

Meeting	Cabinet Resources Committee
Date	20 June 2012
Subject	Implementation and Enhancement of the Partnership Safer Communities Strategy
Report of	Cabinet Member for Safety and Resident Engagement
Summary	This report outlines the case for supporting the implementation of the current Partnership Safer Communities Strategy and how it could be enhanced.
Officer Contributors	Julie Taylor, Assistant Chief Executive Pam Wharfe, Interim Director for Planning, Environment and Regeneration Suzanne Hope, Project Manager
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive
Enclosures	Appendix One: Safer Communities Partnership Board summary of Implementation and Enhancement report Appendix Two: Implementation and Enhancement of the Partnership Safer Communities Strategy Appendix Three: Map of current delivery mechanisms Appendix Four: New Perspectives and Opportunities
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1. RECOMMENDATIONS

- 1.1 That the committee approves the strategic outline case to support the delivery of the current Safer Communities Strategy;
- 1.2 That the committee approves the work to undertake an outline business case with options appraisal on the opportunities for strategy enhancement as set out in the Strategic Outline Case.
- 1.3 That the outline business case on strategy enhancement returns to Cabinet Resources Committee for approval prior to implementation.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 29 November 2010 (Decision item 6) – approved the One Barnet Framework and the funding strategy for its implementation.
- 2.2 Cabinet, 14 September 2011 (Decision item 5) – approved the Safer Communities Strategy.
- 2.3 Cabinet, 20 February 2012 (Decision item 6) – approved the Business Planning Report 2012/13 – 2014/15 which included within the report the five projects now being developed through strategic outline cases.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The three priority outcomes set out in the 2012/13 Corporate Plan are:
 - better services with less money
 - sharing opportunities, sharing responsibilities
 - a successful London suburb.

The three principles that underpin these priorities and the corporate change programme are:

- a new relationship with citizens;
- a one public sector approach; and
- a relentless drive for efficiency.

- 3.2 The recommendations in the strategic outline case fit within the corporate change principles. In line with these principles the implementation and enhancement of the strategy will:

A new relationship with citizens

- develop a new deal with citizens to reduce and change negative behaviours leading to criminal activity
- enable citizens to take an active role in safety of their local community
- support and re-engage citizens to ensure they play a positive role in society.

A one public sector approach

- provide support and clarity to community safety partners on role and requirements to drive improved multi-agency working
- develop opportunities with wider public and third sector partners to enhance the strategy.

A relentless drive for efficiency

- ensure resources across the partnership are used efficiently to minimise duplication of effort
- be innovative and take advantage of evolving technology, thinking and practice.

4. RISK MANAGEMENT ISSUES

- 4.1 Risks associated with the delivery of this project are managed and reported in accordance with corporate risk and project management processes and will also be reported through existing democratic processes.
- 4.2 Key risks associated with the implementation and enhancement of the strategy are included in Appendix One along with the respective mitigating actions. These risks will be updated in the options appraisal that will return to Cabinet Resources Committee later in the year.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The council continues to be committed to equalities and compliance of the public sector equality duty as set out in the Equality Act 2010.
- 5.2 Comprehensive Employee and Users equalities impact assessments will be carried out and revisited at each phase of the process and the results taken into account in arriving at a decision with respect to enhancement of the Safer Communities Strategy.
- 5.3 The possible enhancements of the Strategy must incorporate a well-designed insight, consultation and engagement programme, to identify and understand the varied needs of the diverse communities and user groups within the borough. Officers will ensure that consultation events and activities are established as required. In addition, the appropriate equality impact assessments will be completed and included in the decision-making process.
- 5.4 The effects of the proposals upon all groups, protected by equalities legislation, including the disabled and those from minority ethnic groups, will be evaluated and taken into account in arriving at any decisions about the provision of leisure services. It is essential that a comprehensive equalities impact assessment is completed with respect to all options presented by the

strategic review. The corporate plan sets out a commitment that major policies, functions and activities should be assessed for their equalities risks.

5.5 The council recognises that through reviewing current activity across the partnership and identifying the most appropriate location for activity this may have an impact upon staff. This impact and any staff changes will be managed by the Directorate and in accordance with council process monitored through an Employee Equalities Impact Assessment.

5.6 Throughout any period of change the corporate change programme will support the Directorate and act in accordance with the principles in the Council's Managing Organisational Change policy including:

- the employees concerned will be treated in a fair and equitable way
- advance notice of the impending change is given to the employee concerned as soon as possible including:
 - the rationale for change
 - the proposed change
 - the impact upon employees
- change will be brought about in line with the Inform & Consult policy
- management will consult with recognised trade unions and staff on issues as above
 - employees will be given an opportunity to discuss in a meeting the reasons for the change
 - appropriate information will be shared with employees and recognised trade unions
- Employee Support programmes will be provided where fitting.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 The current estimated spend on community safety activity across the council is estimated at £3.5m.

6.2 The Medium Term Financial Strategy (MTFS) sets out agreed savings from the Community Protection Group as follows:

2012/13	£80,000
2013/14	£37,000

In 2013/14 there are savings in two further service areas that relate to community safety activities as set out below:

Youth Service	£97,000
Drugs and Alcohol	£10,000

- 6.3 As part of the implementation of the current strategy the project will map out the current spend and resources allocated to community protection activity across the partnership to identify opportunities for savings.
- 6.4 The options appraisal and outline business case will identify costs and savings across the partnership associated with the options to enhance the strategy. The options being considered are viewed as sensible approaches to reduce demand for services across the partnership in the long term and by doing so it is expected that savings can also be realised.
- 6.5 The costs to deliver an outline business case and support implementation of the Strategy, estimated to be £110,000, will be funded from the council's transformation reserve. This will be a one off cost against a reoccurring annual cost of £224,000.
- 6.6 The Council will continue to meet all of its statutory and contractual obligations in regard to change and its impact upon our staff. This process will be managed in compliance with the Councils Managing Organisational Change Procedure. The Council has recently implemented a Relocation Protocol which we would expect a new employer to adhere to. Where the change results in a TUPE transfer the Council will meet all of its statutory obligations provided by the Transfer of Undertakings (Protection of Employment) Regulations 2006, and, under the TUPE Transfer Commitments LBB implemented in the summer of 2011, all terms and conditions are protected for at least a year including pension provision.

7. LEGAL ISSUES

- 7.1 In the event that any part of the service is to be externalised, the council must comply with its legal obligations under the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") with respect to the transfer of staff. Where they apply, the Regulations impose information and consultation obligations upon the council and the incoming contractor and operate to transfer the contracts of employment, of staff employed immediately before a transfer, to the new contractor at the point of transfer of the services.
- 7.2 Data Protection Act 1998 considerations in relation to Information sharing.
- 7.3 The Council will also need to consider and comply with its Contract Procedure Rules.

8. Constitutional powers (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 The council's constitution, in Part 3, Responsibility for Functions, paragraph 3.6 states the terms of reference of the Cabinet Resources Committee

including “approval of schemes not in performance management plans but not outside the council’s budget or policy framework”.

9. BACKGROUND INFORMATION

- 9.1 The Safer Communities Strategy was ratified by the Safer Communities Partnership Board (SCPb) in September and Council in November 2011 covering a three year period until 2014.
- 9.2 The current review has not focused on evaluating and considering changes to the existing strategy. Instead, it is focused on assessing the effectiveness of the work that is taking place to deliver the strategy, identifying where short and medium term changes to the work plan could contribute to the delivery of the agreed strategy and to consider how to extend the ambition of the strategy in the short and longer term.
- 9.3 The purpose of the project is to assist the Safer Communities Partnership in achieving the key outcome of the Strategy, a reduction in the level of crime and anti-social behaviour. However in working towards this outcome the project will also support the delivery of other outcomes:
- Through establishing a real partnership approach by identifying the points of contact for the public and improved integration between partners it can lead to an improved customer experience by ensuring a problem need only be reported once.
 - Through delivery of an integrated offender management service with appropriate support from all key partners the partnership can provide support to offenders that become active and productive members of their community.
 - The partnership will look to engage and involve local communities in tackling crime in a positive way to ensure they protect themselves and their properties against crime.
 - By both tackling the behaviour of the offender and working with the community to protect themselves against criminal activity the partnership will work towards reducing the fear of becoming a victim of crime or anti-social behaviour.
- 9.4 The council believes that through an integrated approach not just with partners but other council services such as street environment and planning it is possible to achieve wider council and partnership outcomes. Through designing out opportunities for crime, providing a clean and green environment with well looked after leisure facilities coupled with the work of those implementing the Strategy it is possible to provide local communities with an area they want to live in and actively look after.
- 9.5 The current programme of work that falls from the strategy is being jointly delivered by partners through a combination of project work and improving

business as usual processes. However it is acknowledged that partner engagement and understanding of ownership is varied with work streams being delivered in isolation. Partners feel that the support and structure from the corporate change programme could resolve this and drive forward the strategy.

- 9.6 The review maps the current resource and spend of the council against community safety, whilst acknowledging that many functions relating to community safety have been devolved from the Community Protection Team into other service areas. In taking forward the project it will look to widen this activity across partners to identify opportunities to realise savings by removing any duplication of effort. This will also take into account the structural changes expected at both the council and with partners to ensure service delivery is maintained.
- 9.7 There a number of options to enhance the current strategy and build on the ambition in order to achieve better outcomes. These options focus on ensuring that the current strategy can be delivered to best effect as well as providing longer term ambition by learning from practice elsewhere in the UK and worldwide. These options cover four areas:
- A new deal with residents
 - Commissioning and justice reinvestment
 - Enhanced Integrated Offender Management
 - Approaches to deal with alcohol related anti-social behaviour and domestic violence
- 9.8 The review was seen and approved by the Safer Communities Partnership Board on 20 April 2012. The proposed recommendations of the report were endorsed by this board.
- 9.9 The outline business case for strategy enhancements will engage with key stakeholders, local authorities and central government agencies to establish with greater accuracy the costs and benefits, both financial and non financial to the council, partners and residents.

10. LIST OF BACKGROUND PAPERS

None

Legal – PD

Finance – JH

Appendix One

Barnet Safer Communities Partnership Board

20 April 2012

ITEM 3.1

Corporate change programme project: Implementation and Enhancement of the Partnership Safer Communities Strategy

1. Introduction and Purpose of Report

The Safer Communities Partnership Board at its meeting of 18 January 2012 received a report on a review of the delivery of the Safer Communities Strategy that had been commissioned as part of the corporate change programme. A Strategic Outline Case, which is a standard product of all corporate change projects, was being developed to establish the scope for this work. This has been informed by engagement with a variety of stakeholders.

