises serious and persistent crime, a reduction in re-offending and the measurement of an expanded number of public confidence outcomes.

In addition to the overarching target to Make Communities Safer (PSA 23), the National Community Safety Plan recognises links with other outcome targets as below:

- Increase the number of children and young people on the path to success (PSA 14)
- Increase the proportion of socially excluded adults in settled accommodation, employment, education or training (PSA 16)
- Tackle poverty and promote greater independence and wellbeing (PSA 17)
- Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public (PSA 24)
- Reduce the harm caused by alcohol and drugs (PSA 25)
- Reduce the risk to the UK and its interests overseas from international terrorism (PSA 26)

The total number of National Indicators (NI) has been reduced from 1,200 to 198; these now cover the full range of priorities which are to be delivered by local authorities in partnership with other agencies and communities. The full list is shown in Appendix A.

From this National Indicator set, each Local Strategic Partnership has a core group of 35 improvement targets and these will be monitored closely by regional government bodies through Local Area Agreements (LAAs).

Our work will contribute to the full range of indicators under APACS and the national indicator set. However, we will be *specifically* measured on our agreed improvement targets, as below. Haringey's area-based grant has been apportioned according to top priorities for the borough with a substantial priority on employment, education and training. A copy of the resource plan for 08/09 is attached at Appendix C (**currently under discussion**).

- Serious violent crime rate (NI 15)
- Serious acquisitive crime rate (NI 16)
- Dealing with local concerns about anti-social behaviour and crime by the local council and the police (NI 21) – TBA
- Building resilience to violent extremism (NI 35)
- Drug users in effective drug treatment (NI 40)
- First time entrants to the Youth Justice System aged 10 – 17 (N111)

Preventing and reducing domestic violence will remain a priority and Haringey's existing stretch target for reducing repeat victims of domestic violence continues.

In the light of new priorities and a revised national framework, we have also updated our arrangements for monitoring and measuring success at the local level and this is further described in sections 6 and 7.

## 3. Local context

### 3.1 Overall picture

Haringey is a hugely diverse borough with nearly half of all residents and three-quarters of young people from black and minority ethnic communities. In recent surveys, residents have rated the local diversity as a welcome and strong feature of the borough.

However, there are still pockets of enduring deprivation and worklessness, low educational achievement and health inequality. Housing need has been increasing and Haringey has levels of homelessness among the highest in London. Over 5,000 households are in temporary accommodation and one in five households is overcrowded. Local research and data show that African-Caribbean communities, and especially their young people, are still disproportionately affected by crime, and especially, acquisitive crime as both victims and accused.

Haringey also has a growing population and the number of children is increasing at the fastest rate. London as a whole but Haringey, in particular, has received higher than expected numbers of Polish and East European migrants over the past few years and is among the four boroughs in London with the highest number of national insurance numbers issued to Polish nationals.

We are aware that, whilst many members of these new communities make a valuable contribution to the area, others are vulnerable. As a partnership, we will need to regularly monitor and respond to the community safety issues that affect these population groups over the coming years. The crowded conditions in which many new arrivals to the borough are living also present a health and safety concern which will require attention.

The most recent research into the prevalence of problematic drug use estimates that Haringey has in the region of 2,485 problematic drug users<sup>1</sup>. The patterns of drug use reflect geographical patterns of crime and deprivation with most of the people accessing drug treatment services coming from Tottenham and Wood Green. Haringey has rates of crack cocaine use above the London average; high levels of poly drug use; stabilised but significant opiate use; and an upward trend in cannabis use. There has been a substantial increase in the numbers of people entering drug treatment over the past two years and the future focus will be on treating the most problematic drug users and achieving longer-term outcomes for those completing treatment.

Both crime and local drug and sex markets are located in areas of high footfall. In Haringey, these are mainly Wood Green and Tottenham High Roads and Wood Green and Turnpike Lane stations with further hotspots around Seven Sisters, Bruce Grove, Northumberland Park stations and Green Lanes.

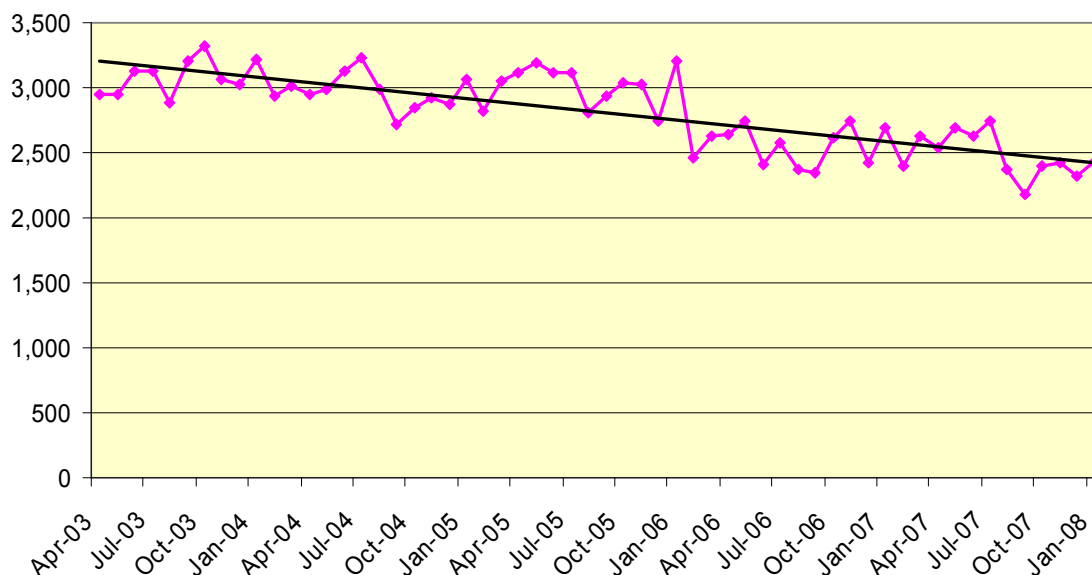
Recorded crime in Haringey has shown significant decreases over the past few years, as shown on the chart below. Despite this, it is still a high-volume crime borough and

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<sup>1</sup> Glasgow University: Estimates of prevalence of opiate and/or crack use 2007).

the partnership remains concerned, especially about the amount of crime that affects young people and vulnerable families.

**Chart 1: Total Notifiable Offences in Haringey April 2003 – January 2008**



In spite of reductions in recorded crime nationally and locally, the British Crime Survey estimates that only 40 per cent of crimes are reported, so work still needs to be done to improve reporting rates. Anecdotally, it is known that under-reporting is higher in certain groups, for example young people, some ethnic minorities and victims of hate crime. Victim Support Haringey has been running workshops in schools to encourage young victims of crime to seek referral and support and we will continue to work with young victims in future.

The Annual Residents' Survey shows that while crime is still a top concern among residents, this is lower than in recent years and has fallen from 54% to 46% over the past year. In addition, residents appear to feel safer than in previous years, with a higher proportion reporting that they feel fairly or very safe both during the day and at night. The gap between perceptions of crime and the reality does still remain and will need to be addressed through more targeted communication and better community engagement.

The number of calls to the Anti-social Behaviour Action Team (ASBAT) has also been falling. The nature of the cases reported, however, appears to be more serious and the actual caseload is becoming more complex. Since the team was set up in 2004, it has prioritised prevention as a first measure but has also successfully taken civil action on behalf of residents against individuals causing serious and persistent problems. We will continue to strengthen our understanding of anti-social behaviour in the borough and to promote a co-ordinated response to its prevention and solution. The new ASB strategy 2008-2011 reinforces this.

Data from the Probation Service suggest that the greatest need for Haringey prisoners is related to skills for the workplace - higher than for London overall. Just over 20 per cent of Haringey residents have a level 1 or below qualification and 14 per cent have no

qualification. Although exam results have improved at twice the national average since 2001, educational attainment is still lower in the borough than in London and nationally. This will clearly remain a priority for co-ordinated work across the Local Strategic Partnership.

