

MEETING

SAFER COMMUNITIES PARTNERSHIP BOARD

DATE AND TIME

TUESDAY 15TH JANUARY, 2013

AT 2.30 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, NW4 4BG

TO: MEMBERS OF SAFER COMMUNITIES PARTNERSHIP BOARD

Chairman: Councillor David Longstaff, LB Barnet

Councillors

Tim Harris (NW London
Magistrates Court)
Chief Superintendent
Adrian Usher (Metropolitan
Police)
Denise Murphy
(CommUNITY Barnet)

Michael Taylor (Mayor's
Office for Policing and
Crime)
Terry Cameron (London
Probation Service)
Douglas Charlton (London
Probation Service)
Steve Leader (London Fire
Brigade)

Pam Wharfe (LB Barnet)
David Riddle (NHS Barnet)
Dov Gerber (Observer)
Faye McGuinness
(Observer)

You are requested to attend the above meeting for which an agenda is attached.

Aysen Giritli – Head of Governance

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CORPORATE GOVERNANCE DIRECTORATE

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Welcome and Introductions	
2.	Apologies for Absence	
3.	Minutes of Previous Meeting - 16 October 2012	1 - 6
4.	Matters Arising	
5.	Safer Communities Strategy- Refresh and Review of Progress Against Objectives (1 hr 15 mins approx)	7 - 56
6.	Safer Communities Project - Update (25 mins approx)	57 - 106
7.	Mayor's Office for Policing and Crime (MOPAC) Policing and Crime Plan (10 mins approx)	107 - 108
8.	Any Other Business	
9.	Date of Next Meeting	

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Safer Communities Partnership Board
Minutes of meeting held on 16 October 2012
Committee Room 2, Hendon Town Hall

AGENDA ITEM 3

MINUTES

Board Members Present:

Cllr David Longstaff	Cabinet Member for Safety and Resident Engagement (Chairman)
Neil Seabridge	Deputy Borough Commander, Met Police
Jackie Alexander	North West London Magistrates
Douglas Charlton	London Probation
Denise Murphy	Community Barnet

Also present:

Simon Causer	Chief Inspector, Met Police
Pam Wharfe	Interim Director for Environment, Planning & Regeneration, LBB
Rick Mason	Assistant Director (Regulation and Community Safety), LBB
Tim Beach	Chair, Barnet Children's Safeguarding Board
Michael Taylor	Mayor's Office for Policing and Crime
Julia Mlambo	Community Safety Engagement Group Co-Ordinator
Michael Kelly	IoM Project Lead, LBB
Steve Murrant	Community Protection, LBB
Richard Bell	Community Protection, LBB
Julie Pal	Chief Executive's Service, LBB
Stuart Collins	Barnet Children's Service, LBB
Manju Likhman	Barnet Children's Service, LBB
Ruth Murphy	Commercial Services, LBB
Sue Smith	Adult Social Care and Health, LBB
Dov Gerber	Chair, Community Safety Engagement Group
Andrew Nathan	Strategic Policy Adviser, LBB
Jay Mercer	Deputy Director Children's Services, LBB
Liz Ostrowski	Domestic Violence Intervention project (DVIP) (item 5)

1 Welcome and introductions

The Chairman welcomed the Board and officials present as well as members of the public who were in attendance.

2 Apologies for Absence:

Apologies for absence were received from Adrian Usher (Barnet Borough Police Commander), Steve Leader (London Fire Brigade Barnet Commander), Julie Taylor (Assistant Chief Executive, LBB), Ceri Jacob and Maria O'Dwyer (NHS North Central London) and Phillip Fernandez (Crown Prosecution Service).

It was noted with regret that a restructuring of the CPS into three teams across London meant that there would no longer be a dedicated Barnet post that could sit on the Board. Neil Seabridge as a member of the Local Criminal Justice Board offered to be a point of contact for any matters where CPS input might be required.

3 Minutes of 24 July 2012 meeting

The minutes of the meeting held on 24th July 2012 were agreed as a correct record. There were no matters arising.

4 Matters arising

None

5 Safer Communities Strategy- review of progress against objectives

Each of the leads for the priorities identified in the strategy updated on current activity and performance. The action plans in support of each objective, together with performance information on crime priorities had been circulated with the papers to ensure an informed discussion. Supt Neil Seabridge reported that there had been a significant reduction in all crime types and that Barnet had improved its position relative to other Boroughs in the league table of crimes per head of population.

5.1 Acquisitive crime with special focus on burglary

Supt Neil Seabridge reported that there had been a significant reduction in burglary which was currently down 5% compared to the same period last year. He outlined some of the operations and target hardening activity that would be used to tackle the traditional peak in burglaries during the winter season.

Cllr Longstaff suggested it would be useful for the charts to show three years worth of data. Neil Seabridge reported that the charts were centrally produced by Scotland Yard but he would request this.

ACTION; Supt Neil Seabridge

5.2 Antisocial Behaviour (ASB)

Steve Murrant updated the meeting on proposals to establish a new ASB Action Group (elsewhere on the agenda) and on the sealing of the Designated Public Places order (controlled drinking zone), which would come into effect from 19th November.

Tim Beach queried the extent to which the large reductions highlighted by the data reflected successful resolution, or under reporting of incidents. Supt Seabridge reported that the Police were confident that their problem solving model, based around addressing repeat locations and solving problems had made a positive impact, and Barnet's partnership model had been more widely adopted by the Met Police.

5.3 Violent Crime with Special Focus on Domestic Violence (DV)

Supt Neil Seabridge reported that as the strategy was to tackle the underreporting of hate crime, targets were not set for number of incidents but an increased Sanction Detection rate. While the current rate was below target, Barnet was still a comparatively strong performer, and was working on swifter response times to calls.

Liz Ostrovsky, Head of Service Delivery for the Domestic Violence Intervention Project, outlined the services they had been commissioned to provide, which focused on providing sustained support both to victims of Domestic Violence, but also perpetrators, and their families. She outlined how users could refer themselves or be referred by an organisation including Probation, Children Social Care and voluntary groups. She was keen to work with the widest range of partners and supplied her contact details. It was also noted that leaflets

were available and that coverage was being included in the Council's newspaper Barnet First.

5.4 Improving Integrated Offender Management (IOM)

Douglas Charlton updated the Board and a paper was circulated with the agenda papers. The co-located service was growing including an enhanced presence from agencies doing drugs and alcohol work including brief interventions. In this connection it was noted that from 2013 Drug Testing on arrest would become mandatory in Barnet for selected trigger offences.

There was capacity to increase the cohort, possibly to include people released on licence. It was felt that the work of the team with offenders may have directly contributed to recent burglary reductions.

Michael Kelly further highlighted key issues from the paper he had prepared including details of the risk assessment of all offenders, the visit from the Mayor's Office for Policing and Crime and work to implement the Information System Hub.

5.5 Broader, Cost Effective Early Intervention (Troubled Families Programme)

Stuart Collins presented the update circulated with the agenda and reported that 305 families had been supported since January 2012, 190 of whom met the criteria to be supported through Department for Communities and Local Government Troubled Families programme. He reported that progress had already been made against the measurable outcomes and that work was taking place with schools to address attendance issues for families who met the criteria.

The Board welcomed progress to date, but were keen to have more specific information on crime and anti social behaviour outcomes, not least for reporting back to the GLA, as their community safety funding was used to help support the expansion of the programme.

Stuart Collins agreed to circulate the report produced in June 2012 on the outcomes of a sample of families that have already been supported through the programme; and to include more detailed outcomes on crime and ASB in future reports.

ACTION: Stuart Collins

5.6 Focus on places where offences take place

5.7 Tackle repeat victimisation

CI Simon Causer reported that these were in effect a golden thread running through other priorities, in which the police and partners were focusing on repeat victims, perpetrators and locations, and on offenders and families that caused concern.

The Police were developing a list of the sites that were the major crime generators in Barnet, many of them petrol station forecourts, and would bring further information to the next meeting, but Supt Seabridge counselled that there was a need to move beyond raw data on number of offences, and assess the harm and impact associated with them.

It was agreed that these priorities be unpicked in more detail at the January meeting when the strategic priorities would be reviewed, and that they must also cover such issues as town planning and designing out crime.

Cllr Longstaff requested that a Council lead be identified to report on this item alongside the Police and it was agreed Pam Wharfe should be the lead contact short term, pending the new Commissioning Group of the Council being fully established.

ACTION: Pam Wharfe

2.8 Building Reassurance and Confidence

Chris Palmer was not present and the item requested on the media and community engagement strategy was therefore held over until January 2013 when he would be required to be present. Tim Beach highlighted that the agenda had revealed a number of positive stories which needed to be communicated.

ACTION; Chris Palmer

The Board noted that the Action plan included a winter burglary campaign and a programme of campaigns including around Domestic Burglary and Anti Social Behaviour.

There was a discussion on the measurement of public confidence and the Police suggested that their own survey was only based on small numbers and that the Council's Resident Perception Survey might be more useful. Andrew Nathan reported that the current survey was scheduled to commence shortly and agreed to supply CI Causer with more details. The results would be reported to the January 2013 meeting.