A draft has been produced which is planned to be considered shortly by the Council's Cabinet Resources Committee. The full version is appended for reference. However this report highlights the key findings of the review and the desired outcomes in order to stimulate discussion at the Board.

Sections 2 and 3 summarise the outcomes sought from this review. Sections 4 and 5 highlight the key findings related to current delivery structures and the opportunities to review and improve these that can be implemented relatively swiftly. Sections 6 and 7 set out the findings from the review of where the partnership might develop its future strategic approach over the medium term and actions that might be taken as a result. Section 8 sets out the next stages in the review process.

2. Objectives of review

The Safer Communities Partnership has already made significant progress in collectively identifying its priorities for a new Strategy and delivering them to make a difference to the lives of residents. To recap, the Safer Communities review is not intended to review and change these strategic priorities, but it has two distinct remits. One is to analyse the effectiveness of the current and planned activity to deliver the strategy and the structures and delivery mechanisms that support this. The other is to set out some broader options that could be explored to extend the ambition of the current strategy and deliver additional benefits which lay a foundation for future strategies.

3. Project Outcomes

The purpose of this review is to assist the Partnership in achieving the outcomes in the Safer Communities Strategy. There are also a series of desired project outcomes that will help achieve this:

- An integrated partnership approach to delivering the current Strategy with clear strategic and operational ownership and responsibility
- A rationalised and more efficient approach to delivering current activities and meetings

- Opportunities for local communities to become more involved and engaged in community safety
- Opportunities to adapt in a Barnet partnership context any 'invest to save' crime reduction models that have proven successful elsewhere

The report also maps the current structure of the Council's Community Safety Team, although it acknowledges that a range of community safety related functions have been devolved to other units in the authority. Total Council spending has been mapped and is £3.5 million. If this project proceeds to the next stage, this analysis will be widened to encompass all partners, with a view to determining savings through reducing duplication.

4. Key Findings - Current Structures for delivering the Strategy

There is not yet a full enough awareness of the strategy, nor how it supports better outcomes; or clarity on what being a lead organisation entailed and how other partners needed to be brought in.

Some work, while effective, is not visible enough to the Board or partners. Core objectives need to be more effectively filtered up and down the partnership 'hierarchy'.

The work streams are being managed in isolation and there is no central delivery plan (although the action plans co-ordinated by Stacie Timms and being reviewed through the MAOG attempt to plug that gap) and there is a lack of clear accountability linked to work stream leads not necessarily understanding their role. There have been times where plans have not been delivered to maximum effect and without a partnership owned delivery plan there is a risk of slippage in some areas.

There is a gap in the consistency of the way that information is collected across the themes in the strategy, and used to help understand the dynamics, and not enough is being done to use the community as a data resource rather leading to over reliance on Police data.

Roles and responsibilities need to be clarified to ensure there is not duplication with other agencies services - e.g. Information Exchange Officer and ASB teams

Delivery mechanisms needs review and improvement - specifically the various boards duplicate activity and membership, do not have a sufficient strategic focus and lack sufficient clarity on sphere of influence, responsibilities and powers. Some of the priorities do not have a strategic group of their own and are only covered by the Fortnightly intelligence meeting, which it is felt has too wide a scope and is more an operational tasking group that should not focus on strategy.

The revised Multi Agency Operations Group (MAOG) was welcomed and should drive the partnership in future by tasking and empowering the owners of priorities to deliver, and linking the operational and strategic, advising the Partnership Board

5. Shorter Term Recommendations and Actions - Delivery Structures

The review highlights a number of current gaps and opportunities to rectify them. These are set out below and the Board are requested to comment.

GAPS	OPPORTUNITIES
There is currently no single plan for delivery of the Strategy for the SCPB to monitor progress against	Provide programme management support through the corporate change programme office to agree a delivery plan with the SCPB, co-ordinate it and provide support to priority owners. This would also provide senior managers and partners with reassurance of delivery of the strategy and identify clear owners, and a quarterly performance reporting system would be introduced into the new MAOG.
Council has recently lost its dedicated crime data analyst - post held vacant	Review with partners how resources can be shared to reduce duplication and make cost saving efficiencies
No partnership communications strategy in support of 'reducing fear of crime' priority	Delivery and ownership of communication strategy for the partnership to tackle fear of crime and perception of criminal and anti-social behaviour
Lack of visibility from strategic decision makers of operational activities	Review internal delivery mechanisms – i.e. the governance of all strategic and operational groups and how they interact with the Partnership Board and MAOG - to strip out any unnecessary duplication. Rationalising and streamlining reporting lines, develop a set of requirements for lead agency and setting performance driven expectations Map current resource and activity across all partners and maintain and update delivery mechanisms map. Better communication across and up and down the partnership.
Increasing consensus from the Police, community and elected members that alcohol related crime and anti-social behaviour is a bigger problem than the current strategy alludes to.	Alcohol Strategy and Action Plan required, supported by the collection of additional insight. Many perpetrators of crime and ASB have underlying alcohol problems and work streams within IOM, early intervention, reducing ASB and designing a communications plan could all play a part in reducing alcohol problems.
Other than domestic violence, no mention in the strategy of hate crime which is still perceived to be an area of concern which is significantly under reported.	Review of governance and delivery mechanisms gives opportunity to identify best location for reviewing and responding to hate crime.

If the Board agrees these should be taken forward, an action plan will be developed, including the analysis of resource and activity across the whole of the Partnership. The full Strategic Outline Case would go through the standard governance channels including Cabinet Briefing and Cabinet Resources Committee deciding what further work to commission.

6. Key Findings - future strategic approach to service delivery

The review identified opportunities for new and enhanced working in the longer term, based on good practice research from the UK and elsewhere:

A new deal with residents

There is a relationship between improving the quality of a local area - including parks and high streets - and supporting communities to take ownership of these areas which raises their perception as a clean and safe environment in which to live.

The regeneration projects in the Borough provide a particular opportunity to design out the opportunity for crime from private and public areas and provide an area people want to live in and look after. But under a new deal with residents, this is necessary but not sufficient. The Council and partners need to support people to change their behaviour, particularly those at risk of falling into criminal activity. Early intervention is needed to engage them and prevent a newly regenerated area from falling into disrepair owing to lack of care by residents.

Part of a new deal with social housing tenants would be to offer continued tenancies only on the basis of good behaviour as part of integrated offender management. This could be widened across the public sector with similar examples to reward pro-social behaviour and discourage crime and ASB.

Crime Prevention Delivery Model - Commissioning Model

The review of the Strategy suggested that too much activity is reactive and that a new approach is needed which both focuses on the fundamental issues which lead to crime and to tackle offending throughout the whole system.

A new crime prevention delivery model would:

- engage communities in the solutions and taking responsibility,
- take more of a strategic approach to address the causes of criminal behaviour e.g. family breakdown, lack of economic opportunity, drug and alcohol addiction etc,
- take a whole system approach, ranging from early intervention and preventative work which will deter people from committing crime or diverting them from progress through the criminal justice system, through to intervention and treatment, punishment, rehabilitation and integration,
- shift towards strategically commissioning and delivering services that will prevent crime in the long term as well as those that manage the more immediate impact.

The commissioning model would need to consider the current situation in which community safety resources are currently dispersed among several services and agencies rather than in one single 'pot'.

Enhanced Integrated Offender management.

The current work to develop a co-located team cover those not receiving statutory provision such as prisoners serving less than 12 months in prison, and developing peer mentoring and personalised work with offenders is welcomed. It provides a significant step forward and a basis for future expansion including one stop access to pathways out of crime and use of personalised budgets.

Alcohol

There should be more co-ordinated activity to address alcohol related crime including partnership with the community and public health bodies to change behaviours, use of brief intervention techniques, better data collection and how the proposed new CCTV system could be used more effectively to deter alcohol related crime and support enforcement.

7. Longer Term Recommendations and actions: Strategic approach and service delivery

As these recommendations would lead to significant change in commissioning, service delivery and system management, they would be subject to further development through an outline business case.

A new deal with residents

- Use the council housing allocation policy and tenancy agreements to ensure 'good behaviour' conditions are included and appropriate penalties in place for those who do not adhere to requirements.
- Review policies across the partnership to ensure they align in respect of good behaviour clauses and appropriate penalties to ensure compliance.

Crime Prevention Delivery- Commissioning model

- Establish a justice reinvestment multi-agency approach, linking informally to the MOJ / NOMS¹ pilots to gain support and learning
- Develop an outcomes based strategy to establish preventive early intervention approaches, both commissioning new services and enabling access by offenders to key mainstream services
- Develop a wider range of community sentences for offenders which punish, provide reparation to victims and communities and address causes of offending.
- Explore opportunities for local private businesses to engage with the approach.
- Explore how residents can report crime with confidence their concerns will be addressed as part of the council's customer services approach.
- Build on the existing community budget approach to provide a budget alignment and investment framework.

¹ Ministry of Justice and National Offender Management Service

- Ensure the model builds in the right separation of commissioning from delivery activities.

Enhanced Integrated Offender Management (IOM)

- Explore potential to expand the one stop approach with access to a wider range of services as part of a two phase approach to establishing enhanced IOM.
- Pilot the use of individual budgets on a risk assessed basis.

A community based approach to dealing with alcohol related Anti-Social Behaviour (ASB) and domestic violence

- Develop an alcohol action plan / strategy with partners, businesses and community and ensure development of existing resources such as CCTV are maximised to support this.
- Work with local businesses to promote active participation in reporting ASB.
- Work with licensees to develop a more robust enforcement regime.
- Train key officers in probation and the police in undertaking brief interventions to reduce alcohol intake of offenders.
- Improve data collection to identify alcohol related crime more effectively.

8. Next Steps

A plan will be developed to support immediate improvements that can be made to the delivery plan.

Subject to the views of the Board, the Strategic Outline Case will be considered internally including at Cabinet Briefing in May 2012 and at Cabinet Resources Committee in June 2012 for a decision on the extent to which it should be prioritised. In parallel an Outline Business Case which would develop the issues highlighted in more detail would be prepared by September 2012. This will also model costs and potential savings, both financial and in terms of better community safety outcomes. Reports will be submitted to each meeting of the Safer Communities Partnership Board until further notice.