### 3.2 Sustainable Community Strategy

After a year of development and consultation, the Haringey Strategic Partnership published its overarching strategy to 2016 with the following priorities:

- People at the heart of change
- Economic vitality and prosperity shared by all
- Healthier people with a better quality of life
- An environmentally sustainable future
- Safer for All
- People and customer focused services

The ambition of this strategy is to make lasting improvements to the quality of life for all by tackling the issues that still present barriers to success for too many local people. The main focus will be on improving the life chances for young people living in poverty by tackling deprivation and social exclusion. Substantial investment will be directed towards worklessness, and the Safer Communities Partnership will both benefit from and contribute towards the agreed outcomes from these priorities.

### 3.3 Links to other local Strategies

The following Haringey strategies have links to *Safer for All*:

- Mental Health Joint Strategy
- Supporting People Five Year Strategy
- Changing Lives: Children and Young People's Plan
- Annual Youth Justice Plan
- Alcohol Harm Reduction Strategy
- Anti-Social Behaviour Strategy
- The Domestic Violence Strategy
- Haringey Homelessness Strategy
- Employment and Skills Strategy
- Enforcement Strategy
- Greenest Borough Strategy
- Adult Drug Treatment Plan
- Housing Strategy
- Waste Strategy
- Gambling Policy
- Licensing Policy
- Haringey Regeneration Strategy: People, Places and Prosperity

The work of the Local Safeguarding Children Board (LSCB) will link into *Safer for All* where it relates in any way to children and young people. LSCBs were introduced as a statutory requirement under the Children Act 2004, with a broad remit to ensure that local work to safeguard and promote the welfare of children is well co-ordinated and effective.

## 4 Lessons learnt (2005-2008)

### 4.1 Overall picture

The previous strategy focused on four overall priorities:

- Violent crime including domestic violence
- Acquisitive crime
- Anti-social behaviour
- Reducing the harm caused by drugs and alcohol

Underpinning these priorities were cross-cutting issues around young people, mental health, victim and witness support, and community engagement.

In 2005, the Safer Communities Partnership agreed a development agenda which recognised the importance of processes and skills in the delivery of community safety work. We also pledged to deliver *measurable* improvement. This agenda prioritised project management, evaluation, research and data analysis, communications, area-based problem solving and community engagement as hallmarks.

The agenda foresaw the development of the new national hallmarks and has placed Haringey in an excellent position to contribute strongly to the national strategy and to deliver the new requirements for effective partnership working. Although much of this work is already underway, improvements are needed in all areas and the importance of co-ordinated communication and engagement has been recognised across the partnership.

Our delivery structure has served us well for the last three years and has allowed specialist knowledge to be built up around our priorities. However, there is now a need for more integration across priorities and across areas of joint responsibility under Haringey's Local Area Agreement. Two of the most important areas for development will be to join up efforts in support of positive outcomes for young people and to co-ordinate wrap around services such as housing, treatment, education, skills and employment to reintegrate and resettle ex-offenders and former drug and alcohol misusers back into the community.

The evaluation and performance management frameworks that were set in place over the past couple of years have allowed us to manage resources and programmes more effectively and to establish a stronger link between what is needed, what works and the programmes we support. Haringey's Local Strategic Partnership is undertaking work to standardise and improve performance management and commissioning, and aligning work with new standards will be a priority for all partnerships.

Haringey has a varied and effective voluntary and community sector which is represented at all levels of the partnership. However, there is a need to improve our knowledge of the Third Sector and to work more strategically with key groups to build capacity and realise their delivery potential.

The Safer Communities Partnership has also taken oversight of Emergency Planning work within the borough, enabling a broader range of partners to be engaged in work to reduce the vulnerability of the borough to terrorism and other major incidents.

## **4.2 Violent crime (non-domestic)**

### **Current situation and successes**

Haringey has continued to see a steady falling trend in British Crime Survey (BCS) violence (wounding and common assault) over the last two years. We achieved a 15% reduction in 2006/07 - almost double the MPS reduction. The trend has continued this performance year.

Violent crime hotspots (particularly stranger violence) tend to correlate with vibrant late-night economy areas, such as Wood Green. It is thought that alcohol consumption by young adults is contributing to the problem.

Each financial year the Other Violent Crime Partnership Board has delivered an action plan focusing on communication, prevention and enforcement. The previous strategy highlighted three key areas of focus: young people and violence, joint operations and a knife crime strategy. While a specific strategy around knife crime has not been written, the partnership currently undertakes a variety of activities around knife crime and youth in particular.

Partners have made a range of successful contributions to reducing other violent crime since 2005: the Youth Offending Service, Red Cross, Victim Support, the Youth Service, Safer Schools Partnership and Project have all provided workshops and training in relation to young people and violence; partners have contributed to Police-led operations including Blunt, Curb and Trident. The partnership board led two problem solving meetings about alcohol-related violence and group related territorialism.

### **Key lessons learnt**

- There is no real pattern for violent crime in the borough
- Problems flare up and require a swift and flexible response from the partnership
- The earliest possible intervention is advocated in relation to preventing violence
- Communication and reassurance is vital in relation to fears about violent crime
- A coordinated approach to youth violence is essential
- Greater use of provisions within the Licensing Act 2003 should be made to address alcohol-related violence

## **4.3 Domestic violence**

### **Current situation and successes**

General statistics on domestic violence for England and Wales reveal that:

- 1 in 4 women over the age of 16 has been a victim of domestic abuse
- Children may be affected in 90% of domestic violence incidents
- 89% of those experiencing four or more attacks are women
- 46% of women experience multiple forms of domestic abuse

- Domestic violence is predominantly but not exclusively a male to female crime

Domestic violence (DV) constitutes 30% of all violent crime in Haringey and remains a priority for the partnership. Due to its importance in Haringey and the high levels of suspected under-reporting, DV continues to have its own partnership board and a separate 4-year strategy. This should be consulted for more detailed information. Hearthstone acts as one-stop shop, providing a range of services for people facing domestic violence.

In 2006/07, the police recorded 3,310 incidents of domestic violence which amounts to a decrease of nearly 10% compared with the previous year. Wards in the east of the borough were by far the worst affected, reflecting higher levels of deprivation and population density. Currently, police performance in Haringey is showing unprecedented success in the rate of sanctioned detections for domestic violence and is outperforming all other boroughs in the Metropolitan Police Service.

During the course of the previous strategy, work to support children at risk was significantly increased including extensive prevention work in schools. There were also new developments in information sharing, training for front-line staff and in the piloting of perpetrator programmes. Regular awareness-raising has always been a priority for the DV agenda and this has continued.

### **Key lessons learnt**

- Professionalism and suitable training for those in contact with survivors are key factors for trust and a positive outcome to be secured
- Domestic violence needs to be fully accepted as a priority across the partnership with a more co-ordinated approach that does not rely on the dedication and commitment of only a single member of staff with limited resources
- Structure, systems and processes are important and there is scope for improved user involvement, better accountability, joint protocols and more effective information sharing.

## **4.4 Acquisitive crime**

### **Current situation and successes**

As measured by the British Crime Survey (BCS), acquisitive crime has seen a steady declining trend during the last three years. During 2006/07, Haringey achieved an 8% reduction in 2006/07 and this trend has continued, albeit with more modest reductions.

Prior to 2005/06, personal robbery in Haringey fell year-on-year for three years. Overall personal robbery has seen a steadily declining trend since January 2005; including a 6% reduction in 2006/07 compared to the previous financial year. Performance for the period April 2007 – January 2008 showed a significant 21.3% reduction compared to the same period last year, averaging over 30 fewer robberies each month.

Although there have been year-on-year falls in burglary in recent years, sustaining high performance against targets has been a challenge. There could be a variety of reasons for this including:

- Robbery offenders 'switching' to burglary resulting from the success of anti-robbery initiatives
- Desirability of new products such as plasma televisions
- The impact of immigration (burglary is the top offence for Eastern Europeans victims)
- Influence of drugs (burglary is the second highest offence type for clients of the Drug Interventions Programme<sup>2</sup>)
- Volume of temporary housing and issues relating to Houses in Multiple Occupation (HMOs)

Overall, motor vehicle crime has been on a decreasing trend, with incidents of 'theft of motor vehicles falling steadily and significantly. However, 'theft from' motor vehicles is a more challenging problem which is being affected by the desire for disabled badges, licence plates and audio equipment as well as the increasing popularity of goods such as SatNav systems.