ACTION: Andrew Nathan

6 Safer Communities Strategic Review: Developing the Outline Business Case- a new approach to the offender journey

Ruth Murphy delivered a presentation on the development of a new model to support the offender journey, which would take forward the Outline Business Case for Safer Communities Strategy Partnership enhancements. Five key initiatives had been identified, namely Neighbourhood Justice panels, Community Coaches, Conditional Cautioning, Intensive Alternatives to Custodial Sentences, and Personalisation for targeted prisoners on release, and her presentation highlighted the rationale and financial case for each.

She clarified that Restorative Justice was principally applied to Anti Social Behaviour and lower level offences rather than Domestic Violence. The Board were supportive of the restorative justice proposals.

There were some concerns that the initiatives only applied to offenders who were willing to engage, although conditional cautions could act as an incentive for people to engage. Supt Seabridge reported that conditional cautioning was already used in some circumstances but there was a danger it merely moved costs from Magistrates to the Police.

Douglas Charlton reported that Probation already provided alternatives to short-term custody. He also expressed concern at how the suggested enhancements might be delivered at a time when Probation's budgets were shrinking and their role was being reviewed by the Secretary of State for Justice.

Jackie Alexander requested that more detailed discussions take place with the Magistrates Court and also the Youth Offending Service to map how much of this was already in place, as well as ensuring that options were coherent with the sentencing guidelines. She also cautioned that cost savings might not be realisable unless volumes decreased to the extent that a Court could be closed and overheads reduced as a result.

Ruth would refer these comments back to the Project Board for this stream of work for further consideration, and to further refine and test costs and assumptions.

ACTION: Ruth Murphy.

7 Safer Communities Strategy: Governance review (Outline/Scope)

Ruth Murphy presented an update on the proposed methodology and next steps for reviewing current governance and delivery mechanisms for the Safer Communities Strategy. It was suggested that for priorities the word 'own' be replaced by 'lead', as the Board collectively owned the priorities. Andrew Nathan highlighted that this review would also dovetail with the annual review of priorities also scheduled for the January 2013 meeting.

It was agreed that:

- this approach be supported and the project return to the January meeting of the Board with a recommendation report:
- the review approach be trialled for integrated Offender Management before being rolled out across the remaining strategy priorities.

ACTION: Ruth Murphy/Andrew Nathan

8 Barnet Anti Social Behaviour Action Group (BASBAG)

Simon Causer reported that the Multi Agency Operations Group, which had now become less relevant as key priorities were being delivered through other structures, should be replaced by a Barnet Anti Social Behaviour group (BASBAG). This would plug a gap in driving forward the ASB theme of the Strategy, and meet monthly to map locations, hotspots, victims and perpetrators, solve problems and deal with the major generators of anti social behaviour. It would be chaired by the Police Chief Inspector for Neighbourhood Policing.

The Board endorsed these proposals.

9 Mayor's Office for Policing and Crime (MOPAC) Statement of Mission and Priorities

Michael Taylor introduced the Statement of Mission and Priorities issued by the Mayor's Office for Policing and Crime, which had been circulated with the papers. He highlighted that the MOPAC mission was for London to be considered the safest global city on the planet; for the Metropolitan Police Service to become the UK's most effective, efficient, respected and even most loved police force; and a capital city where all public services work together and with communities to prevent crime, seek justice for victims and reduce reoffending.

He reported in response to a question from CI Simon Causer that funding allocated to Borough Commands was still under discussion. He further reported proposals in development for Safer Neighbourhood Boards which would bring Community Safety Engagement Groups and other local groups under a single banner. This had been included in the manifesto, but had no implementation date and he would report back when further information was received.

ACTION: Michael Taylor

Dov Gerber reported that the Community Safety Engagement Group Chairs Forum had been meeting with the Deputy Mayor for Policing and Crime to discuss how the proposals might work and Julia Mlambo outlined that issues such as supporting victims and police complaint handling might be included within their remit.

Supt Seabridge reported that the new Borough Commander had been sharing his proposals for community crime fighters meetings where the community were equipped with information on Police performance which they could use to challenge the Police. The Police were looking at how to work together with existing meetings to avoid duplication.

10 Barnet Safeguarding Children Annual Report

Tim Beach, Independent Chair of the Safeguarding Children Board, presented the Annual Report for 2011/12. He reported the findings of OFSTED's inspection of safeguarding and praised the contribution made by Barnet Youth Shield, who had twice been shortlisted in the London Safeguarding Awards.

He emphasised the close links to Domestic Violence work, and that the report listed outcomes in detail and that partners on the Board had in general implemented what they had undertaken to do.

The Board thanked Tim for an excellent report and commended its findings.

11 Other Business

Andrew Nathan reported that the Children's Trust Board (CTB) was currently engaging partners in the development of a new three year Children and Young People plan. A workshop had already taken place, but the CTB was keen to ensure that all partners had the opportunity to identify what they thought the priorities should be. He would circulate brief information separately to Board members.

12 Date of Next Meeting

15 January 2013 -Hendon Town Hall at 2.30pm.

Andrew Nathan Chief Executive's Service, LBB 18 October 2012

SAFER COMMUNITIES PARTNERSHIP BOARD

15 January 2013

AGENDA ITEM 5

Item 5: Safer Communities Strategy; refresh and review of progress against objectives

1 Summary/Purpose of Report

Progress updates on performance against the priorities in the 2011-14 Safer Communities Strategy is a standing item at the Board. This report presents information on current activity and performance to enable the Board to review progress and hold the relevant lead partners to account.

It was agreed that the Strategy be reviewed annually to determine whether any of the priorities need to be refreshed in the light of current crime trends and emerging issues and the Board are also requested to consider this.

2 Details

The priorities identified in the Safer Communities Strategy are as follows:

NO	PRIORITY	LED BY
1	Property Crime - Focus on Burglary	Cdr Adrian Usher
2	Anti Social Behaviour	LBB- Steve Murrant
3	Violent Crime – focus on Domestic Violence	MPS (Adrian Usher); LBB- Jay Mercer
4	Improving Integrated Offender Management	Probation :Douglas Charlton, LBB: Michael Kelly & MPS
5	Broader, cost effective, early intervention (Troubled Families)	LBB- Jay Mercer
6	Focus on places where offences occur	MPS (Simon Causer)/LBB (Pam Wharfe)
7	Tackling Repeat Victimisation	MPS/Criminal Justice Agencies
8	Building Reassurance and Confidence	MPS/LBB (Chris Palmer)

The lead partner(s) will update the Board on current activity and performance and the following documents are also attached to aid this process;

Appendix A- Overall Crime Performance (All priorities)

Appendix B- Safer Communities Action Plan for quarter 3 of 2012/13 (All priorities- except where covered by a separate report)

Appendix C- Residential Burglary weekly figures (priority 1)

Appendix D- Robbery weekly figures (priority 1)

Appendix E- Hotspot Maps- NW4 and N12 (Priorities 1 and 6)

Appendix F- Anti Social Behaviour Incidents (Priority 2)

Appendix G- Assault with Injury weekly figures (Priority 3)

Appendix H- Violence with Injury weekly figures (Priority 3)

Appendix I- Troubled Families Update (Priority 5)

Appendix J- Outline Communications Strategy (Priority 8) (to follow)

A presentation will be given at the meeting on progress with priority 4- Integrated Offender Management.

3 Decision sought:

To note and comment on the updates on Strategy priorities and identify where further action is required.

To agree whether any refresh is required to the priorities set out in the Strategy to take it through to March 2014

Contacts:

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Richard Bell, CDRP Information Manager, Safer Communities Partnership, LBB, richard.bell@barnet.gov.uk

Crime Summary between 01/04/2012 and 06/01/2013

Crime Type	Offence Target	SD Target	Offences			Sanction Detections			Sanction Detection Rate		SDs
			Last Year	This Year	% Change	Last Year	This Year	Last Year	This Year		
Most Serious Violence		35%	130	124	-4.6%	58	39	44.6%	31.5%	4	
Rape		6%	62	66	6.5%	12	15	19.4%	22.7%	-11	
Other Serious Sexual Offences			105	122	16.2%	21	30	20.0%	24.6%		
Serious Violence & Sexual			297	312	5.1%	91	84	30.6%	26.9%		
Business Robbery			66	58	-12.1%	13	10	19.7%	17.2%		
Personal Robbery	-11%	18%	815	783	-3.9%	133	149	16.3%	19.0%	-8	
Robbery	-11%	18%	881	841	-4.5%	146	159	16.6%	18.9%	-8	
Residential Burglary	-6%	12%	2550	2576	1.0%	300	315	11.8%	12.2%	-6	
Theft/Taking of Motor Vehicle	-8%	8%	773	538	-30.4%	37	37	4.8%	6.9%	6	
Theft from Motor Vehicle	-8%	8%	2770	2267	-18.2%	196	200	7.1%	8.8%	-19	
Vehicle Crime	-8%	8%	3543	2805	-20.8%	233	237	6.6%	8.4%	-13	
Serious Acquisitive Crime			6974	6222	-10.8%	679	711	9.7%	11.4%		
Assault with Injury	-5%		1081	1014	-6.2%	390	324	36.1%	32.0%		
Other Tier 3			10879	10635	-2.2%	2430	2064	22.3%	19.4%		
Other Tier 3 (cbv)			975	1366	40.1%	45	53	4.6%	3.9%		
Tier 3			12935	13015	0.6%	2865	2441	22.1%	18.8%		
Gun Crime	-5%		40	57	42.5%	12	11	30.0%	19.3%		
Knife Crime			292	324	11.0%	60	61	20.5%	18.8%		
Serious Youth Violence			167	169	1.2%	n/a	n/a	n/a	n/a		
Youth Violence	-5%		403	379	-6.0%	n/a	n/a	n/a	n/a		
Domestic Violence		51%	890	1029	15.6%	462	454	51.9%	44.1%	71	
Racist & Religious			176	181	2.8%	85	69	48.3%	38.1%		
Homophobic			9	11	22.2%	5	5	55.6%	45.5%		
Total Notifiable	-5%		20206	19549	-3.3%	3635	3236	18.0%	16.6%		

Red indicates a percentage increase. Blue indicates a percentage decrease.