Andrew Nathan
Strategic Policy Adviser
17 April 2012

Appendix Two

Project Brief including Strategic Outline Case (SOC): Implementation and Enhancement of the Partnership Safer Communities Strategy

Author:	Suzanne Hope
Date:	4 April 2012
Service / Dept:	Deputy Chief Executive
Version	1.1

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1. Introduction

Executive summary

The Safer Communities Strategy review focused on three main areas:

1. Analysis of current activity underway to deliver the strategy.
2. Assessment of the effectiveness of the delivery mechanisms and governance put in place to deliver the strategy.
3. Exploration of opportunities for augmenting and enhancing the current strategy and identifying options that may deliver additional benefits.

The review highlights the fact that there is significant activity taking place within the Safer Communities Partnership (SCP) to deliver the strategy. Progress is being made against all of the key priorities and the SCP is making progress towards its strategic priorities.

However, much of this high quality activity is not fully visible to the partnership board or to other partners and consequently opportunities for joint-working, cooperation and innovation across the SCP are being missed.

The organisation and governance of this activity is also currently not working as well as it could be and there is a lack of measurement and monitoring of the work taking place that offers an opportunity for improvement in this area.

Finally, it is clear that the activity taking place could be enhanced and strengthened by learning from examples of good practice from elsewhere in the UK and beyond.

As a result this Strategic Outline Case (SOC) has made a number of recommendations which have been split into three sections as below:

- Current delivery plan
- Governance and delivery mechanisms
- Strategic approach and service delivery

The first two cover improvements that can be delivered in support of the work currently ongoing to deliver the strategy and should be of immediate benefit to all involved in the partnership. The third covers opportunities for the partnership to both enhance the current strategy and lay the foundations for future strategies.

It is recommended that work is carried out to support the governance, current delivery plan and mechanisms of the current strategy. Alongside this an outline business case is also produced to consider in greater detail the benefits, both financial and non financial, for the partnership and Barnet residents and businesses.

1.1 Aim of the Strategic Outline Case

This SOC addresses two issues. Firstly, it assesses the partnership's current plans, activities and enabling structures, to reveal the progress made in delivering the Safer Communities Strategy to date (this will also help to determine any further work required to ensure the successful delivery of the strategy). Secondly, this SOC looks beyond the present strategy, at what further work can be done to make communities safe and ensure Barnet remains safe in future. The review that informs this SOC undertook three core activities:

1. Analysis of activity, either planned or currently underway, to deliver the Safer Communities Strategy.
2. Assessment of the effectiveness of the delivery mechanisms and governance put in place to deliver the strategy.
3. Exploration of opportunities for augmenting and enhancing the current strategy and identifying potential options that may deliver short and longer term benefits to the council and residents.

This SOC also explores strategic options and outcomes that support the current Safer Communities Strategy and the three corporate change programme principles as follows:

- A new relationship with citizens
- A one public sector approach
- A relentless drive for efficiency.

1.2 Desired Project Outcomes

Should the recommendations in this report be approved the project will support the wider outcomes for safer communities as desired by the partnership:

- Overall reduction in crime, with improved detection and enforcement rates
- Reduction in severe crime as residents, businesses and voluntary groups help offenders break the cycle of crime
- Reduced victimisation, with people feeling confident and willing to intervene and challenge bad behaviour
- Reduced harm to victims and society as people are empowered to initiate local solutions to local problems
- Residents have an increased sense of personal and community safety
- Local residents have a sense of pride and ownership in their area and engage in ways to improve their neighbourhood rather than relying solely on agencies.

There are number of desired project outcomes for the implementation and extension of the Safer Communities Strategy as set out below.

1. An integrated partnership approach to delivering the current Safer Communities Strategy with clear strategic and operational ownership and responsibility.
2. A rationalised and more streamlined approach to delivering the current activities and meetings to provide both time and financial efficiencies.
3. Opportunities for residents and local community groups to become more involved and engaged in supporting activities in their area to make communities safer.
4. Opportunities for the council and partners to develop and implement proven methods of invest to save crime reduction models for the long term benefit of the borough.

1.3 Research and findings undertaken to support the SOC

The key project activities are shown below:

Activity area	Detail
Member engagement	<ul style="list-style-type: none"> • Discussion with the lead Cabinet Member responsible for the Safer Communities Review – Councillor David Longstaff • A Member Engagement Event held on 21 February to seek views on community safety in the borough.
Officer & partner engagement	<ul style="list-style-type: none"> • Consultation across all relevant Directorates with senior managers • Detailed consultation with operational officers in the Community Safety Team • Detailed consultation with operational officers in Children's, Adult Social Care & Health. • Consultation with partner organisations - the Metropolitan Police and Probation Service. • Operational workshop with core officers from the council and wider partners such as the Probation Service and Jobcentre Plus. • Consultation with managers of services with clear inter-dependencies such as Housing, Licensing, Noise and Policy teams.

Activity area	Detail
Research of best practice from other authorities & government agencies to highlight opportunities for learning	<ul style="list-style-type: none"> • Desk research of best practice examples of safer communities and community engagement. • Desk research and discussions with councils and other government agencies around current community safety pilot schemes. • Development and exploration of case studies to explore approaches to what makes a community safe seen around the country.
Gap analysis and identification of activities needed to resolve	<ul style="list-style-type: none"> • Development of opportunities to support (subject to approval) future changes to the current service delivery model and long term strategic delivery of safer communities.

Table 1, Initial activities

1.4 Key target dates

Subject to approval, the following key target dates are recommended, it should be noted that work to carry support the current delivery plan can take place concurrently with work on the outline business case:

- Strategic Outline Case reviewed by Safer Communities Partnership Board – 20 April 2012
- Strategic Outline Case reviewed by Programme Board – 1 May 2012
- Strategic Outline Case submitted to Cabinet Briefing – 23 May 2012
- Strategic Outline Case approved by Cabinet Resources Committee – 20 June 2012
- Plan prepared to support short to medium term developments to current delivery plan – June 2012
- Pre Outline Business Case work to assess spend across the partnership – June - July 2012
- Outline Business Case for strategic development of the Safer Communities Strategy, to achieve better outcomes within its lifetime, invest to save initiatives and community engagement – July - October 2012.

2. Strategic context

2.1 Summary of the Safer Communities Strategy

The Safer Communities Strategy was ratified by the Safer Communities Partnership Board (SCPB) in September and Council in November 2011 covering a three year period until 2014. The SOC process is not focused on evaluating and considering

changes to the existing strategy. Instead, it is focused on assessing the effectiveness of the work that is taking place to tackle the priorities. Identifying where short and medium term changes to the work plan could contribute to the delivery of the agreed strategy and considering how to extend its ambition in the short and longer term.

The Safer Communities Strategy was developed using evidence from the Residents Perception Survey and the Barnet Crime Survey (2011). These surveys found that, in spite of the overall level of crime being relatively low in the borough, 29% of residents list crime as one of their top three concerns, second only to the condition of roads and pavements. Even though for most crime types the level of crime in Barnet is either stable or reducing, domestic burglary had risen to a 5 year high in 2011. This was reflected in the crime survey results, with 70% of residents stating that they were 'fairly' or 'very worried' about becoming a victim of domestic burglary. In response the partnership initiated two police operations in 2011 and 2012 to tackle burglary that are now seeing positive results.

The crime survey also showed that residents feel anti-social behaviour has increased in the previous year. Around 50% of respondents indicated that reduction of anti-social behaviour would be their top priority and that people being drunk and rowdy or young people in groups are the two highest causes of making people feel unsafe in the borough.

Of those who had been a victim of crime, over 50% had been a victim of violent crime two or more times, second only to verbal abuse. Over 50% also cited they were fairly or very worried about becoming a victim of one or more forms of violent crime².

Based on this analysis, the Safer Communities partnership identified the following priority crime areas in the Safer Communities Strategy:

- Property crime, with a focus on burglary
- Anti-social behaviour
- Violent crime with a focus on domestic violence.

The partnership has identified four priority methods which will form the focus of reducing crime which reflects the views of residents evidenced in the crime survey. This means focusing on enhanced partnership working to both change the behaviour of offenders to break the cycle of criminal activity and provide diversionary activities to potential offenders.

- Developing integrated offender management to ensure that all criminal justice agencies are working consistently and effectively with persistent offenders to reduce their re-offending,
- Broader more cost effective early intervention to divert potential offenders,
- Focus of joint resources on hot spots of most harmful crime,

² Residents Crime and Community Safety Survey 2011

- Supporting those who suffer repeat victimisation of anti-social behaviour or crime.

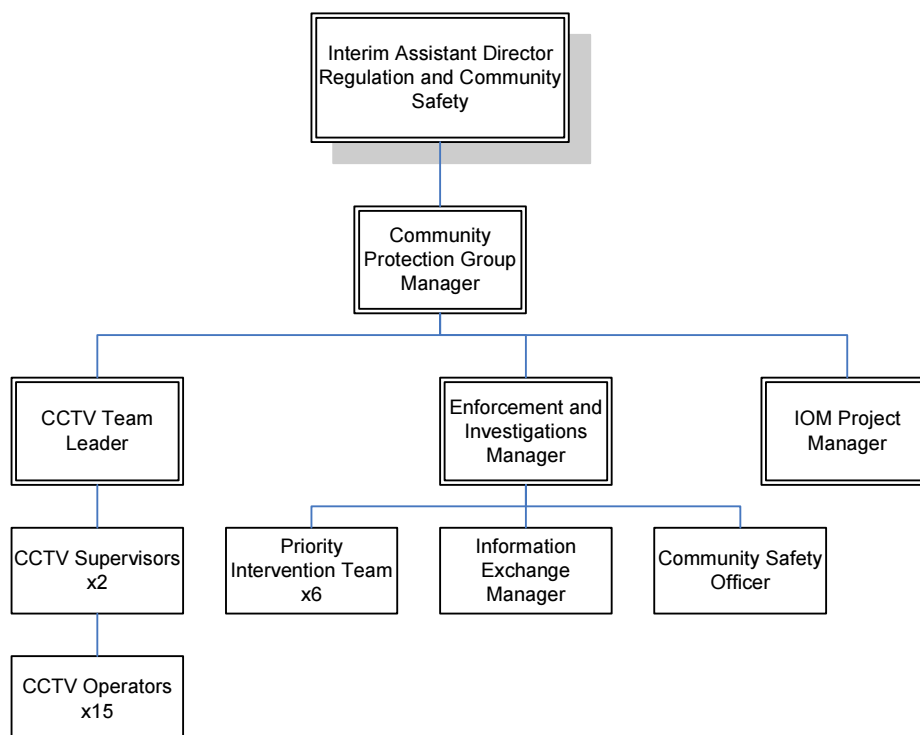
The final priority is identified as a need across the partnership:

- Effective communications to reassure the community and reduce the fear of crime.