Finding new ways of preventing and reducing these particular offences will require creativity and an ongoing focus of resources. Area-based working can contribute to this at a local level.

Tackling these, and the other acquisitive crimes, is co-ordinated by the Acquisitive Crime Partnership Group which has been focusing on four key areas; sharing information, targeted publicity, joint operations and target hardening. Specific areas of success in recent years include: The establishment of a system for sharing information about 'at risk' young people; the provision of training about the information sharing protocol; anti-burglary and motor vehicle crime publicity campaigns; crime opportunity profiling of streets in two long-term burglary hotspots and the publication of a pocket directory of activities for young people during peak times for robbery.

### **Key lessons learnt**

- Long-term and holistic solutions are required across the package of acquisitive crimes
- Strategic analysis, forecasting and community intelligence is required in order to understand and respond to the different drivers of each crime type
- Public responsibility is the key to prevention and timely publicity campaigns can be successful
- Robbery is largely a young person's crime and requires joined up work across the providers of services to young people
- A significant proportion of acquisitive crime is committed by problem drug users. The continuation of the Drug Interventions Programme will ensure that a coordinated approach to this issue is maintained
- Recent research has shown that there may be a link between gambling premises and crime.

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<sup>2</sup> The Drug Interventions Programme (DIP) aims to reduce drug related offending by providing appropriate and effective treatment to problem drug using offenders.



## 4.5 Anti-social behaviour<sup>3</sup>

### Current situation and successes

Across the partnership a balanced and proportionate approach to dealing with anti-social behaviour has been developed. Key enforcement services – such as Safer Neighbourhood Teams, Environmental Enforcement and the Anti-Social Behaviour Action Team (ASBAT) – work together to deal with serious, complex and persistent problems.

The ASBAT is primarily responsible for enforcement using a range of powers such as dispersal orders, injunctions and anti-social behaviour orders, however during 2007 the preventative role was extended by the employment of a parenting worker and two support workers. This parenting support focuses on those families who have been identified as the most prolific anti-social behaviour offenders.

Recent joint operations have included:

- Homes for Haringey and Urban Environment tackling anti-social behaviour on estates; the Council signed up to the Respect Standard for Housing Management
- Development of controlled drinking zones to limit drinking in public
- Development of the Crack House Closure Protocol
- Operation Tailgate<sup>4</sup>
- Clean Sweep<sup>5</sup>
- Establishment of 24 hour, 7 days a week out of hours service
- Establishment of the Tactical Enforcement Team

Information sharing has been key to developing joint working practices. Services dealing with anti-social behaviour have signed up to the Information Sharing Protocol allowing data to be shared between partners easily and minimising duplication.

### Key lessons learnt

- Continued joint operations is a key part of tackling anti-social behaviour
- Implementation of the ASB communications strategy will ensure that residents are kept informed and allow services to respond appropriately to residents' concerns
- Developing effective area-based problem solving around lower-level crime and ASB at an early stage will be key

## 4.6 Drugs and alcohol

### Current situation and successes

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<sup>3</sup> The full Anti-Social Behaviour Strategy 2008-11 is available on request from the Community Safety Team.

<sup>4</sup> Multi-agency enforcement concerning specific issues, for example nuisance garages, illegal gaming machine usage, unlicensed social clubs. Some of the agencies involved to date include, the Street Duties Team (Police), UK Immigration, Housing, Benefit Fraud Investigators and Department for Work and Pensions.

<sup>5</sup> Multi-agency enforcement and cleanliness-based initiative in specific wards of the borough. The scheme is coordinated by the Better Haringey Team.

This programme of delivery is informed by an annual Needs Assessment which is then turned into an Adult Drug Treatment Plan. Problematic drug and alcohol misuse is a cross-cutting theme which runs through most of the priority areas in the strategy. By ensuring the provision of effective drug treatment, along with harm reduction and wrap-around support services, drug related crime and in particular acquisitive crime is reduced as is risk of overdose and spread of blood-borne viruses. Work to tackle the supply of Class A drugs is undertaken through the borough's drugs squad, the DAAT, and drug treatment agencies. This joined up approach is the most effective means of minimising displacement following crack house closures.

The borough's three year Alcohol Strategy comes to an end in April 2008. Work is underway to update this strategy and align it more with the updated national Alcohol Strategy, Safe. Sensible. Social. Some of the priorities will be: Reducing alcohol-related hospital admissions, including the effect of harmful and binge-drinking; work to reduce alcohol-related violent crime and anti-social behaviour.

### **Key lessons learnt**

- A wraparound approach is key to successfully re-integrating problem drug users
- The effects of alcohol on offending remain unclear owing to poor recording and data quality
- Responsibility for drug and alcohol work needs to be further mainstreamed across the Haringey Local Strategic Partnership
- The percentage of those arrested for trigger offences testing positive for opiates and/or cocaine (33%) has remained consistent across the last 12 months

## **4.7 Young People**

### **Current situation and successes**

Youth crime (the number of accused and youth victims) has seen a falling trend over the last three years in Haringey. Specifically, the number of youths accused has reduced consistently including a significant reduction of over one quarter (27.4%) for the year ending March 2007. The number of young victims in Haringey has followed a similar falling trend. Personal robbery remains the most prolific offence type accounting for a quarter of all accused. However, contrary to the borough trend, the level of violent offending among young people has increased.

The proportion of young people committing serious offences of robbery and violence has increased since 2002. This trend confirms the need locally to prioritise more serious violent crime.

Young people were a key focus over the last few years, with particular attention being paid to projects around violence. These projects included knife crime workshops, weapons awareness courses and prison visits for school pupils. Operation Curb, tackling youth violence, was launched in 2007.

Many evidence-led, targeted programmes aimed at young people have been successful, in particular, engagement and diversion projects led by the Youth Service, Off the Street Less Heat, the Haringey Police and Community Boxing Club and the recent 'Say Yes' Challenge at St Thomas More School.

As previously stated, there is a real need to co-ordinate partnership resources and experience around the safety and success of young people in the borough during this new strategy period.

The Youth Service Detached Team has responded to concerns about anti-social behaviour by young people. They have successfully worked with other local partners and engaged with young people making a positive impact.

The DAAT Young Peoples' Needs Assessment (2007) estimates that in the region of 176 young people could be in need of specialist drug treatment. A treatment system has been designed which screens and targets those most at risk of developing substance misuse problems. Key posts within Schools, the Leaving Care Team, Children and Families and the YOS along with a dedicated specialist Young Persons Treatment Service (Involve - Haringey) ensure that an integrated support and treatment system is in place which aims to prevent the onset of problematic substance misuse and associated crime and anti-social behaviour.

### **Key lessons learnt**

- Services for young people should not be delivered in isolation, a coordinated approach is essential
- Responses to youth crime should be tailored at a neighbourhood level
- Good engagement and diversionary activity does impact on crime and anti-social behaviour
- Priority should be given to activity that challenges negative behaviour

## **4.8 Mental health**

### **Current situation and successes**

A register of people with severe mental illnesses has been developed, following a requirement for GPs to collate information about patients within their practice, who present with certain conditions. The criteria for inclusion include diagnoses of schizophrenia, bipolar disorder and psychoses.

As of March 2007, 656 Haringey residents were on the register, with the highest rates of diagnosed mental illness in the east of the borough, and the overall rate higher than registered nationally. The differences between national and local rates cannot be easily explained, however influencing factors may include the relatively young population of Haringey, the more diverse ethnic mix and high levels of deprivation.

A new service in Haringey has been developed to encourage residents with mild mental health problems or who are experiencing stress, worry or panic to discuss their concerns with a professional. *Health in Mind* takes place in a community setting, with regular drop-in sessions held at Wood Green Library. The sessions provide one-to-one emotional

support, advice and guidance, and where necessary referrals will be made to established mental health services.

The current Mental Health Strategy for Barnet, Enfield and Haringey is reaching its end and a new strategy will be developed during 2008, setting out the local mental health needs and designing the services required to meet those needs. We will continue to support Forensic Nurses in custody suites and will further develop joint working between community mental health teams and the Anti-social Behaviour Action Team. We will Monitor the ability of the Workstep Programme to help ex-offenders with disabilities (physical, learning and mental health) into employment.