Youth Violence is a measure of the number of victims, not the number of offences.

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RAG Guidance				
RED	Milestone not achieved and/ or risks threaten future performance. Remedial action is required.			
AMBER	Milestone only partly achieved, but identified problem has been resolved and performance will be met. or Milestone met, but risk to future performance has been identified.			
GREEN	Milestone met and no future risks to performance			
Contents navigation				
Property crime with a special focus on burglary				
Anti-social behaviour				
Violent crime with a special focus on DV				
Focus on the places where offences take place				
Reduce repeat victimization				
Building reassurance and confidence				
Property crime with a special focus on burglary				
What we said we would do	Lead on update		Q3 Plan	Q3 Performance update
Develop a strategy that incorporates the following strategy and tactics	Police Simon Causer		Hotspots need long term analytical product to support tactical tasking requirements	This is in place. Hot spots have been identified and analytical work is ongoing to drive
				Q3 RAG GREEN

			activity. Through the new BASBAG resources are being tasked according to this	GRE EN
			Through TFL funded Safer Transport Teams this is in place and ongoing	
			Policing activities at transport hubs, to disrupt organized criminal pick pockets & aggressive begging.	This is part of business as usual
			SNT to raise awareness re property marking days	All victims of burglary get a crime prevention pack with these included
			SNT to raise awareness re property marking days	
			Media campaign re property marking, UV pens provided by SNT.	
			Winter media campaign. CSEG to support targeted Winter burglary prevention program.	
			CSEG to support targeted Winter burglary prevention program	CSEG has supported winter burglary campaign
Disrupt organized criminal networks	Police Simon Causer			
Targeted crime prevention campaigns	Police Simon Causer			

				<p>by providing targeted information to vulnerable communities including learning disabilities, BME and Faith Groups.</p>	<p>GREEN</p>
<p>Intelligence led approach to burglary hotspots</p>	<p>Police Simon Causer</p>	<p>BIU to identify 'Top Ten' burglary offenders and ensure Diversion plans in place. Op Prometheus team to target / disrupt known burglary offenders</p> <p>Establish daily performance measures around the results of tasking</p>	<p>This is part of daily business</p> <p>There is a daily meeting at which performance around tasking is examined</p> <p>This is part of daily business and performance is monitored at a monthly</p>		
<p>Crime prevention advice to victims and householders</p>	<p>Police Simon Causer</p>	<p>Crime prevention 'burglary packs' to be provided to every victim. LBB safer houses team to target vulnerable victims</p>			

					meetin					
	Ensuring repeat offenders are brought to justice			BIU to give top '25 offenders' to LBB to identify partnership enforcement opportunities	This has been done	GRE EN				
	Co-coordinating powers across agencies to best solve the problem		Police Simon Causer	Repeat victim policy implemented with partners.	In place	GRE EN				
2 Anti- social behaviour										
	What we said we would do	Lead on update	Q3 Plan		Q3 Performance update	Q3 RAG				
Proactive approach to fly- tipping, fly- posting and graffiti through Council's PIT	LBB Steve Murrant	14% of all ASB reports in 2011 were regarding Fly-tipping and Fly-posting. PIT to identify 6 problem areas each quarter through environmental audits. PIT to set up coordination of Community Payback with Probation and discuss plan to get PIT officers to identify projects.	14% of all ASB reports in 2011 were regarding Fly-tipping and Fly-posting. PIT to identify 6 problem areas each quarter through environmental audits. PIT to set up coordination of Community Payback with Probation and discuss plan to get PIT officers to identify projects.	This is ongoing and reviewed quarterly As above On going projects to be reported in quarter 4	This is part of daily business and performance is monitored at a monthly meetings On going projects to be reported in quarter 4	GRE EN				
							19% of all Fly-tips in 2011 were sent to the PIT to investigate. This will be increased to 25% in 2012, with a focus on large Fly-tips to assist enforcement work where possible. The process for allocating work to PIT vs. Street Scene teams will need to be reviewed by PIT manager to achieve this.	PIT to continue with town centre action plans.	This is part of daily business and performance is monitored at a monthly meetings On going projects to be reported in quarter 4	GRE EN
							Safeguarding	LBB Steve Murrant		

		Review risk matrix assessments for PIT ASB cases. Ongoing identification of projects and feedback to SNT ward panels.	Complete	
Ensure street drinking/alcohol related rowdy behavior is tackled	LBB Steve Murrant	<p>Refresh Intel on known street drinkers and make ongoing referrals. Liaise with DAAT to discuss engagement progress.</p> <p>Review SNT recording of alcohol seizures and enforcements.</p> <p>Survey business/ licensed premises owners and transport staff (in above problem areas) regarding levels of concern, impact upon alcohol related rowdy behavior on business and staff. SNT to do street briefings targeting business communities.</p> <p>Regular identification of any licensed premises making calls relating to rowdy behaviour. Refer premises to Licensing Team for review. This can be incorporated as part of repeat victim work.</p>	<p>New instructions to be issued in respect of street drinkers and the recording processes</p> <p>As above</p> <p>To be part part of the environmental audits within action days for hot spot areas identified by the BASBAG</p> <p>As above</p>	
Identify perpetrators of ASB at the earliest opportunity to agree set of outcomes for residents.	LBB Steve Murrant	<p>Agree and implement partnership process for breach of an ABC.</p> <p>Each young person with an ABC will be referred to the Targeted Youth Support Service.</p> <p>Enforcement protocols agreed and implemented.</p>	<p>Awaits new directive from imminent legislation</p> <p>On going projects to be reported in quarter 4</p> <p>Imbedded in daily working practice</p>	
Improve governance arrangements	LBB Steve Murrant	<p>Recommended Governance arrangements in ASB Needs Analysis to be accepted/ amended by partners.</p> <p>Subject to Home Office White Paper.</p>	<p>On going projects to be reported in quarter 4</p> <p>On going projects to be reported in quarter 4</p>	GRE EN

<p>Ensure every report followed up and customer informed of progress/outcome.</p>	<p>LBB Steve Murrant</p>	<p>Launch new e form on LBB website and ask other partners to advertise it.</p>	<p>GRE EN</p>
<p>Identify repeat victims and prioritize multi agency problem solving</p>	<p>LBB Steve Murrant</p>	<p>Process for identifying repeat victims to be agreed by MAOG. Repeat callers to be taken monthly to FIM. Each repeat victim will be discussed to ensure action plan is in place. 302's will monitor risk over time to demonstrate fluctuating risk levels.</p>	<p>Complete On going projects to be reported in quarter 4 Now dealt with by monthly BASBAG On going</p> <p>GRE EN</p>
<p>Reduce arson</p>	<p>LFB Tom George</p>	<p>Support a pilot scheme being run by the LFB Arson Task Force practitioner, where Barnet has been deemed a 'focus borough' This will start on 1st April 2012 and run as a pilot for a year. The desired outcome is to see a reduction in arson, across the range of various arson performance indicators. Schools Team to make visits to schools (Year 2 and 5) and other youth groups to promote fire safety and discuss the dangers of fire. Continue to work with partners including LB Barnet (Planning Team re: properties where planning been turned down more than once) and Barnet Homes, providing information and liaising on potential arson targets. Continue to promote their Juvenile Fire setters Intervention Scheme (JFIS); one to one intervention with young fire starters. Continue to promote their Local Intervention Fire Education scheme to YOS and other partners. Approx 50 courses will be available across London.</p>	<p>On going On going On going On going On going buisiness As above</p> <p>GRE EN</p>

3 Violent crime with a special focus on domestic violence				
What we said we would do	Lead on update	Q3 Plan	Q3 Performance update	Q3 RAG
Increase awareness of DV across agencies and residents through media	LBB Manju Lukhman	<p>On going development will take place on the web pages, including new information on the DV providers.</p> <p>There will be a DV element to the Safeguarding Month in November, which complements the November month of action of End Violence against women and the white ribbon campaign.</p>	<p>The web page has been rewritten to encompass all the DV services that are available in the borough. The promotion of the DV Forum and a new Practitioners page has been produced. This includes information on Referral Pathways to the statutory and voluntary sector, including how to manage complex cases.</p> <p>A successful Safeguarding Month and 'End Violence against Women' Month for the November month of action took place with the DV Forum. Over 11 DV events were organized and delivered. This included the Launch of Solace Women's Aid, seminars on the perpetrator service, complex cases and rape and sexual violence, to name a few.</p> <p>The DV Coordinator has given a number of presentations to GP education events, to provide advice and information on</p>	GREEN