It is expected that the council and its partners, including the Metropolitan Police, London Fire Brigade, NHS Barnet, Probation Service, Jobcentre Plus, CommUnity Barnet and the Crown Prosecution Service will work together to tackle the priorities through the priority methods above. Progress is reported to the Safer Communities Partnership Board chaired by the Cabinet Member for Safety and Resident Engagement.

2.2 Current service structure and costs

The current Community Safety team - composed of 30 officers - sit within the Environment, Regeneration and Planning Directorate (see structure diagram below). Their role is to co-ordinate the operational activities on behalf of the council that contribute to the delivery of the strategy.



The work of the team covers:

- CCTV monitoring and system management
- Information gathering and intelligence analysis
- Investigation of anti-social behaviour complaints

- Co-ordination of operational partnership meetings
- Establish an Integrated Offender Management model.

Although this is the dedicated community safety team, many other aspects of community safety have been devolved to other council departments. Across the wider council services the following service areas also support and are engaged in delivery of the Safer Communities Strategy:

- Domestic Violence Team within Children's Service
- Youth Service and Youth Offending Team within Children's Service
- Family Focus service with Children's Service
- Drugs and alcohol services within Adult Social Care & Health
- Social Care, Mental Health services within Adult Social Care & Health
- Licensing service within Environment, Regeneration and Planning
- Housing service within Environment, Regeneration and Planning.

Teams across the council are responsible for both supporting victims and managing perpetrators of crime and anti-social behaviour. Council officers also carry out licensing enforcement action. It is currently estimated that across the council £3.5m is spent on community safety activities (including staffing costs). The table below illustrates the breakdown of this cost by service area.

It should be noted that the table represents council spend only and does not include that of our partners including Barnet Homes. Should approval be given to proceed with the recommendations to enhance the strategy as part of the pre outline business case, work would be undertaken to assess spend across the whole partnership. As part of this work we would look to identify opportunities for partnership savings by removing duplication of work (see table 4). It will also include gaining agreement by all partners as to how these savings are actually realised.

Service Area	Safer Communities Strategy Priority Crime Area			Total
	Property Crime	Anti-Social Behaviour	Domestic Violence	
Community Safety	195,511	791,280	1,052	987,843
Adult Social Care & Health	0	168,392	0	168,392
Trading Standards & Licensing	26,835	62,616	0	89,451
Domestic Violence	0	0	950,157	950,157
Children's Services	0	0	54,308	54,308
Youth Services	0	1,294,597	0	1,294,597
Total	222,346	2,316,885	1,005,517	3,544,748

Table 2, Council financial breakdown

2.3 Current delivery plan

There are a large number of positive activities currently underway across the partnership focused on delivering the strategy. In many cases there are multiple owners of these activities depending on the partners involved in each strand. Each priority has been allocated a lead agency or agencies however in practice those driving forward the work are not necessarily the allocated lead. The table below sets

out the strategy allocated lead and in practice the operational lead for each work stream.

Priorities	Strategy Allocated Lead	Actual Operational lead
Property Crime – with a focus on burglary	Metropolitan Police	Metropolitan Police
Anti-Social Behaviour	Barnet Council	Barnet Council
Violent Crime – with a focus on domestic violence	Metropolitan Police	Barnet Council and Metropolitan Police
Developing integrated offender management	Probation Service	Barnet Council supported by Probation Service and Metropolitan Police
Broader, cost-effective early intervention	Barnet Council	Barnet Council
Focus of joint resources on hot spots	Barnet Council and Metropolitan Police	Barnet Council and Metropolitan Police
Supporting those who suffer repeat victimisation	Metropolitan Police and Criminal Justice Agency	Barnet Council and Metropolitan Police
Reducing the fear of crime	Barnet Council and Metropolitan Police	Barnet Council and Metropolitan Police

Table 3, Priority leads

The table highlights that in practice the council is acting as a lead agency on seven of the eight priorities. The activity against the priorities can be broken down into both identifiable project work and business as usual activities, many of which follow a cyclical pattern. Both early intervention and integrated offender management priorities are being delivered by council led projects. The remaining six priorities can be classed as being delivered through activities set against priority specific plans or strategies.

Projects in place

There are two projects in place at the council to deliver against these priorities as follows:

- Integrated offender management
- Early intervention

The second of these is not solely a project within the community safety partnership. The council is in the process of establishing a wider, cross-cutting, multi-agency programme of work on early intervention looking across council services. It is key that the partnership is engaged in this project to ensure it supports the strategy. The potential for Community Safety contribution to this is set out in sections 4 and 5 of this report.

Integrated offender management (IOM) is a model that has been implemented in many other authorities so far to varying degrees of success. The partnership now has the benefit of being able to take advantage of these early adopters and learn

from them. Managed through the Community Safety Team the council already has a plan for the delivery of an integrated offender management service by the end of 2012 with resources being committed through existing sources so not incurring additional cost to any party. The current plan will allow for a functional offender management service involving core external partners such as Probation, Police and the Prison Service. However the council and Safer Communities Partnership has the opportunity to consider extending the delivery plan to deliver an enhanced IOM service which considers the use of personal budgets, peer mentoring schemes and engaging the work of community budgets in Barnet. The opportunities to deliver an enhanced IOM are set out in Sections 3 and 5 of this report.

Business as usual activities

Work is being delivered against the remaining six priorities listed below through embedding cyclical process activities into business as usual work across the partnership.

- Property crime
- Anti-social behaviour
- Violent crime
- Focus on hotspots
- Supporting repeat victims
- Reducing fear of crime.

Since the approval of the strategy a significant amount of work has already been undertaken to identify objectives for each priority and an initial assessment of what has been achieved against each objective was carried out in January 2012. This was presented to the newly revised Multi-Agency Operational Group (MAOG) and it is expected that this review of activities will be repeated on a quarterly basis.

The work that is currently being delivered against all priorities along with expected activity will be formalised in a project plan put together by the corporate change programme office.

Alongside the work in place to deliver the current strategy there is additional work underway to develop the delivery of CCTV in the borough. The funding for this work has been agreed and released by the council for the Community Safety Team to identify the most appropriate CCTV system to support community safety. The view of Members is currently that we need to ensure any development of CCTV includes strong communications to the public to assist in reducing fear of crime and tackling both property crime and anti-social behaviour. The opportunities for using CCTV and other technology have been considered in this report and are set out in Section 4.

Gaps and opportunities

The review identified gaps and opportunities within the current structure to be both addressed and exploited. Taking advantage of these opportunities will increase the probability of successful delivery against the priorities.

Gaps	Opportunities
Currently no single plan for delivery of the strategy exists for the SCPB to	Provide programme management support through the corporate change

Gaps	Opportunities
monitor progress against.	programme office to agree a delivery plan with the SCPB. This would also provide senior managers and partners with reassurance of delivery of the strategy and identify clear owners.
The council has recently lost a dedicated data analyst resource.	This offers the council the opportunity to review with partners how resources can be shared to reduce duplication and make cost saving efficiencies whilst taking into consideration upcoming changes to council and partner structures.
There is no partnership communications strategy in support of the 'Reducing the fear of crime' priority	The delivery and ownership of a communication strategy for the partnership.
There is a lack of visibility by CDG and SCPB of operational activities.	Rationalising and streamlining reporting lines and setting performance driven expectations.
Discussion with Members on 21 February highlighted that alcohol related crime and anti-social behaviour (ASB) is a bigger problem than the current strategy alludes to.	Data needs to be collected to provide additional insight on this issue. Many perpetrators of crime and ASB have underlying alcohol problems and as such work streams within IOM, early intervention, reducing ASB and designing a communications plan could all play a part in reducing alcohol problems.
There is no mention in the strategy of hate crime wider than domestic violence which is still perceived by officers to be an area of concern but significantly under reported.	In reviewing the current governance and delivery mechanisms there is an opportunity to identify the best approach to ensuring that any emerging priorities can be highlighted to the SCPB.

Table 4, Gaps and opportunities

2.4 The outcomes being achieved

2.4.1 Partnership outcomes

In considering the future implementation and development of the current strategy the partnership will be looking to ensure developments contribute to creating a safer place to live and work.

Through implementing the current strategy the partnership is looking to deliver a number of outcomes that will support the wider outcomes of the council. The key outcome of the strategy is a reduced level of crime and anti social behaviour in the borough but in working towards this outcome there are other outcomes that can be achieved:

- Through establishing a real partnership approach by identifying the points of contact for members of the public and improved integration between

partners it can lead to an improved customer experience by ensuring a problem need only be reported once.

- Through delivery of an integrated offender management service with appropriate support from all key partners the partnership can effectively manage offenders to becoming active and productive members of their community.
- The partnership will look to engage and involve local communities in tackling crime in a positive way to ensure they protect themselves and their properties against crime.
- By both tackling the behaviour of the offender and working with the community to protect themselves against criminal activity the partnership will work towards reducing the fear of becoming a victim of crime or anti-social behaviour.

In delivering these outcomes the partnership will deliver the wider outcome of creating a safer environment for residents and visitors to live and manage business.

2.4.2 Council wide outcomes

Through supporting communities in playing an active role in their own safety it aligns with a number of wider outcomes the council is looking to achieve. The work to deliver the Safer Communities Strategy is closely linked to leisure provision in the borough and the work of the street environment services.

- Through working with local communities to take ownership and pride in their local assets such as parks it could assist in improving the health of residents and reducing both the occurrence of and fear of anti-social behaviour and crime.
- Through working with leisure and green spaces services to ensure suitable provision of leisure activities it can provide diversionary sports activities for young people to reduce the risk of them becoming involved in anti social behaviour or for offenders to help in reducing the risk of re-offending.
- By reducing the fear of crime and anti-social behaviour in communal spaces such as parks and open spaces it could encourage more elderly residents to make use of them improving their health and reducing the support needed for health and social services.

By improving the quality of the place, for example parks or local high streets, and supporting communities to take ownership of their local areas it serves to raise the perception of an area as a clean and safe environment to live. The regeneration projects across the borough reflect this outcome of designing out the opportunity for crime from communal areas and providing an area that people want to live in and look after.

This offers the council an opportunity to consider through delivering a new relationship with residents how this can be delivered most effectively in regard to housing in areas of regeneration and beyond. In creating safer, cleaner environments to live through regeneration schemes it is not sufficient just to tackle the place and design out the opportunities to commit crime and anti-social behaviour. The council and partners need to support people to change their behaviour this is especially true of those individuals or families where they are considered to be on

the verge of falling into criminal activity. Early intervention with these groups could help to engage them in their local community and prevent a newly regenerated area from falling into disrepair due to lack of care by residents. With the appropriate level of support from the council and partners the regeneration areas have the opportunity to transform lives of those involved in criminal and anti-social activity and their families. The outcome is not only that regenerated areas are places people want to live but that the number of potential perpetrators of crime and anti-social behaviour is reduced through early intervention activities.