### **Key lessons learnt**

- Mental Health Teams need to continue developing joint working practices with partners to ensure the best outcomes for service users
- Work around less serious mental health problems must continue in order to prevent more serious problems developing
- The information from the Mental Health Register can be used to target services more effectively

## **4.9 Emergency Planning**

### **Current situation and successes**

Over the past few years, there have been a significant number of incidents in the borough requiring a multi-agency response to safeguard the public. Partnership arrangements have been broadened and strengthened, allowing such incidents to be successfully managed.

The threat from international terrorism remains severe in the UK, and London remains a key target. It is also evident that climate change will significantly increase the risk of severe weather events, if it is not already. All partners are committed to putting in place the capabilities to deal with the challenges that these risks present.

Future work will focus more and more on increasing public awareness of these threats, and developing community resilience by encouraging practical preparation by businesses and residents.

## 4.10 Consultation

### Current situation and lessons

Recent consultation with key partners and board members has revealed a high degree of consensus about where we have got to and how we need to go forward, including the focus of our joint work for the coming three years.

Specific consultation with the public takes the following shape and has helped inform this strategy:

- Six-monthly consultation with 3,800 residents in all 19 wards with police Safer Neighbourhood Teams to inform local priorities
- A one-to-one survey on concern about crime during the Christmas period in a number of top hot spots for crime and ASB, including Wood Green and Tottenham
- Annual Safer Sixties events and consultation around crime prevention, fire safety and health improvements
- Interactive consultation meeting with all criminal justice partners and a wide cross section of local residents prior to the Community Justice Pilot in Haringey
- Annual Residents' Surveys
- Individual consultation undertaken during 2007/08 with young people of African-Caribbean origin, as the group most disproportionately affected by crime and victimisation in the borough
- Anti-social behaviour awareness sessions and intelligence gathering in schools
- Involvement of the Drug Users' Group
- Business/education crime reduction challenge (Say Yes) with secondary schools
- Consultation on Police relations with young people

In addition, all of the strategies listed in section 3.3 will have involved some form of consultation.

### Key lessons learnt

- The best solutions come from those closest to the ground
- Consultation must be well prepared, relevant and focused
- Consultation must not only be heard but *used*

## **5. Priorities (2008 – 2011)**

We will work in partnership with key staff and their resources across the Council, Criminal Justice System and in the Community and Police Consultative Group, Schools, Victim Support, Fire Service and the wider business and community sector, using extensive input from stakeholders and public consultation. Over the coming three years our work will focus on the following key areas.

- 1. Young people – prevention and support**
- 2. Serious crime – violence, acquisitive crime and domestic violence**
- 3. Anti-social behaviour – A focus on children and families, housing and the public realm**
- 4. Drugs and alcohol – prevention, effective treatment and re-integration**
- 5. Reducing re-offending – adults and young people**
- 6. Increasing confidence across the Criminal Justice System**

### **5.1 Young people - Prevention and support**

- Map and co-ordinate youth-related prevention and intervention work across the Haringey Strategic Partnership
- Develop co-ordinated responses through the Youth Summit (inc. restorative approaches; community safety impact assessments in schools etc)
- Commission targeted youth activity and diversion with proven outcomes (including the Local Intervention Fire Education project run by London Fire Brigade and the Leadership Centre)
- Regularly address all youth related issues raised through area-based working. (Long-term and ingrained problems will be resolved through problem-solving)
- Continue the 'Say Yes Challenge' to increase skills for the workplace
- Roll out the Youth Inclusion Project borough-wide and ensure closer links with the Youth Inclusion and Support Panel
- Implement key findings from the Haringey Disproportionality Report 2007
- Increase reporting, referral and support from young victims
- The Youth Offending Service will contribute to the Every Child Matters agenda for children and young people

### **5.2 Serious crime – violence, acquisitive crime and domestic violence**

- Contribute to the designing out crime agenda through partnership working with Planning, Highways, Health and Housing and Transport for London
- Commission targeted crime prevention publicity campaigns with respect to motor vehicle crime and burglary
- Develop a programme for businesses 'at risk' of robbery
- Continue to exchange information about 'at risk' young people between 16 – 25 years of age
- Deliver a programme of research and relevant action about alcohol-related violence

- Commission and support early intervention projects regarding weapons
- Explore further the potential links between crime and gambling in Haringey, and respond appropriately
- Continue to support organisations which provide services to victims of burglary, including Metropolitan Care and Repair and Victim Support, with special focus on repeat victimisation
- Targeted approaches to crime, particularly taking account of the new communities and high turnover of population
- Commitment to assessing the impact of organised crime on enforcement services in the borough

Based on experience, the new domestic violence strategy for Haringey will embrace gender abuse to include 'honour based' crime and female genital mutilation. The strategy has the following strategic priorities to:

- Improve the safety of, and support to, those who experience or who are threatened by domestic violence
- Improve the quality, co-ordination and effectiveness of services
- Hold abusers to account
- Reduce the tolerance of domestic violence in local communities
- Undertake constructive work with perpetrators
- Support targeted outreach work around Lesbian, Gay, Bisexual and Transgender domestic violence

The existing stretch target for reducing the repeat victimisation of domestic violence sufferers will remain.

### **5.3 Anti-social behaviour – A focus on children and families, housing and the public realm**

- Develop evidence based approaches using a variety of research and data sources, particularly at ward level
- Reduce the opportunity for anti-social behaviour, with a focus on young people, and work to support families where there is a significant risk of members becoming perpetrators
- Focus enforcement on dealing with the causes of anti-social behaviour and deliver a programme addressing environmental crime
- Increase engagement with the community including new immigrant communities, in particular tackling perceptions around anti-social behaviour
- Address the need for structured engagement for young people; at schools and colleges, and through further education, employment and training
- Tackle anti-social behaviour across all housing tenures
- Continued investment in operations improving the cleanliness of the borough
- Commitment to work with strategic housing services to examine and respond to the link between housing and community safety

## **5.4 Drugs and alcohol – prevention, effective treatment and re-integration**

- Identify ways of delivering wraparound services under the changing national priorities and reduced budgets
- Prioritise effective treatment programmes, identifying the most problematic users
- Carry out research examining the relationship between problematic drug use and serious acquisitive crime, to improve targeting of services
- Continue to align the work of the Drug Interventions Programme (DIP) and Priority and Prolific Offender (PPO) scheme, making best use of resources
- Improved application of the Licensing Act 2003 to address problem licensed premises; for example tackling underage sales of alcohol and violence

## **5.5 Reducing re-offending – adults and young people**

- Adapt the London Resettlement Project locally, joining up all the strands of work across both adults and young people, linking in DIP and PPO
- Support ex-offenders into sustainable employment, training or apprenticeship under the Haringey Guarantee and the Worklessness Programme
- Keep abreast of best practice and developments, working closely with the London Resettlement Strategy Group

## **5.6 Increasing confidence across the Criminal Justice System**

- Roll out and publicise a Third Party Reporting network. Monitor impact through the partners on the Hate Crime Group
- Implement an evidence-led and co-ordinated community engagement plan<sup>6</sup>
- Support and monitor the impact of the Community Justice Pilots (first pilot was launched in February 08)
- Complete Police training programme for Stop and Search / Stop and Account
- Increase satisfaction with the police and local authority response to ASB and crimes that matter to local communities
- Improve partnership working between Victim Support and other key public-facing groups and services such as Safer Neighbourhoods, Hearthstone One Stop, ASBAT, YOS and community mental health teams
- Implement, develop and monitor the Preventing Violent Extremism Programme

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<sup>6</sup> There will be a particular emphasis on working with and supporting vulnerable groups such as repeat victims, victims of serious crime and hate crimes and communities whose safety and feelings of safety are disproportionately affected by their circumstances, their neighbourhood or their involvement in the criminal justice system.



## **6. Our approach**

There is universal support from partners for the following approach to be adopted in addressing our agreed priorities.

