

CSP refresh - rationale and key changes

Since December, officers from the Council's Community Safety, and Policy & Business Management, teams have carried out interviews with Cllr Vanier, co-chair of the Community Safety Partnerships and with the CSP statutory partners. These interviews identified a number of common issues concerning the functioning of the Community Safety Partnership:

- Too much time is spent on information sharing, not enough on genuine strategic leadership
- There needs to be fewer information items on the agenda, and more decision items. The volume of papers to read needs to be reduced. There should be fewer agenda items in general to allow deeper discussions.
- There is a lack of partner 'ownership' of objectives and outcomes, with too much onus on the Police and Council
- There needs to be more obligation to report back on what the consequences were once information/decisions have been fed-back to partner organisations (to find out how partners have responded)
- Partners lack clarity on what their role is, so that the CSP does not feel like a 'crucial' meeting
- There is a need to capture more qualitative information and the views of the community
- There is a need for greater representation from business

See appendix 3 for more specific comments from partners noted during the interviews.

The current Community Safety Strategy will expire in April 2017, and there is a need to develop a new Strategy with new outcomes for the partnership. The year 2016/17 therefore is an opportunity to trial a new way of working as a partnership, (a more strategic, focused and public-facing way of working) that will support the development of a new Community Safety Strategy. This document lays out proposals to be trialled in 2016/17.

Less time spent on performance monitoring and information sharing:

Since the start of the current Community Strategy in 2013 there has been considerable progress in establishing effective joint working arrangements between Haringey agencies at the operational level (e.g. the Integrated Offender Management service). There is a need now for the Community Safety Partnership to concentrate on the broader strategic role of aligning agencies' policies, messages and core ways of working to address key priorities that can only be tackled through partnership working. In particular, these are the issues that require agencies to shift resources towards prevention and work more closely with the community. This will require a more intensive analysis of issues and a relentless focus on adding value to every item that comes before the CSP board. It will require clarity on actions and the role of all partners.

At the same time, it is very important that the Community Safety Partnership is a public facing forum that takes into account the views of Haringey residents and raises their awareness of the work that is being carried out to address community safety issues. This confidence building role is particularly important as Haringey has historically suffered from low levels of trust between public agencies and communities when it comes to community

safety matters. There is thereof a need for the Community Safety Partnership to dedicate particular focus to its Community Engagement responsibilities.

To enable the greater strategic and community engagement roles outlined above it is important that the Partnership spends less time on information sharing items, and more time on value adding and decision-making items. It is therefore proposed that the Executive be re-established to carry out a crucial agenda-planning and meeting-rehearsal role that will ensure that agenda are relentlessly focused on adding value. It is also proposed that performance monitoring be carried out in a smart way proportionate to risk through highlight reporting.

Focusing on fewer priorities:

It is proposed that the CSP follow the approach adopted by the Health and Wellbeing Board (HWB) and narrow the range of priorities addressed at board level, in order to enable a deeper, more strategic focus. The Health and Wellbeing Strategy identifies three priorities (Obesity, Long Term Conditions and Mental Health) and the work of the HWB revolves around these three priorities.

Based on the six outcomes of the current Community Safety Strategy it is proposed that the Community Safety Partnership adopt three overarching priorities that will be the focus of its strategic planning and community engagement roles. These are the priorities where the CSP can add the greatest value and where there is the greatest need for a strategic partnership approach.

Please note: the three priorities are about making the best use of the time that partners spend in CSP board meetings. It is about choosing the three areas where it is felt the partnership board format can add the most value - topics where there is a particular need for contribution from all partners.

It is not a case of replacing the six outcomes of the current Community Safety Strategy. All six outcomes will continue to be covered by KPIs and the CSP board will monitor performance towards all six outcomes on a highlight basis. The operational joint working between CSP partners will continue to work to the full range of outcomes and KPIs.

In terms of Crime Reduction, the MOPAC 7 indicators remain within the KPIs and performance issues will be raised to the board on a highlight basis. The three proposed priorities do not include Crime Reduction directly, but it is felt that all three would enable Crime Reduction issues to be raised, particularly the Reoffending priority, the discussion of which will be rooted in analysis of crime incidences. There is also the premise that there is well established operational joint working directly at Crime Reduction, where this is less the case for the three proposed priorities.