Implement the North London Rape Crisis Centre Service	LBB Manju Lukhman	<p>The NLRC service has been in operation with the other seven North London Boroughs that have signed up to this service in 2011. It is being provided by Solace who is rolling out services in all of these boroughs to support women and girls aged 14 years and upwards. To provide a service for victims who experienced sexual violence or rape, that took place in the past or recently. This service takes place from two outreach sites in Barnet, namely; at the Jewish Women's Aid offices (JWA) and Chipping Barnet Library. Services include; counseling, individual and group, advocacy, therapies and confidence building. The current provision is being funded by the GLA and a Variation Contract of Agreement has been signed by Barnet to contribute to costs to continue with this service. Between December 2010 and December 2011, Barnet received 38 referrals. On going work.</p>	<p>how to support a DV case. Also, participated in the SCIE and DHR Learning events for multi agency partners.</p> <p>A decision has been made with the seven North London Boroughs to continue to fund this service from 2013/2014. There is a part financial contribution from the boroughs as well as the GLA to support this service.</p>	GRE EN
Develop and implement perpetrator services	LBB Manju Lukhman	<p>The NLRC will continue to be funded until 2013 and the work will be reviewed in 2012. There is a Steering Group that meets regularly to monitor the work and Barnet is part of this group to oversee the work delivered by the provider. On going work</p> <p>A new service has been commissioned to provide this service to start from 1st April 2012. This has been funded for two years. This period will see the set up and establishment of this service, the logistical operations, the communication, the referral pathways and links with agencies.</p>	<p>The Steering group will continue to meet to monitor the work and progress of this service.</p> <p>The Perpetrator service has been well publicized and promoted in the borough. The number of referrals have been increasing to the main adult programme, the partner service and the young person's programme, namely the YUVA service. DVIP are co-located at NLBP every Wednesday for practitioners to discuss cases and seek</p>	GRE EN

<p>Ensure safe and effective interventions at earliest opportunity</p>	<p>LBB Manju Lukhman</p>	<p>The project will be allocated a Portfolio Manager that will assess all the performance monitoring data, targets and objectives are being reached. There will be an on going evaluation of the service.</p> <p>A Safer Families Project is a specific early intervention project within Children's services. It comprises of three DV workers who work at various children centres in the borough, and offer specialist services at 3 Children's centres. It is aimed at identifying children and families where domestic abuse and conflict is a feature of family life but who do not meet the threshold for social care intervention.</p> <p>The Safer Families Project attends the police station daily on the public protection desk, alongside a CAF social worker. The figures since September 2010 to End of March 2012 include 700 referrals being received. Of this, 164 were received between September 2010 and March 2011. However, between April 2011 and September 2011 there were 260 referrals, which was a 27% increase. The actual take up of the serviced is lower 14% as most of these were police referrals. They will assess all the cases/incidents that the police receive and ensure that it is allocated appropriately within the Children's services.</p>	<p>advice.</p> <p>LB Harrow are also accessing this service. There has been on going training, promotion and publicity within the borough by SWA and DVIP.</p> <p>The Safer Families Team are leading on organising resources (staff) for an additional programme, called Community Programme. This is intensive work with children on DV issues. There is free 3 days training available for practitioners with AVA a national organisation, Against Violence and Abuse; to be able to roll out this programme. Some staff are going on the training in January and March 2013.</p> <p>There are specialist services at 2 Children Centres, namely Newstead and Hyde and drop ins and outreach services in 5 other children centres are provided by the DV workers.</p>	<p>GRE EN</p>
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<p>Safeguard the needs of young people and vulnerable adults whose lives are affected by DV</p>	<p>LBB Manju Lukhman</p>	<p>In 3 of the Children's Centres they offer an 8 week DV Specific Parenting Group, with crèche provided from two of the Children's Centres (using the Parent component of the Sutton Programme). This is provided by a contract with our local Home-Start, and co-run with Barnet's DV Workers</p> <p>They offer groups across 3x Children's Centres aimed at Strengthening mother-child or parent-child relationships e.g. through creative play sessions, art activity and workshop activities for the parents, while the children engaged in play activities with the childcare workers (e.g. on safety in the home, housing and welfare rights advice etc)</p> <p>This Project works with children up to age of 11yrs, and will work holistically with the family if there are older children in the household; however, cases involving violence involving teenagers generally are signposted to our colleagues in the Youth Support Service. This work will continue.</p> <p>There are 3 DV workers in social care that support families that reach level 3 of Barnardos risk assessment threshold and above.</p> <p>There is the Safer Families Project that works in three children centres, Hyde, Underhill and Newstead. Ongoing</p>	<p>In 2 centres the Parenting Group is operating as outlined.</p> <p>The Stay and Play have been replaced by drop ins for mothers at specific times in 5 CCs. Extensive outreach work is part of the DV workers remit.</p> <p>The Social Care DV workers support DV cases of a higher threshold and the introduction of the MASH model will streamline and arrange speedy interventions for cases with safeguarding issues.</p> <p>The DV Coordinator and the MARAC Coordinator roles will be placed under the Safeguarding Division of the Children's service in January 2013. This will enable the issues of safeguarding to be firmly embedded within the DV strands.</p>	<p>GRE EN</p>
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<p>Deliver an effective criminal justice system to punish, deter and reduce repeat victimisation</p>	<p>LBB Manju Lukhman</p>	<p>In addition, there is the Barnet Safeguarding Children's Board and Safeguarding Adults Board and the Multi Agency Risk Assessment Conferencing (MARAC) process that meets every three weeks, to support high-risk DV cases. Within this support is established if needed specifically to work with young people and vulnerable adults. Ongoing</p>	<p>The Police are being restructured nevertheless, the Community Safety Unit are still in place to support DV cases.</p>	<p>GRE EN</p>
		<p>The Police work to ensure that the criminal justice process is effective when it comes to supporting DV victims and arresting perpetrators.</p>	<p>The MARAC Coordinator role has been approved to be a full time post, this will start sometime before the end of the financial year. All high risk cases are referred to the SASS service for IDVA support by the MARAC Coordinator.</p>	
		<p>There is the MARAC process that has a specialist MARAC Coordinator and MARAC IDVA supporting clients.</p>	<p>The Specialist IDVA role was commissioned in December 2012 to the existing DV provider, Solace Women's Aid. This is a 2 day part time post attached to the SASS service and will support the specialist domestic violence court (SDVC) at Hendon magistrates court.</p>	
		<p>There is a specialist IDVA working alongside the Specialist Domestic Violence Court at Hendon to support clients. There is also a Specialist Domestic Violence Court Steering group, which includes the police and the council. That looks at the cases that may have incurred barriers and obstacles so that these are analysed and addressed.</p>		
		<p>The MARAC system looks at repeat cases in any 12-month period and addresses the concerns raised.</p>		

<p>Ensure integration with family focus project</p>	<p>LBB Manju Lukhman</p>	<p>The Family Focus Team (FFT) came into effect in September 2011; it was previously known as the Parenting Support team. The team includes 24 practitioners from a range of multi disciplinary backgrounds. They worked to support families with multiple needs early, to prevent an escalation of problems. This includes working on DV cases and using the existing structures, such as sign posting to a specialist DV agency.</p>	<p>Stuart Collins is the Head of Family Support and Early Intervention and Prevention Team, which encompasses the Troubled Families work. The Family Focus Team has 36 practitioners, 6 seniors and 1 team manager. There are currently 443 troubled families cases and DV features in some of these cases. The inclusion of the EIP division will ensure integration with the Safer Families Team work, to ensure the alignment of the DV services provided.</p>	<p>GRE EN</p>
<p>Promote use of MARAC</p>	<p>LBB Manju Lukhman</p>	<p>On the 12th March 2012, the FFT was integrated with the Intensive Family Focus Team and have become part of the Troubled Families Team. Mr Stuart Collins is the Interim Head of this Team.</p> <p>The MARAC meeting takes place every 3 weeks and a number of referrals and cases are listed at each one. The numbers of referrals are being recorded on a quarterly basis and we have received 167 cases, until 14th of March 2012 (mid fourth QTR). Emergency MARAC meetings are called when necessary.</p> <p>A number of MARAC training sessions have started for multi agencies and will continue until end of March 2011. These have been well attended and have led to a steady increase of referrals coming through.</p>	<p>The MARAC Steering group meet quarterly and the MARAC meeting every three weeks; these are both chaired by the police.</p> <p>The MARAC Training programme is being delivered till March 2013, then new dates will be scheduled monthly. If agencies request in house training this can be arranged.</p>	<p>GRE EN</p>