### **6.1 Agreed principles**

#### **More strategic and cross-cutting partnership planning/co-ordination**

- Sustainable change can only be brought about by multi-disciplinary approaches. More effective links need to be built up across the Haringey Strategic Partnership to both support those most in need via wraparound services and to tackle the cross-cutting themes of crime and community safety (see Section 7.2)
- Clarification of the roles and responsibilities of all partners is needed – this will ensure that multi-disciplinary approaches work well
- Coordination of work around early intervention and prevention of serious crime and anti-social behaviour. The emphasis should be on young people with restorative approaches, mediation and mentoring being considered, particularly at primary school age
- Coordination of enforcement tools and systems such as CCTV
- In tackling crime and anti-social behaviour, we must balance proactive, programmed work with the need to ensure we can respond quickly to emergencies or new problems
- Continued progression of area-based working to ensure that it becomes embedded within the delivery structure and strategic approach

#### **Problem-solving and outcome-focused activity**

- Problem-solving approaches should be fully integrated into the day-to-day business of the partnership (see section 6.3)
- The Evaluation Framework should be further developed and where appropriate training carried out to ensure it is understood (see section 6.2 following)
- A more robust performance management framework developed in line with corporate developments
- Continued development of the strategic assessments ensuring that robust and reliable data and community intelligence are included alongside detailed analysis for use in allocating resources and forward planning.

#### **Communication and engagement at the heart of Community Safety delivery**

- A coordinated programme of communications, marketing and reassurance needs to be implemented including ensuring residents are aware of the different ways to report crime and anti-social behaviour
- Clear lines of communication, both internal and external, need to be established and understood
- Implementation of co-ordinated partnership Communication Strategy

- Agree a joint forward plan for effectively engaging priority groups and addressing under-reporting (see outline at Appendix C)
- More constructive work with the Third Sector (voluntary and community organisations) and their networks as well as improved engagement with the community, in particular young people
- Targeting engagement at those groups that are over-represented in the Criminal Justice System and those hard to reach groups with emerging problems
- Agree a programme of public meetings for senior partnership members to be held at least once a year ('Face the People' sessions)
- Increasing confidence in the partnership and Criminal Justice System as a whole, using positive publicity, engagement and training
- Understanding local concern about crime and addressing its causes, closing the gap between residents' perceptions and actual risk

## **6.2 Evaluation / Monitoring**

During 2006/07 a partnership evaluation framework was developed and implemented. The framework was designed to provide a system for assessing the impact of partnership working and for improving future efforts. There are six key aims of the framework:

- Providing an audit trail of partnership funding
- Examining the impact of partnership working
- Driving up performance
- Ensuring value for money
- Avoiding duplication of effort
- Ensuring accountability

Each project / programme funded through the partnership has been required to provide quarterly monitoring reports and a final evaluation report at the end of the financial year. Where there were delivery issues, the monitoring process enabled project leads to identify and reflect on problems, learn lessons and make necessary changes.

## **6.3 Problem Solving Process**

More complex or ingrained problems can be dealt with through the problem solving process, which is based on a national model. This process involves defining the problem, setting baselines and aims, developing responses using research and analysis, and evaluating the whole process once complete. The analysis ensures that efficient, effective solutions are found and the evaluation determines success, cost effectiveness and good practice.

## **7. Delivery framework**

The diagram following illustrates how the working structure of the partnership fits into the Home Office guidance. Most of the structure is already firmly established and commitment has been shown across the partnership to strengthen it and to apply robust problem-solving principles to the work.

### **Area based working**

This is essentially partnership working at a local level, with local partners working together to address emerging crime, disorder and environmental problems. These include Safer Neighbourhood Teams, Urban Environment and Neighbourhood Management<sup>7</sup>. These teams meet on a monthly basis under the umbrella of Area Based Working Groups (ABWG), which cover two to four wards each and correspond with existing Area Assemblies.

The work of the ABWGs is guided by joint priorities set for each ward by a combination of public consultation and data analysis, and the evidence provides a baseline for monitoring the achievements of the ABWGs. For more complex and ingrained problems, the ABWGs will be supported to use problem-solving techniques. The Safer Communities Service will add value, for example helping to share good practice and coordinate problem solving.

### **Partnership Groups**

These are multi-agency groups, currently known as Partnership Boards, which cover the borough-wide strategic priorities. The Safer Communities Service co-ordinates these groups, ensuring the flow of information between the strategic and operational level is kept open. The Partnership Groups facilitate joined-up responses to identified problems.

For those problems that cannot be resolved, the ABWGs will escalate the issue to the appropriate Partnership Group.

### **Resource Coordination Group (formerly Servicing Group)**

This group will oversee the problem solving process at the Partnership Group level and where required and appropriate will offer advice and allocate additional resources.

### **Performance Management**

Under the new Performance Management Framework area-based working, problem solving, monitoring and evaluation are key to ensuring that the work of the partnership is outcome-focused.

The Performance Management Group (PMG) will meet periodically to consider reports from the Safer Communities Service. These will be based on progress by the ABWGs;

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<sup>7</sup> Other delivery mechanisms include the following, but the list is not exhaustive: ASBAT, Community Courts, Community Organisations, Drug Intervention Programme, Enforcement Service, Faith Organisations, Hearthstone, Homes for Haringey, Police Reactive Units, Primary Care Trust, Probation, Urban Environment, Victim Support, Voluntary Sector, Youth Offending Service, Youth Service.

progress against our main borough-wide indicators and assessments of the performance of the partnership as a whole.

Safer Communities Executive Board (SCEB) is the statutory Crime and Disorder Reduction Partnership which agrees and oversees the strategic direction of the partnership and compliance with all guidance from central Government. SCEB is the final escalation point for problems that cannot be solved in other areas of the partnership.

### **Analytical support**

At all levels analytical support will be provided in order to guide decision making and working practices. This will include annual strategic and needs' assessments to inform the SCEB, with baselines, tactical analysis and evaluation provided to guide the problem solving process.