The three priorities are:

Priority 1: Reoffending

The rationale behind this priority is that the key to reducing crime levels is to reduce the level of reoffending. The role of the CSP is to oversee the performance of joint working at the operational level (e.g. Integrated Offender Management) and ensure that all partners are

collaborating to develop a comprehensive 'change' offer (covering education, employment, housing etc).

This priority covers existing outcomes/KPIs around offender management, youth re-offending, incidences of Violence Against Women and Girls and Gang re-offending.

It corresponds to the Corporate Plan objective: Work with partners to reduce more serious crime, in particular youth crime and gang activity.

Priority 2: Prevention

This is a priority because successful prevention is only possible when all agencies work together to adopt complementary policies, present consistent messages and target the same at-risk groups. Many of the outcomes of the Community Safety Strategy call for greater investment in prevention, which will only be possible if partners work together - sharing information, co-commissioning to maximise value and even pooling budgets to share the risks and rewards of prevention. The role of the CSP is to lead a whole-partnership approach to prevention, ensuring that the shift in investment occurs and that effective preventative policies/messages are amplified by the whole partnership.

This priority covers existing outcomes/KPIs around preventing Gang activity, preventing Violence Against Women and Girls, and preventing violent extremism (the PREVENT agenda).

It corresponds to the Corporate Plan objectives; Work with partners to prevent more serious crime, in particular youth crime and gang activity and Prevent Violence Against Women and Girls, as well as our responsibilities to deliver the national PREVENT agenda.

One of the intentions behind setting Prevention as a priority and encompassing a wide range of issues such as Gangs, VAWG and extremism, is to encourage the partnership to identify the things that are essential to *all* types of prevention - such as education/training, culture change, and working with the community. The aim is for the partnership to focus on how to increase the capacity across Haringey to do those underlying things (ie how to encourage more after school activities for young people) rather than view prevention through too narrow categories that lead to fragmented one-off initiatives.

Priority 3: Public confidence

This is a priority because achieving the outcomes of Community Safety Strategy relies upon effective collaboration with community groups. In particular, effective prevention is reliant on the attitudes, norms and capacity for mutual support within Haringey's communities. The role of the CSP is to hold partners to account for their efforts in improving public confidence, raise the profile of community safety initiatives and performance amongst Haringey residents, and ensure that the work of the partnership is rooted in residents' priorities. It is also to review the progress of pioneering projects (such as the Noel Park project) that seek to work closely with communities to achieve community safety goals, and ensure that best practice from these projects is embedded across the partnership.

This priority covers existing outcomes/KPIs around confidence measures, BME engagement and young people engagement.

partners' governance bodies. Going forwards, there will be an obligation on partners to report back on the *response* of their governance bodies to information/decisions.

Communications:

There is a need to raise the public profile of the CSP, and increase residents' awareness of community safety activity and progress in Haringey. This will help with the partnership's objectives around increasing public confidence in the Police and other community safety partners. At the end of each agenda item the CSP board will be asked to decide what communications work is required - to publicise decisions taken or any 'good news' concerning performance - and which partners' channels should be used to disseminate this comms. This will include determining which messages to disseminate through the Police Ward Panels.

Agenda Planning - role of the CSP Executive

Effective Agenda Planning is crucial to ensuring that the Community Safety Partnership can use its time effectively and focus its attention on the areas where whole-partnership collaboration and strategic decision making are required.

A CSP Executive will be set up/revived to carry out this agenda planning role. Executive sessions will be used to scope out all potential business and identify the priority areas to be addressed. It is a process of filtering the information/business raised to the Executive, and also of querying whether the information/business raised is sufficient/relevant given recent events and developments.

In preparation for Executive sessions, information must be gathered from 3 sources:

- Performance Management Group

The performance highlight report (see Performance Management section below) will be raised to the Executive. The session is an opportunity to consider whether the highlight report is sufficient or whether there is a need for additional performance information (in light of recent events etc).

- Sub-groups of the CSP

All sub-groups (see structure chart in Appendix 1) will feedback to the Executive on issues that need strategic consideration at senior level. This includes issues that need a whole-partnership decision, or projects/developments that the whole partnership needs to be aware of. The Executive session is an opportunity to decide which issues really need to be brought to the CSP Board, filtering out less important issues, and a mechanism for ensuring every sub-group is routinely accounting for their progress, while only being scrutinised directly by the CSP Board when necessarily. Minutes and actions plans will be submitted to the Executive when requested.

- Other Strategic Partnership Boards

There are a number of other strategic boards whose work overlaps with that of the Community Safety Partnership (see section below on Parallel Boards). Information about the work, decisions, and progress of these boards will be sought from CSP members who attend

them or from the LBH officers who support the other boards. Minutes and action plans will be sought when necessary.