		<p>LBB have worked closely with Coordinated Action against Domestic Abuse (CAADA) the body that oversees and guides all the MARACs. They have acknowledged the improvement made thus far.</p> <p>North London Rape Crisis (Solace) are also part of the MARAC meeting process</p> <p>A MARAC Steering Group has been established to oversee the operational and strategic work of the MARAC, addressing issues such as practice, referrals and focussing on low referrals. This includes all the key partners and is chaired by the Police. They include DAAT, police, housing, health, mental health, probation, IDVA services and children services; in addition to any other partners that wish to join.</p> <p>An action Plan will be devised for the group</p> <p>To regularly present MARAC data to the DVF and DVOPS group.</p> <p>To meet on a quarterly basis.</p>	<p>CAADA have just completed an assessment of LBB's MARAC work, an action plan will follow the recommendations and actions.</p> <p>CAADA have been commissioned to carry out a distinct evaluation of the MARAC from a 12 month period, to assess if interventions have been successful.</p>	
6 Focus on places where offences take place				
What we said we would do	Lead on update	Q3 Plan	Q3 Performance update	Q3 RAG
Share information to identify priority areas for	Police Simon Causer	Discuss feasibility of quarterly meet up with RSLs to help assist with referrals to Problem Solving Group. Fortnightly intelligence Meeting attended by police and partners.	The RSLs are brought into the BASBAG to share this data and assist with problem solving inplace	GRE EN

intervention		Borough tasking Crime group meeting Bi Weekly attended by police and partners. Information sharing agreements reviewed and in place.	in place	
Tackle crime in those areas through multi agency arrangements	Police Simon Causer	Fortnightly intelligence Meeting attended by police and partners. Borough tasking Crime group meeting Bi Weekly attended by police and partners Tasking of police and Local Authority PIT teams Partnership approach with SNT's	embedded as part of business embedded as part of business embedded as part of business embedded as part of business	GRE EN
Design out crime and ASB particularly in regeneration areas	LBB and Police Steve Murrant and Simon Causer	Fortnightly intelligence Meeting attended by police and partners. Borough tasking Crime group meeting Bi Weekly attended by police and partners Tasking of police and Local Authority PIT teams Partnership approach with SNT's Cricklewood Tri Borough community improvement programme	As above As above As above As above As above	GRE EN
Intelligent use of CCTV to deter and investigate crime and ASB	Police Simon Causer	Fortnightly intelligence Meeting attended by police and partners. Borough tasking Crime group meeting Bi Weekly attended by police and partners Fast time communication via radio with CCC / IBO Partnership use of Local authority owned but MPS maintained portable CCTV equipment.	embedded as part of business embedded as part of business embedded as part of business	GRE EN
Ensure town centres are safe and	LBB and Police Steve	PIT to continue to deliver town centre action plans. Fortnightly intelligence Meeting attended by police and partners.	Borough wide CDZ has been implemented embedded as part of business	GRE EN

<p>attractive, street drinking and disorder from licensed premises are tackled</p>	<p>Murrant and Simon Causer</p>	<p>Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners.</p>	<p>embedded as part of business</p>	<p>GRE EN</p>
<p>Priority Intervention Team to tackle environment al crime in identified hotspots</p>	<p>Police Simon Causer</p>	<p>Fortnightly intelligence Meeting attended by police and partners.</p>	<p>Inplace through BASBAG meeting. Environmental Audits will atke place that will involve partners and community groups. From these days of action will follow to address the areas highlighted. The Partnership will then publicise a 'You Said, We Did' story</p>	<p>GRE EN</p>
		<p>Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners.</p>	<p>In place</p>	<p>GRE EN</p>
		<p>Partnership approach with SNT's</p>	<p>in place</p>	<p>GRE EN</p>
<p>7 Tackle repeat victimisation</p>				
<p>What we said we would do</p>	<p>Lead on update</p>	<p>Q3 Plan</p>	<p>Q3 Performance update</p>	<p>Q3 RAG</p>
<p>Integrated and consistent support to victims of ASB and tracking their cases</p>	<p>Police Simon Causer</p>	<p>Dedicated police ASB unit reviewing all ASB calls received by police daily and the process in place to support this. Partnership agreed Risk assessment matrix. Contact to vulnerable and repeat victims undertaken by police and Local authority PIT team recorded on 302 problem solving documents. Fortnightly intelligence Meeting attended by police and partners.</p>	<p>Additional police staff have been put into a compliance and support unit to monitor action and manage risk This is managed by SN cluster Inspectors Additional codes on the police crime reporting system have been created to track action against vulnerable victims. These are reviewed on a daily basis.</p>	<p>GRE EN</p>
		<p>embedded as part of normal business</p>	<p>embedded as part of normal business</p>	<p>GRE EN</p>

			Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners.		embedded as part of normal business	
Crime prevention advice to prevent repeat property crime	LBB and Police Steve Murrant and Simon Causer		Vulnerable victim visits (ASB and Burglary) undertaken by MPS and Local Authority PIT team. Local authority safer homes advice and visits.		Part of the Winter Burglary Campaign	GRE EN
Commissioning effective DV services including funding a DV perpetrators programme	LBB Manju Lukhman		Solace have been awarded a 2 year contract (2012/13 – 14) Domestic Violence contract for: 1. Advocacy and Support Service 2. Refuge provision 3. Perpetrator service The DV coordinator is currently finalising the service specification and performance targets with Solace, with a go live date for 1 April 12. In addition, exit interviews have been conducted with existing DV providers to close by end of March 2012.		Care and repair scheme from EH on going The DV Commissioned service is operating very well and there has been a wide publicity drive to receive referrals. SWA have been integrated into many processes, such as the DVF, the DVOPS, the MARAC and DV training groups. The perpetrator service is running well and referrals are increasing. A decision will be made as to whether extend the contract for an additional year or recommission the whole contract again from 2015.	GRE EN
Better management of offenders to stop them reoffending	Police Simon Causer		PPO panel meeting Monthly MPS YOT working in partnership with Local Authority YOS. IOM driven activity		This has been replaced by the IOM project Michael Kelly to report	GRE EN
Bringing offenders to justice swiftly and supporting victims	Police Simon Causer				IOM is now up and running with early good results	GRE EN

Counselling and support					
8 Building reassurance and confidence					
What we said we would do	Lead on update	Q3 Plan	Q3 Performance update	Q3 RAG	
Publish a communications strategy	LBB Stacie Timms/ Sue Cocker	Currently being drafted; Burglary, Domestic Violence and ASB to have planned campaigns throughout the year. Community Barnet (CSEG) will contribute to the development of the communications action plan by promoting exiting communications channels	SCPB meetings are publicized through the CSEG newsletter and a summary of key issues provided. Other Community Safety initiatives publicized through twitter and CSEG website. Over the last 6 months twitter followers have increased from 37 to almost 250. Arranged for Community Safety representative to give presentation on Community Safety to voluntary sector on the 30th of November. Workshop attended by around 20 people. Public meeting on the 24th covered by local press.		GRE EN
Inform residents when we have done what they ask	Police Simon Causer	CSEG to organize public meeting on Policing during the Olympics MPS and partnership actions and results fed back into WARD panels (CAP) MPS media team publicizing good news stories and successes via external media and social networks.	CSEG is contracted to deliver 4 public meetings a year. 2 have been held including Policing and the Olympics meeting. 1 is planned for the 29th of January and 1 still has to be arranged. Through the local media strategy good news stories are fed back and circulated to the local press and via the use of social media. The MPSBarnet twitter feed now has over 4000 followers Through the local media strategy good news stories are fed back and circulated to the local press and via the use of social media. The MPSBarnet twitter feed now has over 4000 followers		GRE EN

		Monthly Community engagement panel		
		SNT public meetings, surgeries, street briefings and through their websites.		This is part of normal business activity
Use SNTs to provide visible reassurance and engagement and better access to the Police	Police Simon Causer	Fortnightly intelligence Meeting attended by police and partners.		This is part of normal business activity
		Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners.		This is part of normal business activity
		Ward panel priorities, actions recorded on 302 problem solving documents.		This is part of normal business activity
		Partnership street briefings, surgeries and meetings. All pre publicized.		This is part of normal business activity
		Local authority PIT victim visits and reassurance patrols either solely or jointly with SNTs		This is part of normal business activity
		Local authority safer homes advice and visits.		This is part of normal business activity
		Vulnerable victim visits by police and local authority.		This is part of normal business activity
Develop a programme for all agencies to provide advice to vulnerable people and premises, giving sound security advice	LBB and Police Steve Murrant and Simon Causer	MPS Protect campaign aimed at youth crime.		On going business
		MPS ASB unit contacting all repeat vulnerable victims of ASB supplying Local authority PIT team and SNT detail		On going business
		Partnership problem solving process in place. This includes a shared Risk matrix, Bi weekly review meetings and set review		On going business
				As above
				AS above
				GRE EN
				GRE EN