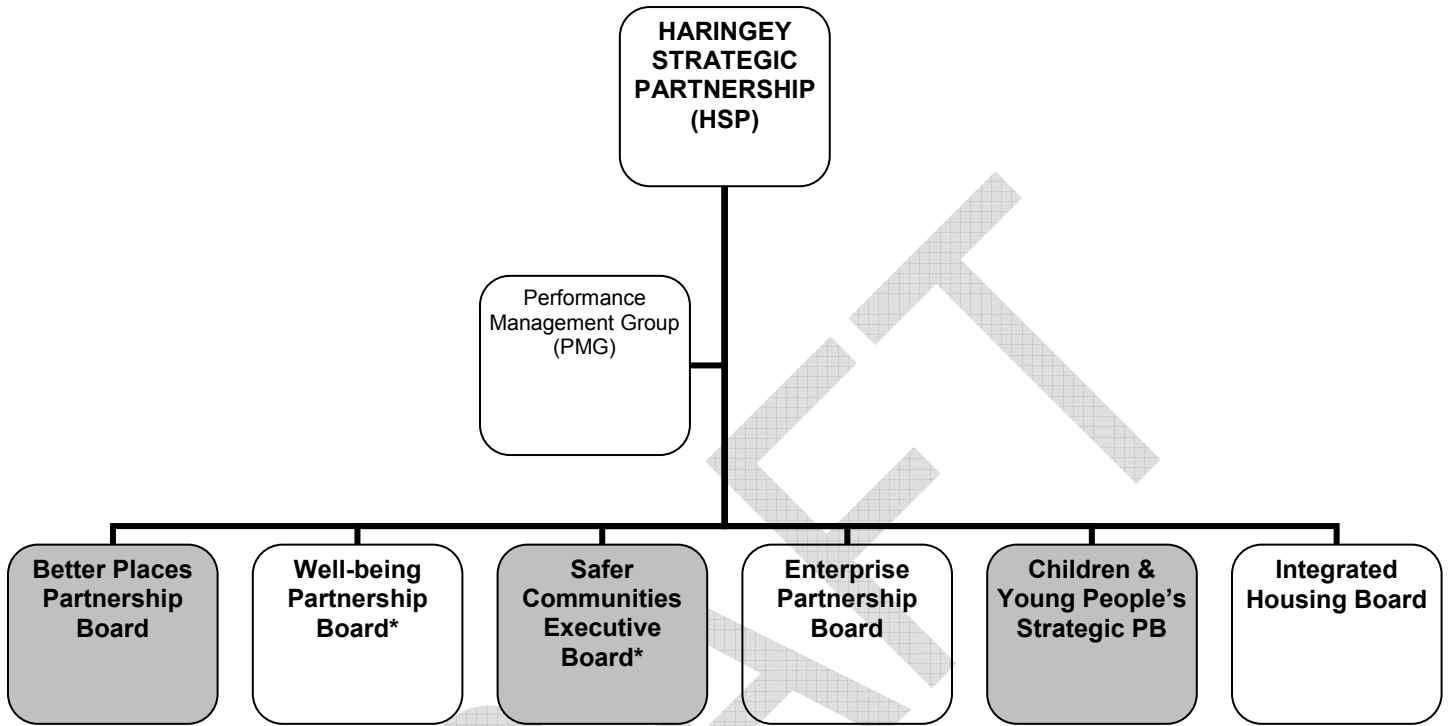
### **Benefits**

This model is in line with the Home Office guidance. It allows partners to link resources improving efficiency and to deal with issues that do not fall under the remit of one particular partner. The setting of joint priorities will steer the area based working towards the issues of most concern to the community. The advantage of being able to refer blockages to the PMG or SCEB is that the partners are able to fulfil their obligations and that all issues can be dealt with

**7.1 Safer Communities Partnership Delivery Structure (under development)**

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## 7.2 Diagram of the Haringey Strategic Partnership



# Appendix A – National Indicator Set (NIs)

## Safer Communities block

- NI 15 Serious violent crime rates PSA 23
- NI 16 Serious acquisitive crime rate PSA 23
- NI 17 Perceptions of anti-social behaviour PSA 23
- NI 18 Adult re-offending rates for those under probation supervision PSA 23
- NI 19 Rate of proven re-offending by young offenders PSA 23
- NI 20 Assault with injury crime rate PSA 23
- NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 23
- NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area HO DSO
- NI 23 Perceptions that people in the area treat one another with respect and dignity HO DSO
- NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour HO DSO
- NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour HO DSO
- NI 26 Specialist support to victims of a serious sexual offence PSA 23
- NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police HO DSO
- NI 28 Serious knife crime rate HO DSO
- NI 29 Gun crime rate PSA 23
- NI 30 Re-offending rate of prolific and priority offenders HO DSO
- NI 31 Re-offending rate of register sex offenders PSA 23
- NI 32 Repeat incidents of domestic violence PSA 23
- NI 33 Arson incidents HO DSO
- NI 34 Domestic violence – murder PSA 23
- NI 35 Building resilience to violent extremism PSA 26
- NI 36 Protection against terrorist attack PSA 26
- NI 37 Awareness of civil protection arrangements in the local area CO DSO
- NI 38 Drug-related (Class A) offending rate PSA 25
- NI 39 Alcohol-harm related hospital admission rates PSA 25
- NI 40 Drug users in effective treatment PSA 25
- NI 41 Perceptions of drunk or rowdy behaviour as a problem PSA 25
- NI 42 Perceptions of drug use or drug dealing as a problem PSA 25
- NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody MoJ DSO
- NI 44 Ethnic composition of offenders on Youth Justice System disposals MoJ DSO
- NI 45 Young offenders engagement in suitable education, employment or training MoJ DSO
- NI 46 Young offenders access to suitable accommodation MoJ DSO
- NI 47 People killed or seriously injured in road traffic accidents DfT DSO
- NI 48 Children killed or seriously injured in road traffic accidents DfT DSO
- NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks CLG DSO

### **Relevant indicators from other blocks**

- NI 111 First time entrants to the Youth Justice System aged 10–17 PSA 14
- NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or license PSA 16
- NI 144 Offenders under probation supervision in employment at the end of their order or license PSA 16
- NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO
- NI 196 Improved street and environmental cleanliness – fly tipping Defra DSO

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## **Appendix B – Risk register for Safer Communities**

This register sets out the principal risks under the responsibility of the Safer Communities Executive Board. The risks are linked to the new performance framework which begins with effect from 1 April 2008 and are based upon the objectives and targets set out below.

The overarching target area for SCEB is Public Sector Agreement 23: Make Communities Safer. The National Community Safety Plan also recognises overlap with the PSAs set out in section 2.2 of this strategy

### **Safer Communities priorities and key targets (2008 – 2011)**

- Target 1: To provide co-ordination, development and monitoring of strategic policy and planning to reduce crime, substance misuse and anti-social behaviour
- Target 2: To reduce serious violent and acquisitive crime (NI 15 and 16)
- Target 3: To prevent offending and re-offending by young people, reducing first time entrants to the CJS for 10 – 17 year olds (NI 111) and prevent re-offending by adults
- Target 4: To deal with local concerns about anti-social behaviour and crime by the local council and police (NI 21)
- Target 5: To increase the numbers of drug users in effective treatment (NI 40)
- Target 6: To build resilience to violent extremism (NI 35)
- Target 7: To ensure that the Borough continues to be well prepared for emergencies – increasing awareness of civil protection arrangements in the area (NI 37)
- Target 8: To increase local confidence in the criminal justice system

### **Key to the Risk Register:**

**Inherent Risk:** assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored from 1 to 9 with 1 being low and 9 high. The rankings can be tied into the overall Council Risk Framework.

**Controls:** the actions and processes which are currently in place to manage the risk identified.

**Residual Risk:** assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

**Further Action:** Where there is outstanding residual risk, further actions have been identified to reduce the exposure to the risk.

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Comment / further action
		Impact	Lhood		Impact	Lhood	
<b>Target 1: To provide co-ordination, development and monitoring of strategic policy and planning to reduce crime, substance misuse and ASB</b>							
1	Failure to implement the recommendations and requirements from the Crime and Disorder Act Review	7	5	<ul style="list-style-type: none"> <li>➤ Performance Management Group (PMF) in place for the SCEB with senior leadership. More effective links between area-based problem solving, borough-wide monitoring and the PMG</li> <li>➤ New Safer for All Strategy 2008-2011</li> </ul>	6	4	New Safer for All strategy has taken account of the requirements
2	Failure to improve performance of the Safer Communities Partnership	7	7	<ul style="list-style-type: none"> <li>➤ Evaluation framework is picking up any failures/delays in delivery</li> <li>➤ Renewed PMG will be ensure proactive monitoring and adjustment</li> <li>➤ Two-way delivery model is underway</li> <li>➤ Full-time Development Co-ordinator (Data and Performance) in place</li> </ul>	5	3	Effective use of partnership funds Improve usefulness and timeliness of Data reports and joint tasking
3	Failure to improve performance of the Drug Intervention Programme			<ul style="list-style-type: none"> <li>➤ Preparation of Adult Treatment Plan 08</li> <li>➤ Implementation of Young Person's Treatment Plan</li> <li>➤ Monitoring of contracts (crack service, DIP, Step Ahead, Involve etc)</li> </ul>			Close monitoring of all key contracts Corporate (joint) commissioning model awaited
<b>Target 2: To reduce serious violent and acquisitive crime (NI 15 and 16)</b>							
4	<b>Failure to achieve volume crime reductions</b>	5	8	<ul style="list-style-type: none"> <li>➤ Robust monitoring in place</li> <li>➤ Maintaining tried and tested</li> </ul>	5	6	Focusing efforts on smaller no. of targets will help.