Setting strategic agendas:

The CSP Executive needs to ensure that for every agenda item added there is a clear sense of what the implications are, in terms of what decisions/partner actions are required. The key consideration should always be what additional value the partnership can add. For information items where the only implications are 'for noting', alternative ways of disseminating the information should be sought.

The role of the Executive is to ensure that agendas focus on the issues where the partnership can genuinely add value through joint decision making and/or coordinated partner action. It will 'rehearse' the meeting in terms of working out how long discussions will take and how to keep the partnership focused (anticipating the potential for discussions to get sidetracked). The Executive will consider how to ensure that all partners engage with the issues on the agenda in a way that adds genuine value. Alongside the agenda, they will set specific 'homework questions' for each partner, designed with some idea of what the partner's contribution could be. These questions will be sent out in advance along with the agenda.

For each agenda item, the CSP Executive will consider which communities would be expected to have views on the issues being discussed, and will determine what steps should be taken to gather those views. This might involve inviting certain community/voluntary groups to attend the CSP. It might involve tasking those partners that are particularly well placed to engage with residents (such as Homes for Haringey or the Bridge Renewal Trust) to use the time between the CSP Executive and the CSP Board meeting to have conversations with residents/service users about specific issues.

Parallel boards:

There are a number of other partnership boards whose work overlaps with that of the CSP:

- Health and Wellbeing Board (Priority 2 Board)
- Children's Executive (Priority 1 Board)
- Adults Safeguarding Board
- Children's Safeguarding Board

It is proposed that the links with these boards are strengthened. The Executive will seek updates from parallel boards and there will be a standing item on each CSP agenda to identify what information to pass to parallel boards. It is also proposed that the CSP recognise that the *Prevention* priority can only be pursued with the input and strategic cooperation of the Health and Wellbeing Board, Children's Executive and other boards. The CSP meeting dedicated to the *Prevention* priority should be organised to maximise the input from members of other boards, and the strategic discussion should focus on how to collaborate with other boards to promote a whole borough response to issues like Mental Health, and Early Help for families.

Performance Management:

A suite of KPIs have been developed to enable the monitoring of performance against the six outcomes of the Community Safety Strategy (see Appendix 2).

Detailed performance monitoring against these KPIs will be carried out by the Performance Management Group (PMG). The Performance Management Group will review performance data for each KPI, establish whether targets are being met, analyse trends and categorise performance risk on a Red/Amber/Green (RAG) basis.

A member of the Council's Business Intelligence/Performance Management team will attend each PMG meeting to provide independent scrutiny of the data and ensure that performance monitoring and highlight reporting is carried out in line with best practice. Business Intelligence officers will add contextual information (on social needs, demographic trends etc) to the highlight report when the PMG concludes that this information will add real value to the CSP's understanding of, and response to, performance data.

The PMG's chief responsibility will be to produce a highlight report in order to feed back performance information to the CSP board. Feedback will be on a highlight basis whereby only information that is exceptional, noteworthy or in need of deeper scrutiny is included - where performance is below target, where the performance risk is red, where trends are becoming a concern, or where performance is well above target and deserves recognition (or deeper scrutiny). The Highlight report will present performance information according to the 3 priorities of the Community Safety Partnership.

Highlight reporting needs to be done in a way that acknowledges that the MOPAC 7 targets are already reviewed a lot by the Police and we should avoid adding an extra layer of accountability. Instead KPIs should be highlighted to the board when there is a clear sense that the partnership can add value through its scrutiny - that partners can shed extra light on the causes of low performance, or have a clear role in remedying low performance.

The highlight report will be submitted to the Executive for review before being submitted as part of the CSP Board papers. Review of the highlight report will be a standing item on the Board agenda.