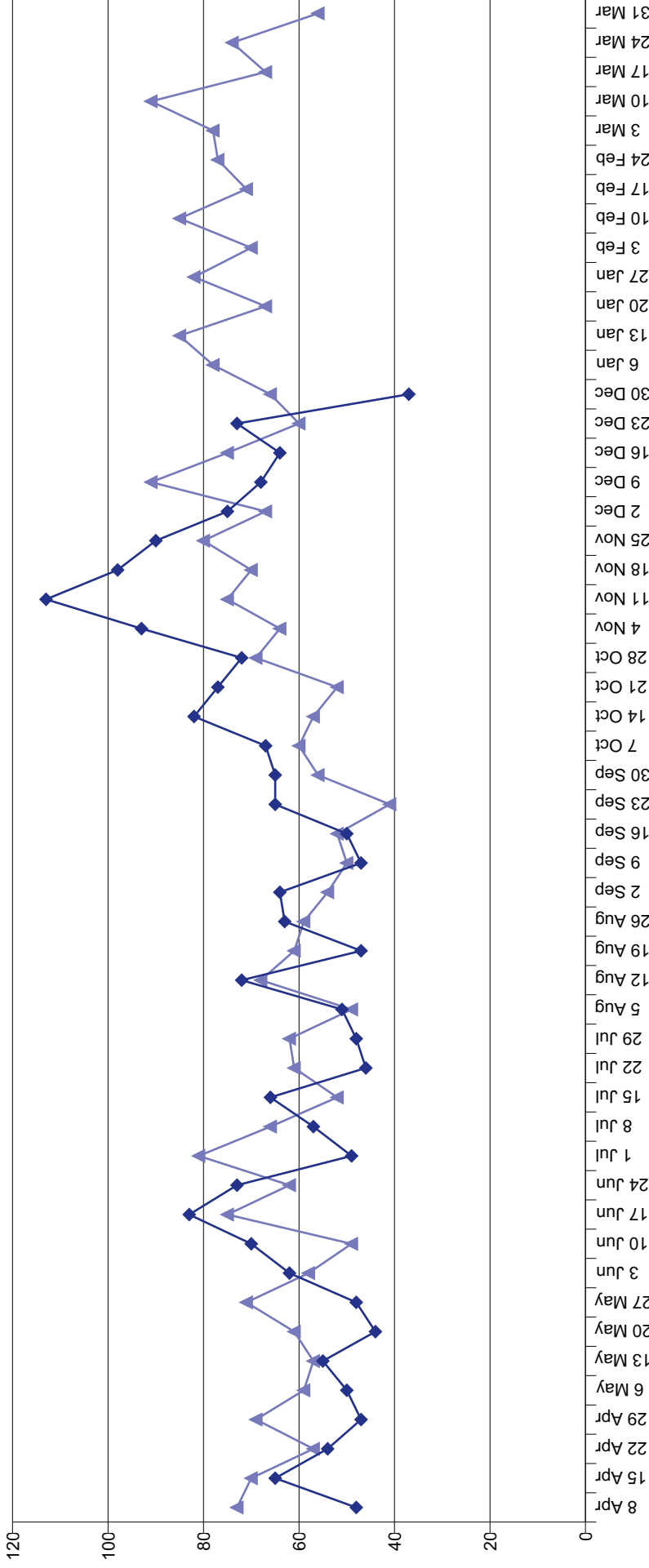
			dates for individual problems led by risk grading.		
			CSEEG to establish targeted work with children and young people		<p>Youth Crime conference in partnership with Catch-22, LBB and Barnet Police has been arranged for 26th of March. Discussion topics will include Tazer, Stop and Search and Domestic Violence. Borough Commander due to attend.</p> <p>CSEEG meetings being regularly with attendance by Police to give crime updates. CSEEG meetings are bi-monthly.</p> <p>Golders Green SNT to give presentation at the meeting 29th of January, arranged to attend the Colindale CAP in February, have arranged to have a joint meeting with SNT and Troubled Families unit March.</p> <p>Regular project meetings in place, development team is working on bids for addition funding to carry on the scheme post 2013, training needs analysis is being sent to NW Coordinator, website and leaflets for publicity being developed. I am part of a pan London Steering Group Council which develops good practice in Community Based Community Safety development- I have provided updates on Pan London issues for LBB. I am booked to discuss links with Barnet Homes and our SLA.</p>
			SLT attendance at monthly CSEEG meetings	CSEEG Julia Mlambo	
			Partnership joint attendance at CAP meetings.		
			CSEEG to contribute to a dedicated development programme for Barnet Borough Watch and Community Action Plan.		
Tie in Neighborhood watch and Community Action panels (CAP) with the Barnet Community safety Engagement Group to ensure widest possible access to police and council to discuss community safety			Ongoing SNT / Partnership engagement through CAP meetings and CSEEG.	CSEEG Julia Mlambo	GRE EN
Encourage Neighborhood watch					GRE EN

champions to patrol with PCSOs		CSEG to contribute to a dedicated development programme for Barnet Borough Watch and Community Action Plan.	see above	
Improve the public realm of Barnet ensuring it is safe, clean and green	LBB and Police	Fortnightly intelligence Meeting attended by police and partners.	On going business	
	Steve Murrant and Simon Causer	Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners.	As above	
		Ward panel priorities and actions recorded on 302 problem solving documents allowing stakeholders, MPS and other partners to be held accountable.	As above	
		Partnership street briefings, surgeries and meetings. All pre publicised.	On going business	
		Local authority PIT victim visits and reassurance patrols either solely or jointly with SNTs	As above	
		Partnership problem solving process in place. This includes a shared Risk matrix, Bi weekly review meetings and set review dates for individual problems led by risk grading...	As above	GRE EN
Work in partnership to make our town centres safe and	LBB and Police	Partnership problem solving process in place. This includes a shared Risk matrix, Bi weekly review meetings and set review dates for individual problems led by risk grading.	On going business	GRE EN

	attractive	Causer	Fortnightly intelligence Meeting attended by police and partners.	As above
		Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners.	As above	
		Local authority work on 5 action plans in partnership on Burnt Oak, Talley Ho, Edgware, Cricklewood and Golders Green Town centres.	To be reported in quarter 4	

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Weekly Residential Burglary Performance - Barnet



▲ Offences Last Year ◆ Offences This Year

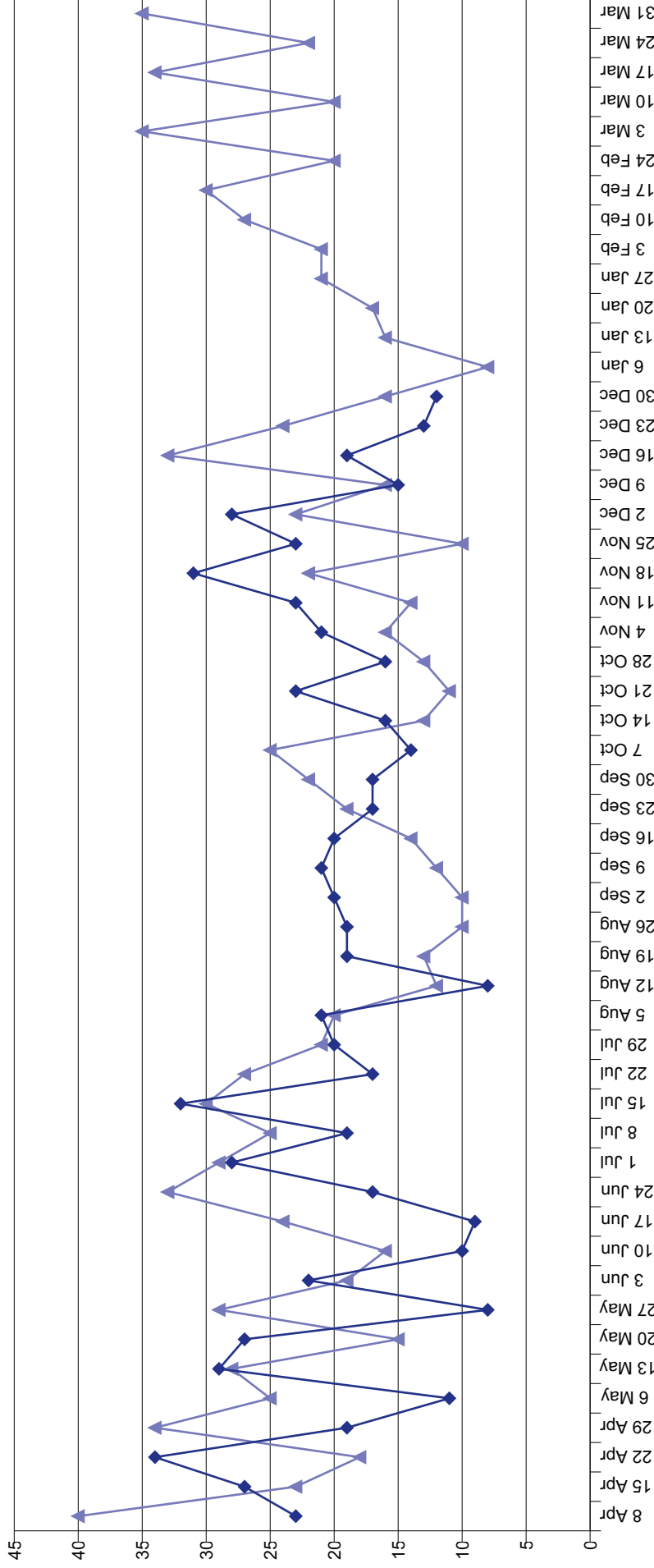
FYTD Totals are calculated from 1 April

Offences	21 Oct	28 Oct	4 Nov	11 Nov	18 Nov	25 Nov	2 Dec	9 Dec	16 Dec	23 Dec	30 Dec	FYTD Total	
Last Year	52	69	64	75	70	80	67	91	75	60	66	2472	
This Year	77	72	93	113	98	90	75	68	64	73	37	2507	
% Change	48.1%	4.3%	45.3%	50.7%	40.0%	12.5%	11.9%	-25.3%	-14.7%	21.7%	-43.9%	1.4%	
Sanction Detections	21 Oct	28 Oct	4 Nov	11 Nov	18 Nov	25 Nov	2 Dec	9 Dec	16 Dec	23 Dec	30 Dec	FYTD Total	SD Rate
Last Year	6	3	0	4	1	1	3	4	3	1	4	298	12.1%
This Year	1	1	77	2	4	1	2	4	4	3	0	311	12.4%

For Offences - Plum indicates a percentage increase on last year, and Sky Blue indicates a percentage decrease on last year. For Sanction Detections - Plum indicates a SD Rate increase on last year, and Sky Blue indicates a SD Rate decrease on last year.