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Comment / further action
		Impact	Lhood		Impact	Lhood	
				responses (Video ID suite, Q cars, intelligence, bail conditions) <ul style="list-style-type: none"> <li>➤ Experienced multi-agency problem-solving groups are in place</li> <li>➤ Greater priority across the partnership on early intervention and prevention</li> </ul>			Impact may only be seen over longer term New targets plus new partners to get engaged Importance of maximising partnership work and community engagement
5	<b>Failure to co-ordinate activity across Council departments and with key partners</b>	8	7	<ul style="list-style-type: none"> <li>➤ Review of contribution and roles/ responsibilities is underway</li> <li>➤ Realignment of work plan priorities for Safer Communities strategic team</li> <li>➤ Corporate assessment of overlaps and common ground planned early 2008/9</li> </ul>	6	4	Promote section 17 duties
<b>Target 3: To prevent and reduce offending by young people aged 10-17 and re-offending by young people and adults</b>							
6	<b>Failure to prevent and reduce offending and re-offending by young people</b>	7	9	<ul style="list-style-type: none"> <li>➤ Map and co-ordinate youth-related prevention and intervention work across the HSP</li> <li>➤ Co-ordinate investment in youth activity and diversion with proven outcomes</li> <li>➤ Evaluation of Multi-systemic Therapy programme by 2009</li> <li>➤ Improvement plans all being progressed</li> </ul>	5	6	Closely monitor and consider other actions as required

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Comment / further action
		Impact	Lhood		Impact	Lhood	
7	Failure to reduce re-offending by adults	7	9	<ul style="list-style-type: none"> <li>➤ Commitment to adapt the London Resettlement Model locally in 08/09</li> <li>➤ Women's London Resettlement Project underway</li> <li>➤ DIP/PP0 alignment in place and producing result</li> </ul>	5	6	Resources and ability to deliver will require close monitoring NOMS may undergo further restructuring
<b>Target 4: To deal with local concerns about anti-social behaviour and crime by local authority and police</b>							
8	Inability to favourably influence public perception	5	8	<ul style="list-style-type: none"> <li>➤ Continue Safer Neighbourhood Teams</li> <li>➤ Delivering Communications Strategy and targeted community engagement</li> <li>➤ Area-based working and problem solving model to be rolled out</li> </ul>	5	6	Pilot effectiveness of local communications/ marketing efforts
9	Failure to progress ASB cases that involve harassment and serious threats of violence, resulting in damage to individuals and the SCP	8	8	<ul style="list-style-type: none"> <li>➤ Maintain policy of early intervention and effective application of all ASB-related legislation</li> <li>➤ Close partnership work, especially between Police/ASBAT/Enforcement</li> <li>➤ Introduction of new ASB strategy</li> </ul>	5	6	Resources and levels of absence will need to be closely monitored
<b>Target 5: To increase numbers of drug users in effective treatment</b>							
10	Failure to deliver key aims of the Adult Drug Treatment and Young People's Substance Misuse Plans	5	7	<ul style="list-style-type: none"> <li>➤ Budget re-profiling underway</li> <li>➤ Effective tendering followed by robust contract monitoring</li> <li>➤ DAAT Performance Management Group involving providers to ensure</li> </ul>	5	4	Mainstream responsibility crucial as well as co-ordinated wrap around services especially with housing, employ-ment/skills

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Comment / further action
		Impact	Lhood		Impact	Lhood	
				action taken if targets not being met. ➤ User involvement and move towards individualised budgets underway			etc
<b>Target 6: To prevent violent extremism</b>							
11	<b>Failure to make an impact, especially in the short term</b>	7	7	➤ Programme of prevention, diversion, engagement and education underway with young people and Muslim Women ➤ Strong links with community exist through Police Community Liaison Officer and CPCG	5	5	This work is relatively new and may only bear fruit in the long run
<b>Target 7: To ensure that the Borough continues to be well prepared for emergencies and Civil Contingencies Act 2004</b>							
12	<b>Perceived failure of Partnership's response to an emergency</b>	9	6	➤ Emergency and Business Continuity Plans in place (+ LESLP procedures, pan-London plans and protocols) along with programme of exercise/ training ➤ Excellent partnership arrangements in place through Haringey Emergency Planning Partnership (HEPP) and the Local Resilience Forum (LRF) ➤ Contingency plans in place	7	4	Use 'Minimum Standards for London' to review plans and capability of the partnership

## **Appendix C – Resource Allocation Plan**

### **(Highlights and overview) 08/09**

The draft plan following includes funding received through the Area Based Grant & the Basic Command Unit Fund (It should be noted that the allocation procedures of the Basic Command Unit Funding has yet to be agreed by Central MPS & GoL and the level is yet to be confirmed). The amounts allocated to non staff projects may well need to be adjusted when the procedures are agreed). Not included at the moment are the Pooled Treatment Budget or Youth Justice Board statutory funding as these are ringfenced against specific work under the DAAT and YOS respectively.

SCEB is responsible for the following National Indicators in the LAA and they are shown against the resources plan highlight chart overleaf:

Serious violent crime rate (NI 15), Serious acquisitive crime rate (NI 16), Dealing with local concerns about anti-social behaviour and crime by the local council and the police (NI 21), Building resilience to violent extremism (NI 35), Drug users in effective drug treatment (NI 40), First time entrants to the Youth Justice System aged 10 – 17 (NI 111)

Priorities	Proposed Funding		National Indicators	Contributing Agencies	Comments
	Staff	Projects			
<b>All CDRP Strategic &amp; Priorities</b>					
Safer Communities Provision	464,300		15, 16, 21, 35, 40, 111	Council	Statutory CDRP strategic and policy work, resource management/commissioning, partnership management and development, communications, data and analysis co-ordinating crime prevention. Key YOS prevention work.
Haringey Police Provision	315,000		15, 16, 21, 35, 40, 111	Police	This money is used to deliver added value policing in pursuit of the Targets set under current PSAs. It primarily delivers "partnership activity" over and above core policing responsibilities. This money is also used to match fund against central MPS resources or actually provide extra cover at peak times by paying overtime to officers.
Community Safety CCTV Management	25,000		Cuts across LAA Priorities to reduce crime	Council	This part funds a CCTV control room manager.
Preventing Violent Extremism		180,000	35	Council/Police/Third Sector	Ring Fenced grant within Area Based Grant to focus on preventing violent extremism within the definitions of NI35
<b>Young People Prevention &amp; Support</b>					
Local Intervention Fire Education (LIFE) Project		24,000	15,16,111	Fire Service	At risk young people are mentored by fire officers and are trained to "run" a fire station. The young people are expected to gain an understanding of the rewards of effort, teamwork and communication.
London Boxing Academy		20,000	15,16,111	Third Sector	The London Boxing Academy provides alternative education for young people who would otherwise be excluded from school. This is additional to the core funding they receive from schools and through fundraising elsewhere.

Priorities	Proposed Funding		National Indicators	Contributing Agencies	Comments
	Staff	Projects			
Off The Street Less Heat (BWFE)		10,000	15,16,111	Council/Police	Off the street less heat runs on Broadwater Farm Estate to engage young people at risk of crime and ASB late in the evenings (8pm-midnight) during school holidays. A borough wide pilot was trialled through 2007/08 however it has become apparent that this project is best suited to BWFE.
Junior Citizens		6,000	15,16,111	Police	This project provides a transitional programme of work for year 6 young people before they move to secondary schools across the borough.
Value Life +		25,000	15,16,111	Schools	Value Life was instigated by young people at Gladesmore School in 2002. This is Year 5 of the project and it is anticipated that the partnership will encourage other schools to become involved in this celebration of young people's activities and allow their voice to be heard against weapons and violence.
Say Yes Challenge		20,000	15,16,111	Council	The Say Yes Challenge is a social enterprise project engaging young people to develop solutions to local crime & anti-social behaviour issues.
Haringey Amateur boxing Club		40,000	15,16,111	Third Sector	The Community & Police Amateur Boxing Club engages and mentors young people and challenges poor behaviour. In 2007/08 they were commissioned to provide activity during school holidays in schools across Haringey.
YOS Foreign Nationals Worker	41,500		15,16,111	Council	This funds a post in YOS to carry out ethnically sensitive work with the differing communities known to the YOS by providing services relevant to their needs.