KPIs:

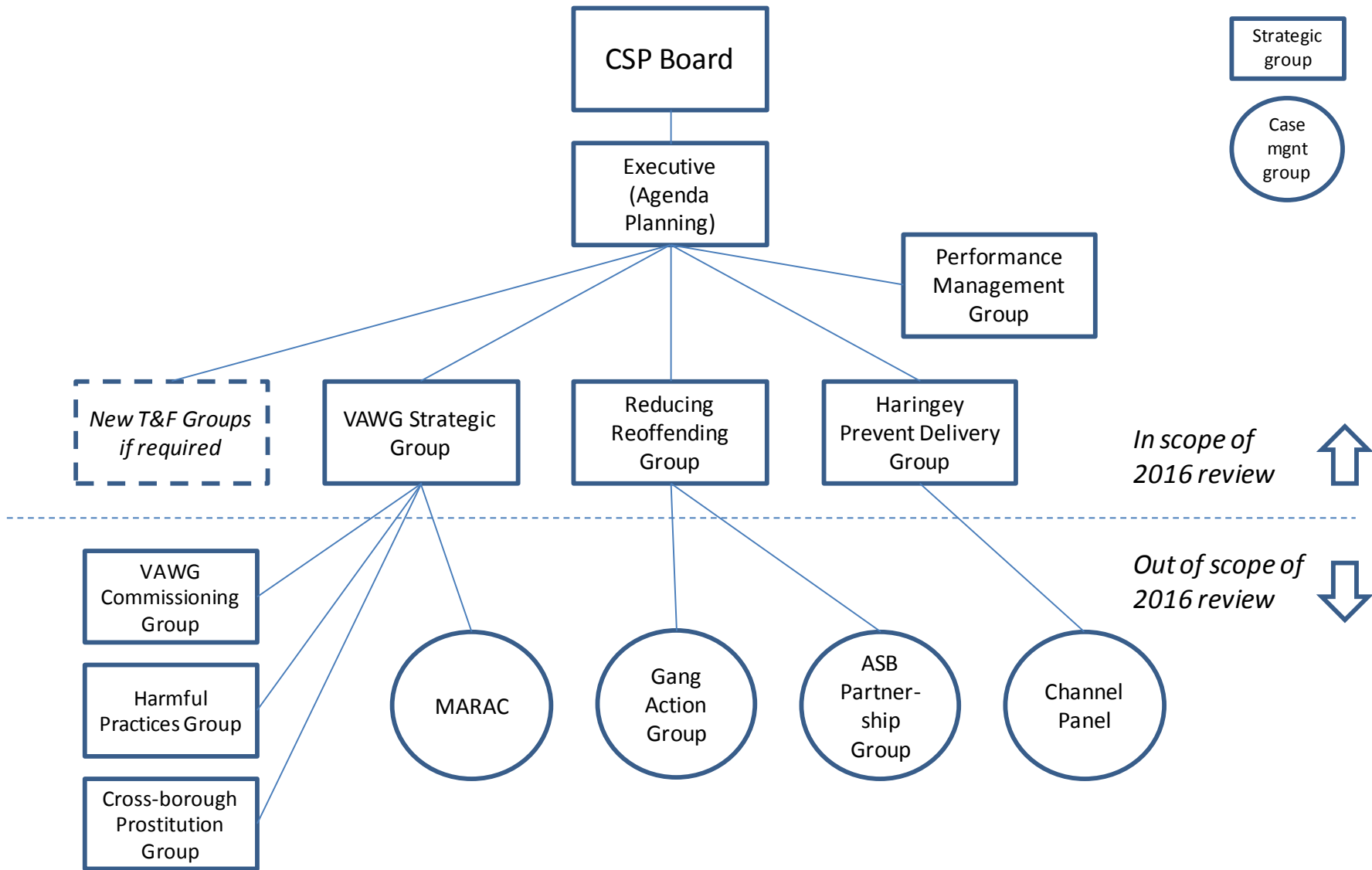
In drafting the key performance indicators for the refreshed Community Safety Partnership (CSP) our primary source of information was the Corporate Plan, the CSP's previous indicators and targets agreed with MOPAC. We took the refreshed indicators primarily from the Corporate Plan and, wherever possible, the CSP targets will reflect the priorities and language used in this document. Targets agreed previously with MOPAC were useful because they are easily measured and remain relevant across the priority areas identified by the CSP going forward.

The KPIs have been ordered according to the proposed three priorities for the CSP: Reoffending, Prevention and Public confidence. All of the indicators that we propose to take forward have been confirmed by the Council's Community Safety team as measurable and appropriate in the face of diminished police and council resources.

As part of the process it was identified that there is a lack of KPIs around BME engagement - so there is a need for this to be addressed as part of the *Public confidence* priority.