3. Reasons for change

3.1 Key findings

In-depth interviews³ and workshop activity with partners during the review identified a number of key opportunities to enhance and hasten the delivery of the strategy. The review's key findings were:

- There is agreement that the strategy is focused on the right priorities, although there is not yet a full enough awareness of the strategy or complete understanding of how this supports better outcomes.
- Some work is not always visible to the partnership board or the other partners within the Safer Communities structure.
- The work streams are being managed in isolation and there is no overall delivery plan as yet. By creating a partnership-owned delivery plan it is possible to achieve the greatest effect.
- There are some gaps in the way that information is collected and used to help understand the dynamics of crime and disorder in Barnet (see section 2.3 above) and more could be done to use residents and businesses as a data resource.
- There is duplication with other agencies' services (e.g. information officer role; anti-social behaviour (ASB) teams).
- There is room for improvement in the delivery mechanisms put in place to action the strategy. The groups and boards within the structure variously duplicate activity, do not have a sufficient strategic focus or sufficient clarity on their spheres of influence, responsibilities and powers.

Reasons for change will be articulated by:

- 1) Providing an analysis of the partnership's current delivery mechanisms and highlighting opportunities to improve these mechanisms (3.2).

³ Community Safety Team, Policy & Performance, Housing, Licensing, Adult Social Care & Health, Children's & Youth Services, Domestic Violence, Jobcentre Plus, Probation and Metropolitan Police

- 2) Outlining alternative approaches which can help address gaps in the partnership's current delivery and equip the partnership for future challenges (3.3).

Following this analysis, specific recommendations focusing on how the identified issues and opportunities can be addressed will be outlined in Section 4.

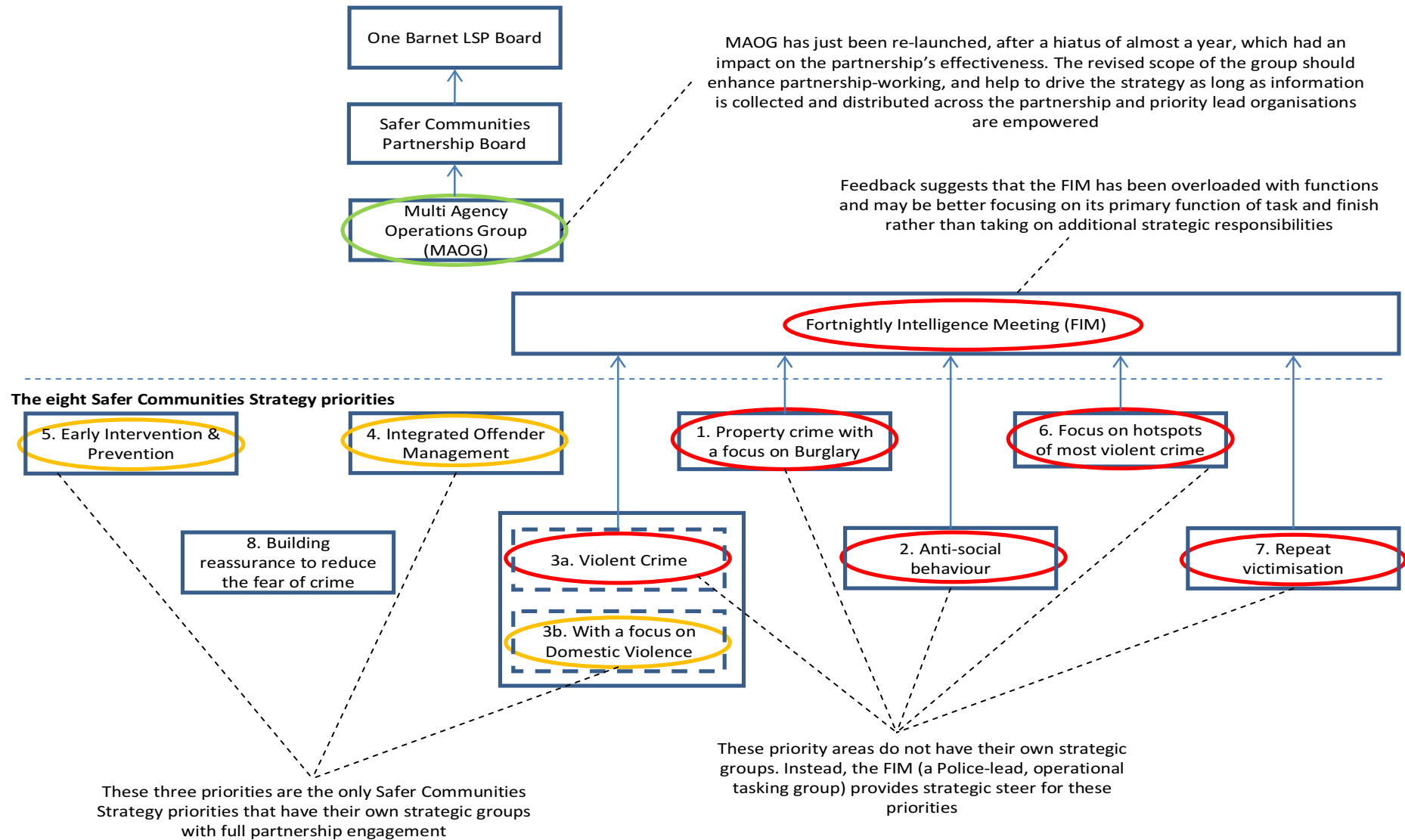
3.2 Mechanisms currently in place to deliver the Safer Communities strategy

The mechanisms currently in place to deliver the strategy were mapped and validated through a number of interviews⁴ and a resulting workshop with key stakeholders from the Safer Communities partnership. On the following page there is a high level diagram illustrating the reporting structure for the priorities. A more in depth map has been included in Appendix Two and circulated to stakeholders for their information and use.

The insight gained from this process can be split into four sections:

- The overall structure of the partnership (3.2.1)
- The strategic role of the various groups and boards that make up the partnership (3.2.2)
- Ownership across the partnership (3.2.3)
- Communication and information-sharing (3.2.4)

⁴ Covering Community Safety, Policy & Performance, Housing, Licensing, Adult Social Care & Health, Children's & Youth Services, Domestic Violence, Jobcentre Plus, Probation and Met Police



3.2.1 The overall structure of the partnership

- An understanding of the wider Safer Communities partnership structure was lacking for most stakeholders. Partners could explain their immediate remit and activities, but many have a limited understanding of the structure and activities of the wider Safer Communities partnership and how these activities could impact upon their work⁵.
- Officers across the partnership agreed a consistent structure across priorities was not essential. Structure was not perceived as an issue as long as the balance was struck between strategic and operational activity.
- There was an acknowledgement that a review of the existing meetings and boards within the Community Safety structure should take place because:
 - Some groups now appear to be redundant and could be discontinued.
 - Many groups had insufficiently clear terms of reference leading to overlap in terms of what is covered in the meetings.
 - Duplication of membership of many meetings with the same colleagues attending meetings vertically (within priorities) and horizontally (across the partnership). A better structure would free officers to focus on implementation of the strategy.

3.2.2 The strategic role of the groups and boards that make up the Safer Communities partnership

- Existing structures within the partnership are insufficiently strategic and several of the Strategy priorities do not benefit from their own strategic group.
 - There was a perception that whilst the council was 'too strategic' with an insufficient focus on implementation the Metropolitan Police was seen as 'too operational' with insufficient focus on long term strategy.
 - A greater balance needs to be achieved within the partnership so each priority benefits from sufficient strategic development.
- The Fortnightly Intelligence Meeting (FIM) provides strategic direction for burglary, ASB, robbery, violence and repeat victimisation (i.e. four of eight priorities of the Strategy do not have specific strategic groups).
 - This 'vacuum' was flagged as a serious concern for interview and workshop participants.
- The consensus is that the FIM has too wide a scope and cannot provide strategic direction in addition to its core function (operational tasking).
 - Officer feedback was that the FIM is a reactive, operational, tasking and planning group and should be focussed on this.

⁵ Consequently, the development of the delivery mechanisms map (as part of this exercise) was welcomed.

- The FIM is not an appropriate forum for longer term planning as its core 'Terms of Reference' relate to a fortnightly review and response of short-term trends.
- The revised Multi-Agency Operations Group (MAOG) - re-launched in January 2012⁶ - was welcomed. There was agreement that the strategic vision had not been successfully communicated and driven during the period of hiatus (April 2011 - January 2012) and that this group's re-formation would help do this.
 - The MAOG must drive the partnership forward by empowering and tasking the owners of the priorities to deliver on activities (see 'Ownership').
 - The MAOG should be the conduit between priorities and the SCPB. The group must discuss the strategic and operational work of the specific priorities, place into a wider partnership context, identify cross-partnership opportunities and advise the SCPB accordingly.
 - There was some concern that the new MAOG's terms of reference may be too focused on monitoring. Priority owners should lead on monitoring (reporting back to the MAOG), freeing the MAOG to take a lead on tasking and the partnership-wide coordination of strategic and operational activity.

3.2.3 Ownership across the Safer Communities partnership

- There was a concern amongst officers that ownership across the partnership was not strong enough and that leadership of priorities was insufficiently proactive.
- Few key stakeholders knew which service was leading on each priority and there was little partnership-wide leadership from organisational leads.
- There is a perception that the lead services worked to fulfil their individual service's obligations but had failed to involve partners sufficiently with shared strategy and objectives.
- There is a lack of clarity about what being a 'lead' organisation for a priority required and entailed.
- If a broader range of officers attended operational meetings it would widen their partnership knowledge and help develop networks to assist day to day work.

3.2.4 Communication and information-sharing

- Whilst the SCPB takes a lead on shaping the strategy, it would be beneficial for this group to communicate its strategic vision more clearly to the rest of the partnership. Currently, the SCPB's activities and strategic vision are not filtering down to those charged with delivering the work.

⁶ There was a hiatus of the MAOG due to concerns raised by the Police over the format and the gap at Assistant Director level within the council

- The new MAOG may ameliorate this problem but the SCPB would benefit from communicating core objectives more widely across the partnership.
- Senior partners report a lack of knowledge of what activities are being undertaken 'on the ground'. The new MAOG reporting structure, requiring quarterly updates, should improve upward information flow.
- There is a lack of visibility and understanding within each priority about ongoing activity in the other priorities across the partnership.
- Officers felt the Strategy needed to be championed more within the council in order to improve senior management understanding and profile of activities.