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Weekly Personal Robbery Performance - Barnet



▲ Offences Last Year ◆ Offences This Year

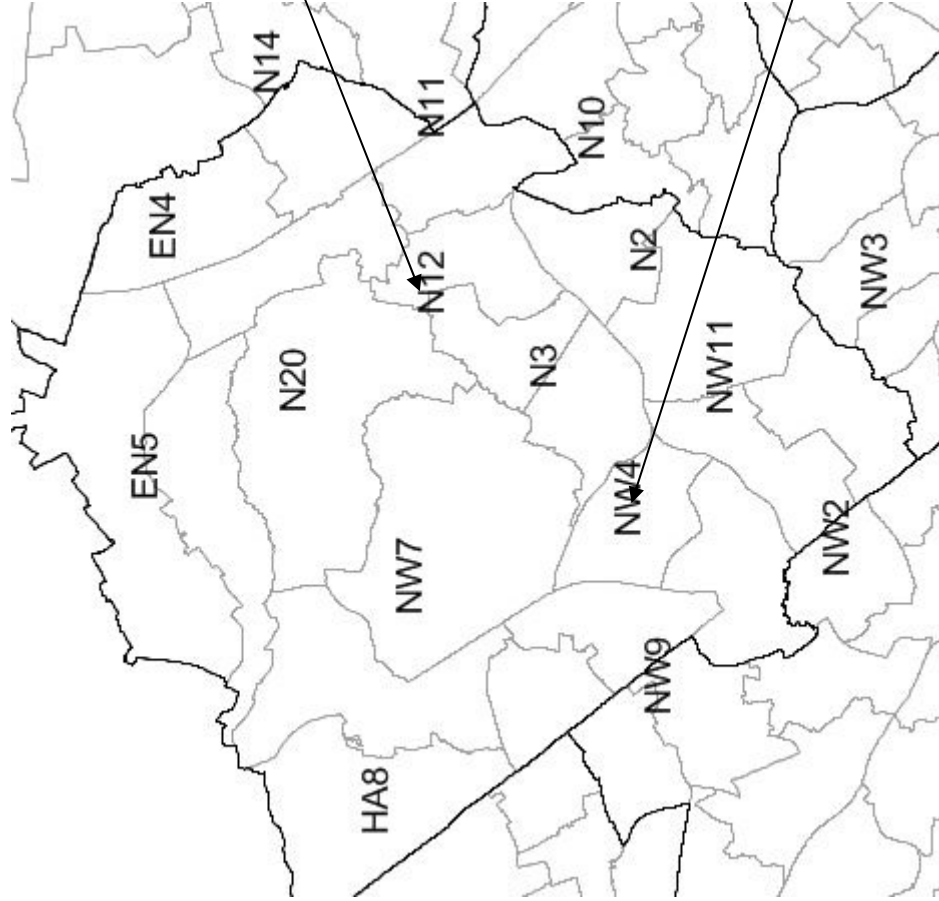
FYTD Totals are calculated from 1 April

Offences	21 Oct	28 Oct	4 Nov	11 Nov	18 Nov	25 Nov	2 Dec	9 Dec	16 Dec	23 Dec	30 Dec	FYTD Total	
Last Year	11	13	16	14	22	10	23	16	33	24	16	807	
This Year	23	16	21	23	31	23	28	15	19	13	12	771	
% Change	109.1%	23.1%	31.3%	64.3%	40.9%	130.0%	21.7%	-6.3%	-42.4%	-45.8%	-25.0%	-4.5%	
Sanction Detections	21 Oct	28 Oct	4 Nov	11 Nov	18 Nov	25 Nov	2 Dec	9 Dec	16 Dec	23 Dec	30 Dec	FYTD Total	SD Rate
Last Year	5	2	0	3	2	5	3	0	3	1	0	133	16.5%
This Year	3	0	3	2	4	1	0	1	3	4	1	146	18.9%

For Offences - Plum indicates a percentage increase on last year, and Sky Blue indicates a percentage decrease on last year. For Sanction Detections - Plum indicates a SD Rate increase on last year, and Sky Blue indicates a SD Rate decrease on last year.

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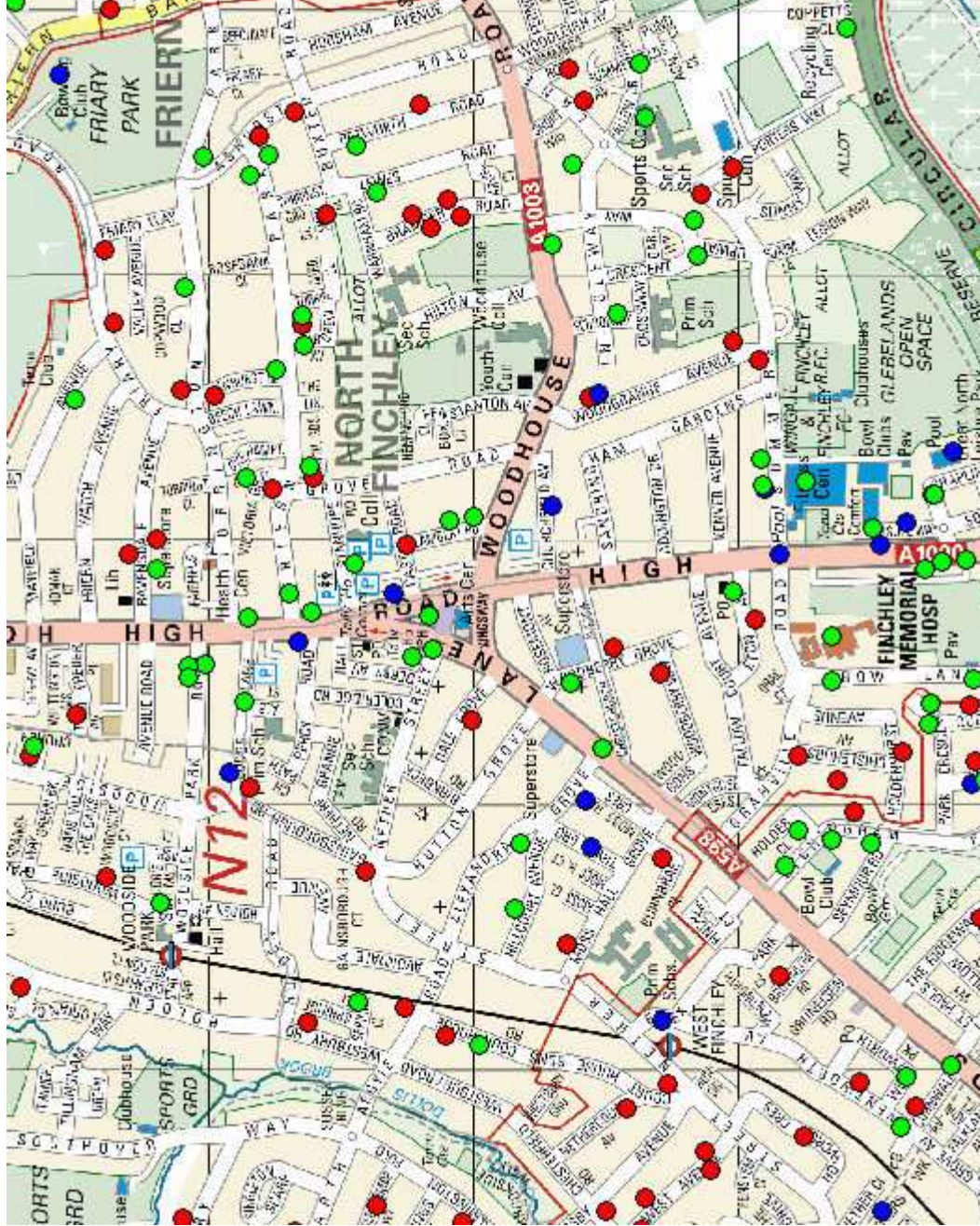
Overall figures for NW4 and N12 postcodes 2011 and 2012 (Oct to Dec inclusive)