Appendix 1 – structure chart

Key



Appendix 2 - Key Performance Indicators

PRIORITY AREA	THEME	INDICATORS	SOURCE
MOPAC 7		Reduce burglary	MOPAC 7
		Reduce robbery (personal and commercial)	MOPAC 7
		Reduce theft from motor vehicle	MOPAC 7
		Reduce theft of motor vehicles	MOPAC 7
		Reduce theft from person	MOPAC 7
		Reduce criminal damage	MOPAC 7
		Reduce violence with injury	MOPAC 7
REOFFENDING	Youth Offending	10% improvement in the perception of ASB by 2018 (2013/14 - 22% very/fairly worried)	Met Police Measurement
		Improve % of young people in cohort reoffending	Corporate Plan
		Contribute to a reduction in youth violence	Corporate Plan
	Integrated Offender Management	Reduce re-offending by IOM cohort (by 40% over 4 years)	MOPAC
		Increase the number of cases in the IOM cohort from 70 to 310 (over 4 years)	MOPAC
		Reduce re-offending among the Gang Exit caseload (local ambition for 60%)	MOPAC
	VAWG	IDVA – 80% of closed cases where there was an increase in the victim's safety level	MOPAC
		80% of victim-survivors do not withdraw from the CJ process by 2016/17	MOPAC

		MARAC repeat victimisation rate 28% by 2016/17	Corporate Plan
PREVENTION	Gang Activity	Achieve a reduction in reoffending by the Gang Exit Project and Gang Worker Caseload by 20% over four years	Corporate Plan
		Reduction in first time entrants to Youth Justice System	Corporate Plan
		Reduction in the use of custody (rate per 1000 Of 10-17 year olds)	Corporate Plan
	VAWG	10% reduction in the number of reported domestic violence offences	Met Police Measurement
		10% reduction in the number of reported domestic violence offences	Met Police Measurement
		10% reduction in the number of reported rape and sexual offences	Met Police Measurement
	PREVENT	Performance will be monitored through the delivery plan and quarterly via the Home Office. Milestones will be agreed for all additional HO funded projects	PREVENT
PUBLIC CONFIDENCE	Police Confidence	Confidence in policing will improve by 10% by 2018 (2013/14 – 60%)	Corporate Plan
		Public attitude survey*: to what extent are you worried about crime in the area?	CSP
		Improved % of residents who are proud of where they live	Corporate Plan
	Youth Engagement	Ensure that there are excellent opportunities in education, employment and training for young people by working with schools and other providers	Corporate Plan
		Increase the awareness of young people about the detrimental impact that gangs can have on them and their families	Corporate Plan
	BME Engagement	Currently no indicators - indicators are required	NA

Appendix 3 - partner comments

Police:

- Questioned whether partners have ownership of their actions after the meeting without anyone monitoring/chasing?
- Supportive of the current Co-Chair arrangement.
- Agendas are too packed leading to gridlock at meetings. The agenda needs to be about actions as opposed to information sharing. The CSP shouldn't be seen just as a forum for disseminating information for senior staff.
- There were too many KPIs previously and a risk of trying to cover everything with a light touch. The Police go through MOPAC 7 every month - the CSP shouldn't become another accounting body.
- There is a need for more representation of business, the voluntary sector and schools.
- The Performance management group is essential in setting the agendas and running through/planning the board meeting itself. Stronger agenda setting in advance of the meeting may identify gaps where community representatives could be present.
- Need to improve reporting/comms /branding.

Fire Service:

- Felt that the monitoring of secondary fires is the main way that LFB can feed into arson / ASB indicators throughout the borough. Direct correlation between secondary fire and ASB hotspots. (Secondary fires are those involving: Single derelict buildings, hedges, railway embankments, single trees, refuse and refuse containers etc).
- Noted that LFB has been realigned from CLG to the Home Office and closer collaboration with police and ambulance services is potentially being trialled across London. There will be six trial boroughs.
- LFB spend only 6% of time at incidents. Majority of time spent in preventative measures, school visits etc. Felt that there is some capacity that could be tapped into within the borough.
- Felt that the CSP isn't greatly impacting the work that he does on a regular basis.

Homes for Haringey:

- Felt that Haringey's CSP is better than some of the others that he attends – willingness to work in partnership and less police focused than in other boroughs. More holistic approach in Haringey than elsewhere. Co-chaired by a Councillor is unique.
- Suggested capturing qualitative information that is presented at the PREVENT Board but is currently not reaching the CSP board.
- Haringey STAT has been a good idea in engaging officers around salient issues such as VAWG.
- Felt that the main achievement recently has been setting up the IOM. Voiced concerns that this has recently dropped off the agenda.
- Key business representative may be useful.