3.3 Strategic development and changes in service delivery

Research was undertaken to provide new perspectives and opportunities to develop the Strategy and enhance delivery in order to achieve better outcomes. Links to the council's strategies were explored, and ideas focused on ensuring that the current strategy can be delivered to best effect as well as providing longer term ambition, by enhancing this strategy, and learning from practice elsewhere in the UK and worldwide.

Insights for this section fall into four parts:

- A new deal with residents (3.3.1)
- Commissioning and whole system working (3.3.2)
- Integrated Offender Management (3.3.3)
- Approaches to deal with alcohol related anti-social behaviour and domestic violence (3.3.4)

3.3.1 A new deal with residents

Through working with Barnet Homes there is an opportunity to review council housing policy and tenancy agreements to reflect a new approach of the council and partners to tenants who are housed in regeneration areas. Part of a new deal with these tenants could be that their tenancy is subject to continued 'good behaviour'. Where tenancy is offered to offenders it would be part of a package of integrated offender management to ensure a managed reintegration process with the community. For those tenants identified to be on the cusp of falling into criminal or anti-social activity support would need to be linked in through an early intervention programme. Should this not deter individuals from either re-offending or becoming an offender then their accommodation would be at risk.

This approach would ensure that those housed in these regeneration areas exhibit positive behaviours and attitudes towards their home and local surroundings.

The opportunity to design policy to support the partnership in reducing crime and anti-social behaviour could extend further than housing policy and tenancy

agreements. A partnership approach to a new deal with residents could include reviewing partner policies to ensure they reward good behaviour and penalise those who in spite of being offered support continue to partake in criminal activity.

3.3.2 Commissioning and Justice Reinvestment

The Safer Communities Strategy provides a response to the key crime issues in Barnet. However, the evidence from the review of current services suggests that although it does embrace the ideas of early intervention and providing reassurance to the community, the delivery focus is on a mainly reactive approach to crime with enforcement measures which does not on its own lead to safer communities.

Opportunities to address the fundamental issues which lead to crime (such as drug abuse, alcohol abuse, family breakdown, lack of education and employment) and to tackle offending throughout the whole system have not yet been pursued. In order to contribute to the delivery of the existing Safer Communities Strategy and to extend the longer term ambition it is recommended that a new crime prevention delivery model is developed to encompass a clear and proactive focus across the whole criminal justice system on crime prevention in Barnet. This has the potential to align, connect, and consider related issues, policies, partners, and services from a local Barnet perspective. This model would influence the way crime is addressed at the local level and will help communities to successfully achieve their wider goals. The model would embrace delivery of the Safer Communities Strategy and would take the strategy further to enhance in terms of making communities in Barnet safer.

The key difference that a **crime prevention delivery model** highlights is the focus on prevention and early intervention which provides aspiration and vision to benefit residents and businesses in the longer term. Current practice is primarily focused on a reactive response to dealing with the consequences of crime, with less emphasis on a strategic approach to address causes of criminal behaviour and develop interventions to deter people from committing crime or diverting them from progress through the criminal justice system. An increased focus on crime prevention has the potential to increase community cohesion and social inclusion through a partnership approach to managing the whole system more effectively, and strategically commissioning and delivering services which will prevent crime in the long term as well as those that manage the more immediate impact.

Key components of a crime prevention model can be summarised as follows:

1) Recognising that communities are part of the solution rather than the problem

Crime prevention is about neighbours, businesses, and all levels of government in a community talking to each other and working together towards a common goal of preventing crime. This means developing holistic approaches to encourage:

- Residents taking individual responsibility for their lives, increasing independence, reducing dependence
- Community responsibility for quality of life, active engagement

- Partnership working across all agencies to ensure a consistent approach and best use of resources.

2) A commitment to tackling the causes of crime

Crime prevention involves responding to a small number of priority problems, using targeted multi-agency approaches. These approaches aim to address the causes of and opportunities for particular crime problems. For example, in Barnet, priority is given to tackling domestic burglary, domestic violence, and anti-social behaviour. Recently this has been evident in the successful multi-agency approach to anti-social behaviour issues in Bulwer Road involving the Safer Neighbourhood Team, local businesses and the council.

3) Whole system partnership work with offenders and those at risk of offending providing a continuum of interventions

- **Prevention** - promoting protective factors (e.g. employment, education, positive parenting, family relationships) and managing risk factors (e.g. mental illness, low school achievement, family history of offending).
- **Intervention and treatment** - Diversion from criminal justice into treatment, tailored programmes within the system, mentoring
- **Reparation to victims and communities** - Restorative Justice, Community Payback
- **Punishment** - Community Payback, prison, fines
- **Rehabilitation** - Pathways out of crime: housing, health, employment, family relationships, behaviour
- **Reintegration** - To law abiding residents, contributing to community well being.

4) Commissioned prevention activities

Primary (universal) prevention provides interventions to the general public or an entire target population (e.g. youth) to prevent the development of risk factors associated with offending.

Secondary (targeted) prevention provides interventions to individuals or specific subgroups of the population at higher risk of criminal involvement. In secondary prevention, enriched efforts are required to reach and support at-risk populations to reduce exposure to and the influence of risk factors associated with criminal or anti-social behaviour by building on strengths such as coping strategies and other life skills.

Tertiary (indicated) prevention targets high-risk individuals who have already offended in order to prevent re-offending behaviour.

An example of a crime prevention approach, known as the justice reinvestment scheme, which is currently operating in Greater Manchester is set out below on the next page.

Justice Reinvestment - Transforming Justice in Greater Manchester

This is a Ministry of Justice Payment by Results pilot started July 2011 where the focus is on local partners working together to reduce crime and re-offending and thus reduce demand on the justice services as well as local agencies. If demand reduces sufficiently, MOJ will provide a share of savings. It is expected that local agencies will also realise savings as a result of system changes and that these will be reinvested into services which will continue to reduce crime and re-offending. It involves a multi-agency delivery programme across 10 local authorities, police, probation, prisons, courts and voluntary sector. The approach is designed to deliver interventions and services at critical points of transition to deliver better outcomes.

The approach involves knitting together a range of existing related activities e.g. IOM, changed use of Attendance Centres, Mental health and problem solving courts, as well as re-commissioning of services such as health provision in police custody suites, and commissioning other services.

A community budgeting approach is being developed, linked to the Community Budget pilot. The aim is to set up a single investment pot with aligned and pooled budgets across agencies and potential for social investment

Although at early stages, there is a belief that this approach is achievable with strong partnership leadership and delivery support. Key benefits will be:

- Localism in action - bottom up solutions
- Innovation, with a more ambitious portfolio of interventions
- Flexibility and efficiency by focusing on priorities
- Wider benefits to all agencies to reinvest

Examples of whole system working are set out in Appendix Three.

There is an opportunity for Barnet to develop a Justice Reinvestment approach. Key features would include:

- Clear outcomes developed and co-produced with all agencies and community representatives.
- Opportunities for private business to engage with the system and play a part in addressing key crime issues; for example local security firms working with agencies to promote home security to reduce burglary, or collaboration amongst licensees to promote responsible sale of alcohol
- Empowerment of residents to report ASB using, for example, mobile phone technology and have confidence their concerns will be addressed
- Greater emphasis on prevention work with families and young people
- Early intervention to deter criminal activity including restorative justice for young people and adult first time entrants, conditional cautioning with access

to awareness courses and treatment for mental health, drug and alcohol services

- A wider range of community sentences, including credible alternatives to custody such as Community Payback projects identified by local community groups and intensive supervision with integrated offender management
- A Community Budget arrangement to facilitate joint commissioning of services and provide an algorithm to align resources and redistribute savings.

The benefits of the approach

- It could drive efficiencies in reducing commissioning and case management duplication across agencies
- It could enhance and unify partnership working alongside engaging communities in areas such as community payback empowering them with ownership of their locality
- Preventing offenders coming into the criminal justice system realising savings
- It builds on the Community Budgets work already established in Barnet
- Over time, it allows investment in more effective provision earlier in the continuum as savings are realised from consequent reduction in demand for services as crime reduces.

Implementation issues to consider

- This is a longer term approach
- It requires strong strategic leadership and commitment to design and implement such a system requiring a robust management and implementation approach
- Cashable benefits may take time to come through and there would be earlier benefits if investment was able to be made in preventive and early intervention services on an invest-to-save basis.

3.3.3 Integrated Offender Management (IOM)

There is already a plan to introduce an IOM service bringing together statutory partners of the Council, Probation and Police which will bring considerable benefits in the short to medium term. The short term focus is on creating a multi-agency team of statutory partners which is in a co-located base. However, there would be advantages in enhancing the work of a co-located team to develop a service with a wider range of agencies and providing specific services for prolific offenders who do not receive statutory provision such as prisoners serving less than 12 months in prison.

Evidence from existing IOM services suggests that effectiveness depends on:

- Multi-agency participation working with a single vision and aim, and to take a partnership rather than single agency view
- Co-location of officers creates a cohesive service and leads to simpler case management and information sharing
- Prison, youth offending teams and other local services, including voluntary and community sector and central government agencies enhances service delivery
- A designated lead professional - the right officer with the right skills - with a carrot and stick approach. It requires police to take on extended role as well as enforcement
- Key pathways out of crime to address are housing, health and employment so partnership needs to include relevant representation to address these.

A case study of an enhanced IOM service is set out below:

Enhanced Integrated Offender Management in Tameside - An initiative which allocated £45k (the cost of keeping an offender in prison for a year) for a pilot project to provide accommodation and floating support

This was used to provide a co-ordinator and to commission bespoke accommodation services for offenders. This overcame barriers of finding rent deposit and basic living requirements which often prevent offenders establishing a tenancy. In addition there was partnership working with a peer led recovery organisation to support offenders re-housed.

12 people had a personal budget of £1,000 of whom, six were subject to statutory supervision, and six were not; all had previously been in prison.

They all remained out of custody over the next 12 months

An enhanced IOM approach in Barnet could include the following key features:

- One-stop style access to a wider range of services which support pathways out of crime including Jobcentre Plus, work programme providers, housing, benefits services, primary health services as well as specialist services, general and specialist voluntary agencies and groups.
- A peer mentoring service for short sentenced prisoners released from the main local prison HMP Wormwood Scrubs, and/or commissioning a new service on a payment by results basis, possibly seeking private investment to do so.
- Closer engagement with Youth Offending Services to ensure access to appropriate interventions and to achieve consistency of emphasis on prevention over a whole lifetime, not just whilst receiving services.