Priorities	Proposed Funding		National Indicators	Contributing Agencies	Comments
	Staff	Projects			
<b>Serious Violence</b>					
Territorialism		50,000	15, 111	Council/Police/Third Sector	This fund will be used to commission work dealing with weapons and Territorialism across Haringey. Evaluation is taking place of several commissioned projects in 2007/08. (e.g. Be Safe)
Leadership		30,000	15, 111	Council/Police/Third Sector	Leadership for young people has been highlighted as an area of need over the last year. This fund will be used to commission leadership work with young people across Haringey.
Reducing Harm from Weapons		10,000	15, 111	Third Sector	This fund will be used to commission work with young people to challenge their views on weapons around the "Fear or Fashion" model (e.g. 'What's the Point?')
Addressing and reducing domestic violence	82,400		32,34	Council	This facilitates the following work: administration of DV partnership board, sub-group and forum, co-ordination of the DV strategy and action plan, publicising initiatives to combat DV, running DV stakeholder events, conferences and expert user groups and runs initiatives to support LAA stretch targets.
<b>Serious Acquisitive</b>					
Met Care & Repair	45,000		16	Third Sector	Met Care & Repair are a sub group of Metropolitan Housing trust and provide a burglary reduction project for over 55s & vulnerable adults in Haringey
<b>Reducing Re-offending</b>					
Forensic nurses	25,000		15, 16	Mental Health Trust	This extends the provision of Mental Health Trust nurses into custody suites across Haringey to ensure that subjects arrested with Mental Health issues are fast tracked

Priorities	Proposed Funding		National Indicators	Contributing Agencies	Comments
	Staff	Projects			
					into appropriate treatment.
Restorative Approaches		12,000	15, 16, 111	Schools	This funding trains primary school staff in restorative approaches for use in their schools to encourage young people to understand the impact of their actions at an early stage.
<b>Anti-Social Behaviour</b>					
New Communities		15,000	15, 16, 21	Third Sector	This funding will be used to engage new communities with training and communications around laws and acceptable behaviour in Haringey.
Mediation		21,832	15, 16, 21	Third Sector	This fund will be used to develop a mediation process in Haringey that may well be able to reduce the seriousness of ASB incidents and the workload of ASBAT.
ASBAT Private and public sector work	229,500		23,24,27,17, PSA 21,23,14,17	Council	To respond to cases of ASB in the private and public sector and to protect the community as to the affects of ASB. To deliver on the Councils ASB strategy. This matched with 50% from core budget
ASB Grant	20,000		21	Council	50% of a Policy Officer post in the Community Safety Team co-ordinating ASB policy and strategy. This is matched with 50% core budget

## Appendix D – Community engagement Outline

The British Crime Survey (BCS) measures the amount of crime in England and Wales by asking people about crimes they have experienced in the last year. This includes crimes not reported to the police, so it is an important alternative to police records. Because members of the public are asked directly about their experiences, the survey also provides a consistent measure of crime that is unaffected by the extent to which crimes are reported to the police, or by changes in the criteria used by the police when recording crime. The survey also helps to identify those most at risk of different types of crime, and this helps in the planning of crime prevention programmes.

The 2006/07 Survey estimated that approximately 60% of the key ten comparator crimes committed go unreported. Victims do not report crime for various reasons and as a result may not receive required support. The Safer Haringey Partnership has during the past few years developed a programme of activity to help encourage people to engage with services that are able to support them, these include as follows:

- **Victim Support** – They provide a free and confidential service, whether or not a crime has been reported and regardless of when it happened. Staff and volunteers in local branches in the community offer emotional support, practical help and information to victims, their families and friends. They also provide the Witness Service to give information and support to witnesses, victims, their families and friends when they go to court. Haringey's Victim Support service has also been working to engage young people, who comprise one of the hardest to reach categories of victims. The 'You'll be OK' workshop uses actors and musicians to highlight the main concerns surrounding young people, crime and victims. It has been delivered in Northumberland Park school, Parkview Academy, Woodside High, Highgate Wood and Greig City Academy. The workshop teaches pupils about how to respond appropriately when they or a peer become a victim of crime.
- **Lesbian Gay Bisexual and Transgender Network (LGBT)** - Provides information that can:
  - Help build community confidence
  - Combat homophobia / transphobia
  - Discourage isolation and stigmatisation of LGBT people
  - Raise awareness of the diversity that exists within LGBT groups (including racial diversity; economic diversity; diversity of faiths; etc)
  - Promote the existence of the Network at key events / dates, e.g. LGBT History Month / Pride / World AIDS Day, etc
  - Provide information on where and how people can access services, e.g. through the website (includes web links to service providers, both statutory and voluntary)
- **ASBAT**- Undertakes intervention based work in schools through the Junior Citizen programme, reaching years 7, 9 and 10 pupils, using innovative games to deliver the message on anti-social behaviour.

- **Preventing Violent Extremism** - Includes developing leadership programmes for young people, strengthening the capacity of women's groups, and local projects to build citizenship.
- **Hearthstone** – Provides survivors of Domestic Violence in Haringey with access to all the support they need in one place. The centre brings together, housing officers, victim support volunteers, police community safety officers and staff from the council's Equalities and Diversity Unit.
- **Disproportionately Affected Groups** – A report produced by the Community Safety Team has made a series of recommendations (see, 'A Study of Disproportionality in Haringey: Identifying and Addressing the Needs of Victims and Perpetrators of Crime').
- **The 'Say Yes' Challenge** – The Say Yes Challenge involves young people working as mini companies, each with their own business mentor, devising practical solutions to local crime and anti-social behaviour issues. The programme gives participants the opportunity to contribute to the safety of their community at the same time as teaching them the basics of running a business. The programme has been undertaken already in the borough with success and it is planned to run again.
- **Good Neighbourhood Agreements (GNAs)** – Social landlords are increasingly utilising GNAs to promote positive neighbourhood behaviours. They set out, in the form of a non-legally binding contract, the mutual rights, responsibilities and expectations between residents, social landlords and other service providers. GNA's are an integral part of the RESPECT Standard for Housing Management. Homes for Haringey (HfH) in partnership with the Council and the Department of Communities and Local Government (DCLG) are developing the use of GNAs in a Pilot at Mountview Court, N15. Residents have been actively involved from the outset and have suggested over 90 ideas for the pilot Agreement. These are now being narrowed down by residents to finalise the Agreement. The process will then be rolled across estates in the borough where appropriate during 2008/09 in the drive to tackle ASB.
- **Local Problem Solving** – Area based working adopting the Police Form 302 problem solving methodology. Problem Solving works by identifying and dealing with the root causes of a problem instead of repeatedly responding to the consequences. Therefore, Police and partners, working together, can use Problem Solving to reduce:
  - crime and disorder, and opportunities for crime and disorder;
  - the fear of crime (improving quality of life);
  - road traffic collisions; and
  - calls for service, thus freeing police resources
- **Third Party Reporting** – A process through which people will be encouraged to make issues known where they are comfortable reporting (e.g. voluntary group, faith group) is to be further developed and publicised in the borough. This would

then lead to relevant information being forwarded to the ASBAT, or Police, where necessary to action cases or track community tensions, e.g. where complainants wish to remain anonymous.

➤ **Annual 'Face the People Sessions'**

*Police & Justice Act 2006*

- Requirement for a 'Crime and Disorder Scrutiny Committee'
- Community Call for Action on 'crime and disorder' matters, which has now been developed into a Councillor Call for Action on 'crime and disorder' matters; here the councillor is the initiator, not the resident
- Councillors will pick up issues of local concern and try and to resolve them directly with the responsible organisation(s)
- Any councillor is entitled to place an item on a scrutiny agenda e.g. if they are unable to resolve issues themselves
- Formal powers to scrutinise anything relating to crime & disorder
- Scrutiny of local improvement targets

*Safer Haringey Partnership agencies will have to:*

- Provide information to scrutiny or attend its meetings on request
- Consider, respond and have regard to any scrutiny recommendations regarding crime & disorder issues

*Local Strategic Partners will have to:*

- Provide information to scrutiny
- Consider, respond and have regard to scrutiny recommendations regarding local improvement targets

*From April 2008:*

- Councillor Call for Action –post April 2008
- Scrutiny of CDRPs – post April 2008

*Challenges:*

- To ensure that ward councillors use the best route to deal with local concerns & get them resolved
- To introduce scrutiny to organisations that have not been subject to public scrutiny
- To manage expectations (of ward councillors, of scrutiny and of partners)
- To be sensitive to those new to being scrutinised – by ward councillors or scrutiny
- To ensure scrutiny has a potential for impact