- A more personalised approach to work with offenders to reduce the possibility of re-offending. There is potential to utilise individual budgets for those assessed as requiring less intensive intervention.
- Engagement with the community budget work in Barnet, recognising that many troubled families have relationships with offenders as family members or friends and associates.

The benefits of the approach

- It addresses the causes of criminal behaviour of individuals more holistically and enables access to the most appropriate services to resolve problems and support and manage offenders on the pathways out of crime.
- There is potential to increase the engagement of the local voluntary sector, including faith groups in work with offenders which has benefits for the community as well as offenders.
- A more effective and economic approach is adopted with short sentenced prisoners who are likely to be prolific offenders with chaotic lifestyles.

Implementation issues to consider

- These include the need to sequence the enhanced IOM service after the establishment of the core service which is due later in 2012; and the need to engage a wider range of agencies to support IOM.
- Personalised budgets could be introduced on a modest trial basis if funding e.g. £50K was made available to the IOM service to establish a pilot scheme for about 15 offenders in the first instance.
- A peer mentoring service would need to be commissioned and funding opportunities could be explored such as Social Finance or other private investors.
- Political support would be crucial coupled with appropriate communications to prevent it being viewed as rewarding criminal behaviour.

3.3.4 Approaches to deal with alcohol related Anti-Social Behaviour (ASB) and domestic violence

In addition to developing the strategic framework, and enhancing IOM, there are some specific initiatives which Barnet could pursue which would have the benefit of aligning with the broader preventive approach of the council and partners as well as having a shorter term impact in terms of effectiveness and efficiency.

The incidence of crimes, particularly violent crime and domestic violence committed under the influence of alcohol is rising steadily. The Home Office has stated (2010) that at national level, alcohol related violent crime, nuisance and disorder remains a serious problem in some areas in England and Wales. According to the British Crime Survey, half (50%) of all violent crime is alcohol related, and 21% of all violent crime occurs in or around pubs and clubs. Almost a quarter of the population (24%) considers drunk or rowdy behaviour to be a problem in their area. Whilst these figures are cause for concern, so too is the cost of alcohol related crime and disorder, estimated at £8-£13bn each year.

Alcohol-related crime has not been prioritised in Barnet's Safer Communities strategy and alcohol-specific data is not collated and analysed. The lack of focus on this issue as a specific priority is perhaps surprising given that it was identified as being important in the Strategic Needs Assessment and a number of partners continue to see alcohol-related crime and disorder as a cross-cutting issue that has an influence on a range of community safety areas as well as wider social issues.

A particular difficulty for the authorities in tackling alcohol-related crime is that alcohol is not a banned substance. Authorities and places selling alcohol have to watch for and manage the 'tipping point' where drinking behaviour becomes potentially dangerous. Some bars, restaurants and shops may be reluctant to take on this 'supervisory' role, hoping instead to push trouble on to the streets when it emerges. However, where they can be persuaded to work with the police, local government and other agencies, their involvement can substantially reduce the number of alcohol-fuelled violent incidents.

People who have had too much to drink are also more likely to be victims of crimes such as street robbery or violent attacks. Entertainment venues such as bars and clubs can therefore provide very useful support to the police in reducing victimisation. They can, for example, publicise the risks of excessive drinking, ensure good access to reputable taxis to get people home safely, or refuse to serve people who are already drunk.

The council will shortly begin a public consultation creating borough wide Designated Public Place Order and the outcome of this consultation will be factored into the options appraisal and outline business case on strategy enhancements to be reviewed by Cabinet Resources Committee later this year.

CCTV

In early 2012 the council commissioned the Community Safety Team to identify a new CCTV system. The outline business case for options to enhance the current strategy will be closely linked to this project as it is acknowledged that CCTV has a part to play in tackling alcohol related ASB and domestic violence as part of an integrated approach. Although the evidence on the effectiveness of CCTV is somewhat mixed, The Home Office (2007) suggests that CCTV can deter opportunistic crime, increases conviction rates and saves time and money by encouraging early guilty pleas. There are three main objectives:

- Reassure public and reduce fear of crime
- Deter, especially criminal damage, so long as people believe the system works
- Providing evidence - officer training to monitor right places at the right times is critical.

It is interesting to note that Members report there is scepticism amongst the general public about Barnet's CCTV system. It has been reported that the general public think that they are 'dummy cameras' and either don't have actual cameras in the housings or do not record the incidents which they view. This is demonstrably untrue but it is clear that in order for a CCTV system to be able to reassure the public, the public must first have confidence in its capabilities and application in the real world. The Home Office (2007) suggests that deterrence is strongest where publicity is used when new CCTV is installed and any deterrent or reassurance affect relies on the perception that CCTV works. There is an opportunity here to improve the public's awareness of the system's capabilities through publicity. This awareness-raising could also be achieved by including residents in decision-making around where to site cameras, thus improving confidence in their operational capabilities.

This project provides an opportunity to consider how a new system could provide opportunities to deter and support enforcement of a range of criminal activity, but it will have a particular role in dealing with alcohol related ASB.

Bespoke CCTV Control Room in Wakefield

The original facility was becoming too small and the system was old fashioned, mainly tape based, which was labour intensive to utilise. This gave an opportunity to move to another council building and replace the technology.

The service was tendered and the contract awarded to a large security group - the solution has third party integration capabilities in combination with a company that provides modular digital recording systems.

The new control room has 5 Synergy positions to control over 160 cameras in 8 towns plus other sites. There is a dedicated police constable in the control room. The operators access retail radios, with 25 audio help points and 4 phone help lines. Recording is real time, 24hrs a day allowing swift and appropriate response. There is capacity to monitor 3rd party sites to help offset costs to the council. Crime detection rates have improved.

Although highlighted as an issue contributing to priority crime of violent crime and anti-social behaviour in the Safer Communities Strategy, there is little co-ordinated activity to address alcohol related crime. The approach to licensing for sale of alcohol is currently very localised. An enhanced and more robust approach to

licensing with effective enforcement would impact on alcohol related ASB as well as domestic violence.

Reducing alcohol related crime in Bexley Heath

The evening economy of Bexley Heath changed rapidly between 1990 - 2005, becoming saturated with clubs and bars for the 18-30 age group. This was accompanied by an increasing trend of alcohol related crime and disorder across the borough and in the town centre.

Bexley's approach includes:

Robust licensing, alcohol control zones, dispersal areas and licensing saturation policies.

Management of the town centre at night has been enhanced through:

Improved CCTV, successful pub safe scheme, 'Street Pastors' - volunteers providing reassurance, Intelligence sharing between council and police and extensive engagement with the licensed trade and sharing good practice.

Specific initiatives include:

- Pub safe has invested in a radio for each premise and police to enable swift response to incidents. This reduces the burden on the council.
- Seminars have been held to promote responsible retail of alcohol.
- Residents are encouraged to engage in licensing process, using website and involving ward councillors.
- A-level students produced a DVD which was used in schools to promote awareness of dangers of drinking

Specifically in Barnet there is opportunity to develop a community based approach to tackle alcohol related ASB and domestic violence. Key features could include:

- High specification technology to support an integrated CCTV system jointly with the police. This will promote public confidence in its efficacy to protect them and deal with crime and deter ASB.
- Public engagement in the siting of CCTV cameras, working with residents and businesses to ensure that priority areas are covered and awareness is raised. Active engagement with the service encouraged through the use of radio and mobile phone to alert the control room and police of potential ASB problems.

- Engagement with licensees to develop a robust enforcement regime which recognises responsible retailing and deals effectively with transgressors.
- Empowerment of the public to report ASB using for example a single phone number, text messaging, web based reporting to accept and deal with messages of concern.
- Key officers, primarily in probation and police are trained in brief intervention techniques which are known to reduce alcohol intake, and this is offered to any offender with an alcohol problem regardless of offence.
- Improved data collection of alcohol related crime to better commission services, including immediate access to brief interventions or other appropriate services where alcohol features in a crime.

The benefits of the approach

- These measures would have an impact on the quality of life of residents and address issues which are important to them.
- It would develop a more proactive community approach rather than create dependency on statutory agencies to resolve the problem.
- There would be better understanding of the issue as data is more routinely recorded about alcohol use in criminal behaviour.
- Tackle the offender as well as the place to prevent the problem being moved from town centre to town centre.

Implementation issues to consider

- Consideration can be given to different delivery models such as using a specialist third party to provide the CCTV monitoring service, and engaging with the community in developing the service.
- Approach should generate savings as CCTV operator time is better spent using new technology.
- Local businesses take more responsibility for self regulation and mutual support to reduce ASB.
- A changed approach to licensing will need to be considered in the context of the outsourcing of Development and Regulatory Services.
- Some investment would be required to set up new reporting methods, but this could potentially be incorporated into the CCTV service.
- Investment would be required to train officers in brief interventions, but the benefits are likely to outweigh this over time if a whole system view is taken.
- As the project progresses consideration will need to be given to any developments within the Greater London Authority on the approach to take when dealing with alcohol related issues, such as compulsive sobriety schemes.

4. Opportunities and project definition

The recommendations for next steps have been separated into three sections.

- Current delivery plan
- Current governance and delivery mechanisms
- Strategic approach and service delivery

The first two cover recommendations that can be implemented in the short term to provide immediate benefits and the final set of recommendations looks to how Barnet can develop the strategy for the future.

4.1 Recommendations and actions: Current delivery plan

- 4.1.1 The corporate change programme office is engaged to coordinate the delivery of the current strategy and provide support to the priority owners.
- 4.1.2 In order to support the delivery of the strategy and ensure value for money an exercise to map current resource and activity across all partners and opportunities to realise savings should be carried out at the earliest opportunity. This piece of work will give reference to the changes expected in structures in both the council and partners such as the Metropolitan Police and future proof any changes to where and how activities are delivered.
- 4.1.3 Establish greater rigour to performance management by establishing quarterly setting of expectations for all priority owners which would:
 - Provide appropriate highlight information to both MAOG and SCPB
 - Provide reassurance both up and down the structure that activities underway are being managed in a coordinated way.
- 4.1.3 Produce a partnership communications plan to tackle fear of crime and the perception of criminal and anti-social behaviour.

4.2 Recommendations and actions: Governance and delivery mechanisms

These recommendations are split into four sections that match the analysis in 'Reasons for change' (Section 3):

4.2.1 The general structure of the partnership

- 4.2.1.1 Simultaneously review and amend each priority internal delivery mechanisms (i.e. the governance, scope, terms of reference and responsibilities of each constituent strategic and operational group within each priority area).
 - Particular attention should be given to assessing whether sufficient strategic activity is going on within each of the Strategy's stated priority areas.

- 4.2.1.2 This review should also focus on how the different priority areas within the over-arching Safer Communities structure interact with each other and the current, senior strategic groups (SCPB and MAOG). This work should aim to clarify scope and responsibility and remove overlap and duplication of activity. It is expected that significant operational efficiencies can be made by 'trimming the fat' out of the current delivery mechanisms.
- 4.2.1.3 Maintain, update and circulate the 'delivery mechanisms map' (developed as part of this exercise) to improve partnership understanding of the Strategy delivery mechanisms.

4.2.2 The strategic role of the various groups and boards that make up the partnership

- 4.2.2.1 The SCPB must communicate strategic direction more vigorously to the partnership's priority areas. Currently there is no formal mechanism to ensure this communication happens.
- 4.2.2.2 Remove the 'strategic' function of the FIM (FIM should focus on operational matters alone) and empower priority lead organisations to set up new partnership-wide strategically focused groups, as required, to develop medium to long-term strategy (see 'Ownership' section).
- 4.2.2.3 Clarify MAOG Terms of Reference and communicate the group's scope to key partners. The recent re-casting of the MAOG provides an excellent opportunity to address issues around the communication of relevant information upwards to the SCPB as well as strategic direction downwards into the priorities.

4.2.3 Ownership across the partnership

- 4.2.3.1 A set of requirements should be developed to help partners understand what is expected of them as a 'lead agency'. This set of requirements must set out the common rights, responsibilities, obligations and powers that form the remit of a priority lead.
- 4.2.3.2 A toolkit should help empower lead organisations to put in place a more robust, partnership-wide structure to deliver the Strategy.
- 4.2.3.3 Include a broader range of officers in operational meetings to improve their knowledge and professional networks.
- 4.2.3.4 Future strategies should spend more time during development achieving buy-in from those organisations given 'lead' responsibility (and explaining what is expected as a 'lead organisation').

4.2.4 Communication and information-sharing across the partnership

- 4.2.4.1 Develop better communication practices to communicate 'down' the partnership and specifically, provide better information and steer to priority leads from the SCPB and MAOG.

- 4.2.4.2 More 'horizontal' communication across the priorities is required to improve understanding within the partnership and help the identification of cross-priority opportunities and synergies.
- 4.2.4.3 Any future activity should work closely with the new MAOG structure to ensure relevant updates.

4.3 Recommendations and actions: Strategic approach and service delivery

These recommendations are further split into four sections. As these recommendations would lead to significant change in commissioning, service delivery and system management, they would be subject to further development through an outline business case.

4.3.1 A new deal with residents

- 4.3.1.1 Review the council housing allocation policy and tenancy agreements to ensure 'good behaviour' conditions are included and appropriate penalties in place for those who do not adhere to requirements.
- 4.3.1.2 Review policies across the partnership to ensure they align in respect of good behaviour clauses and appropriate penalties to ensure compliance.

4.3.2 Commissioning model

- 4.3.2.1 Establish a justice reinvestment multi-agency approach, linking informally to the MOJ / NOMS⁷ pilots to gain support and learning.
- 4.3.2.2 Develop an outcomes based strategy to establish preventive early intervention approaches, both commissioning new services and enabling access by offenders to key mainstream services.
- 4.3.2.3 Develop a wider range of community sentences for offenders which punish, provide reparation to victims and communities and address causes of offending.
- 4.3.2.4 Explore opportunities for local private businesses to engage with the approach.
- 4.3.2.5 Explore how residents can report crime with confidence their concerns will be addressed as part of the council's customer services approach.
- 4.3.2.6 Build on the existing community budget approach to provide a budget alignment and investment framework.

4.3.3 Enhanced Integrated Offender Management (IOM)

- 4.3.3.1 Explore potential to set up a one stop approach with access to a wider range of services as part of a two phase approach to establishing enhanced IOM.

⁷ Ministry of Justice and National Offender Management Service

- 4.3.3.2 Commission a peer mentoring scheme for short sentenced prisoners released from HMP Wormwood Scrubs, exploring the potential to fund this through social investment.
- 4.3.3.3 Ensure that there is explicit engagement with the work with troubled families to include offenders.
- 4.3.3.4 Pilot the use of individual budgets on a risk assessed basis.

4.3.4 A community based approach to dealing with alcohol related Anti-Social Behaviour (ASB) and domestic violence

- 4.3.4.1 Work closely with the CCTV project to ensure it commissions high specification technology, and that this is undertaken in conjunction with the Police to ensure a joint commitment and approach.
- 4.3.4.2 Explore potential benefits of commissioning CCTV monitoring by a specialist third party.
- 4.3.4.3 Involve local residents in siting of CCTV cameras, and work with local businesses to promote active participation in reporting ASB.
- 4.3.4.4 Work with licensees to develop a more robust enforcement regime.
- 4.3.4.5 Train key officers in probation and the police in undertaking brief interventions to reduce alcohol intake of offenders.
- 4.3.4.6 Improve data collection to identify alcohol related crime more effectively.

Recommendations for this section have been summarised to show potential benefits:

Proposal	Change in ways of working and service delivery:			
	New Relationship with Citizens	One Public Sector Approach		Relentless Drive for Efficiency
	Partners and communities supporting crime prevention strategies	Improved range of services to deter crime, treat causal problems and enforce justice	Targeted intervention with offenders to reduce re-offending	Improved efficiency in service delivery
Justice Reinvestment model	<ul style="list-style-type: none"> Restorative Justice Engagement with local businesses Resident empowerment Community Budget 	<ul style="list-style-type: none"> Diversion to treatment Conditional cautioning Awareness courses as alternatives to prosecution 	<ul style="list-style-type: none"> Increased use of electronic monitoring, community payback Personalised approach 	Investment desirable in preventive services. Should realise savings over time to reinvest in sustainable services.
Enhanced Integrated Offender Management	<ul style="list-style-type: none"> Community Payback to address local issues 		<ul style="list-style-type: none"> IOM Increased use of electronic monitoring, community payback Personalised approach 	Investment in enhanced services e.g. peer mentoring, individual budgets, intensive alternatives to custody could yield savings. Potential to seek external funding.

Proposal	Change in ways of working and service delivery:			
ASB measures CCTV Robust licensing	<ul style="list-style-type: none"> Engagement with businesses and residents 	<ul style="list-style-type: none"> Access to early interventions 	<ul style="list-style-type: none"> Access to targeted interventions 	Commitment to replace existing CCTV. New enforcement approach may need additional resource. Officer training needs investment.

Table 5, Strategic enhancements

4.3.5 The costs and potential partnership savings for these proposals will be developed in the outline business case over the coming six months. Resources have been allocated from the transformation reserve to cover this work. An options appraisal and business case will return to CRC for authorisation for any further spend on this project.

5. Outline approach

Project management approach

The standard council approach to project management will be adopted for the controls of this project. As part of the corporate change programme, the project manager will ensure the appropriate performance framework documents are managed. The framework covers budget and resource plans, risk and issue management and benefits realisation all of which will feed a project highlight report.

It is proposed that the council carries out the recommendations set out in sections 4.1 and 4.2 whilst also carrying out further work on the three proposals considered to be of most benefit to the council as set out in section 4.3. This work would be to establish with greater accuracy the costs and benefits, both financial and non financial to the council, partners and residents.

Pre Outline Business Case Stage and service delivery improvements

April - June 2012

- Review and rationalisation of community safety structure across the partnership
- Establish baseline expenditure on community safety activities across the partnership
- Internal and external stakeholder and Member engagement to seek views on the enhancements for the strategy.

Outline Business Case for strategy enhancements (commissioning, enhanced IOM and community based approach for alcohol ASB and domestic violence)

May - September 2012

- Development of current state of financial baseline
- Consideration with key stakeholders
- Consideration of strategy enhancement options
- Inclusion of all anticipated costs and benefits across all options.
 - Development of cost benefit model for invest to save options

It is estimated that the officer costs to cover a six month period up until the submission of an options appraisal and outline business case to Cabinet Resources Committee is £110,000.

Approaches to be used to investigate options

The following approaches will be used to investigate the possible enhancements to the current strategy:

- Consultation with Members, council officers, partners, residents and local businesses
- Visits and discussions with other local authorities to review different approaches to crime and anti-social behaviour reduction
- Discussion with government agencies to investigate funding opportunities
- Development of best practice and alternative approaches to crime reduction
- Development of long term vision for how to make communities safer

6. Risks

Risk	Mitigating action
Partners may not be engaged fully due to other priorities or not being on site e.g. engaging the police in the work can be problematic and as such may not reflect their views fully.	Extended opportunities to meet to all partners and accommodated requests wherever possible. Where engagement has not been forthcoming sponsor and service director continue to be informed.
No clear structure of officers and partners involved in community safety work means there is a risk that some areas could be missed from the mapping exercise.	Have requested information on key officers and partners involved in community safety from the CS team. Where other officers have mentioned extra teams or partners these have been contacted to minimise risk.
Officer engagement with the review could be limited or inaccurate information due to fear of job security in current climate.	In all individual and group meetings involving community safety officers the project manager has set out purpose of the review to ensure open and transparent relationship.
Officers could have different expectations of the purpose of the review and expect more than it will potentially deliver at this stage.	Senior managers have been briefed on the expected outputs of the work and communicated this to all officers engaged in the review to set expectations.

Table 6, Risks

7. Dependencies

Dependency	Impact
One of the five work streams in the strategy is broader early intervention. There is a separate project in progress to deliver early intervention across the council which this project will need to work closely with.	The operational community safety team and project team will be closely linked to the early intervention project. This will ensure resources are not duplicated, there is clear work stream ownership and the priority within the strategy is met.
Successful delivery of the strategy and recommendations will be reliant on strong partnership working.	This engagement will need to be driven at a strategic level. Without engagement of partners at both strategic and operational levels the success of the strategy, in particular IOM will be significantly compromised.
There are a number of dependencies across other council services and other projects: NSCSO – Customer services DRS – Licensing Early Intervention project Environmental Services Parking Policy & Performance Housing (including Barnet Homes) Adult Social Care & Health Children's Service	Interface agreements may be required dependent on the current information flows. The information flows are being picked up with the Design Authority to ensure it is captured as part of the wider council design.

Table 7, Dependencies

8. Appendices

Appendix Three – Map of the current delivery mechanisms

Appendix Four – New opportunities and enhancements for the Safer Communities Strategy

Appendix Three – Map of current delivery mechanisms

[illegible]