N12		2011	2012
Residential Burglary		60	90
Robbery		16	10
MV Crime		77	122

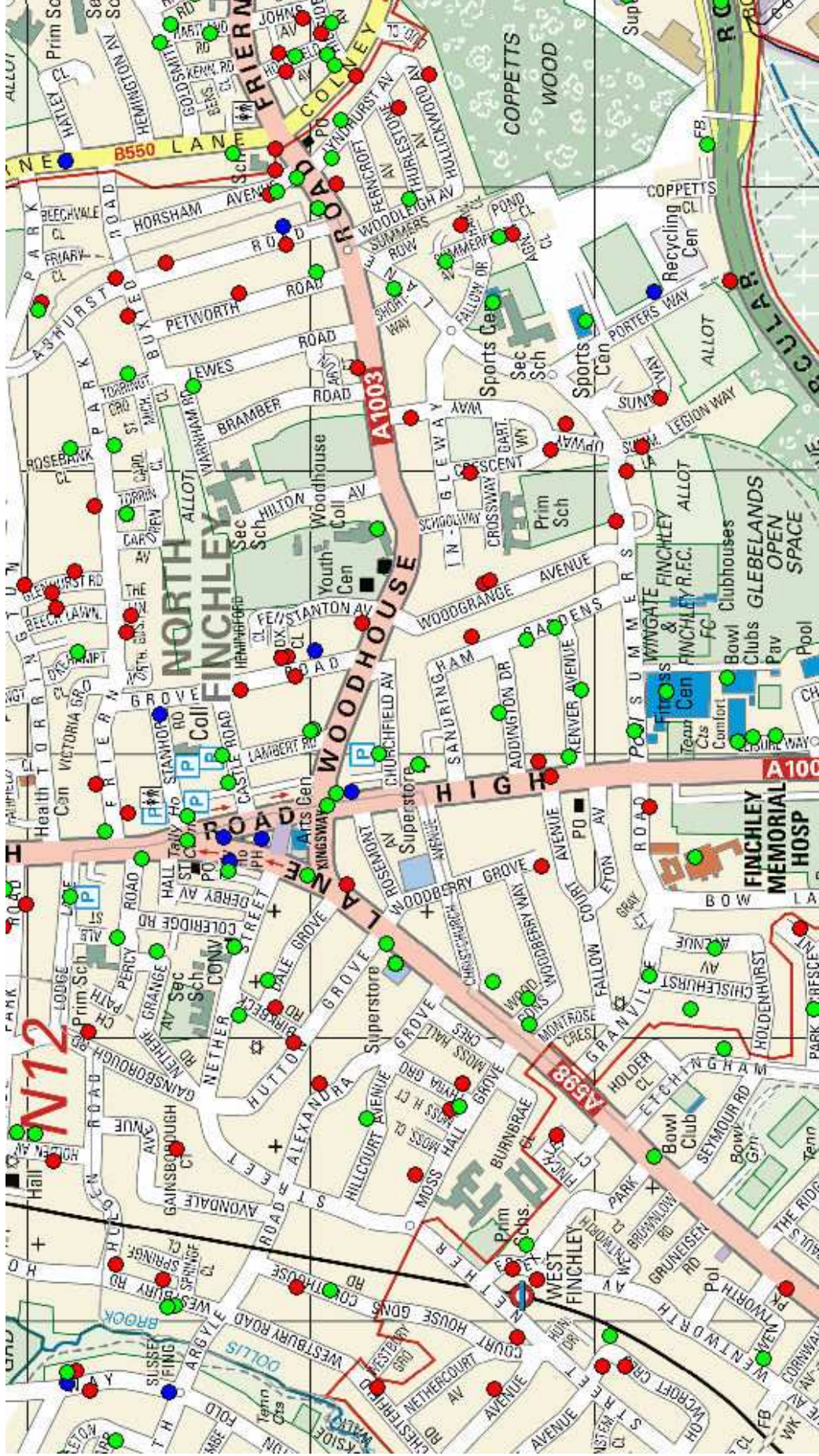
NW4		2011	2012
Residential Burglary		78	88
Robbery		36	39
MV Crime		128	97

Finchley Corridor N12 – October to December 2011



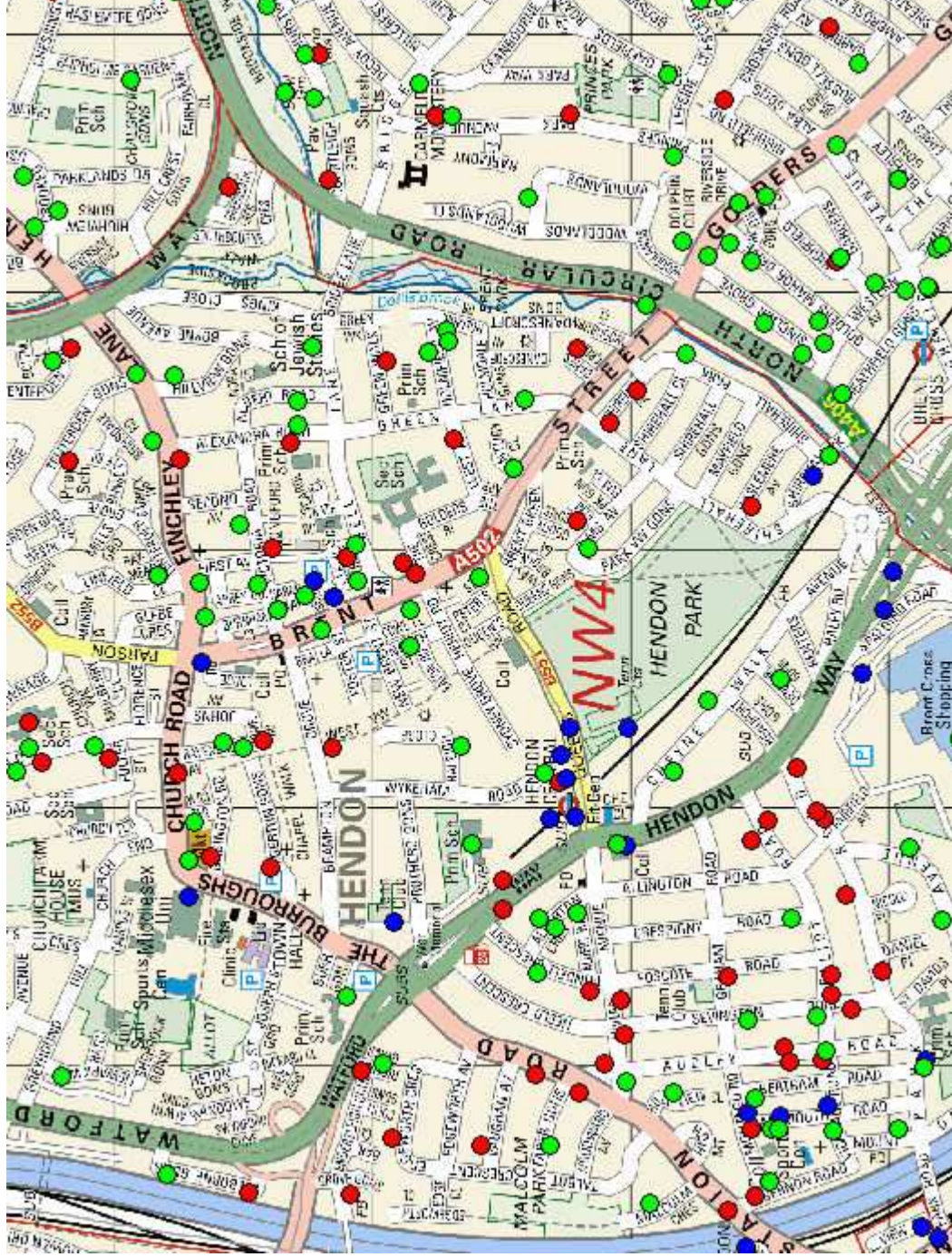
- Burglary
- Robbery
- MV Crime

Finchley Corridor N12 – October to December 2012



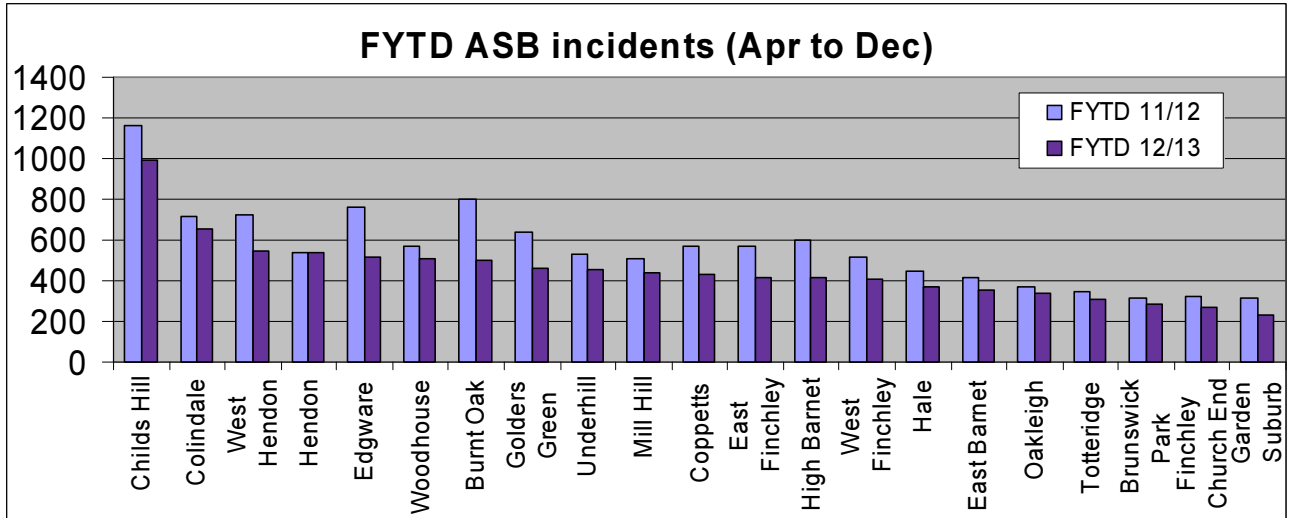
- Burglary
- Robbery
- MV Crime

Hendon NW4 – October to December 2011



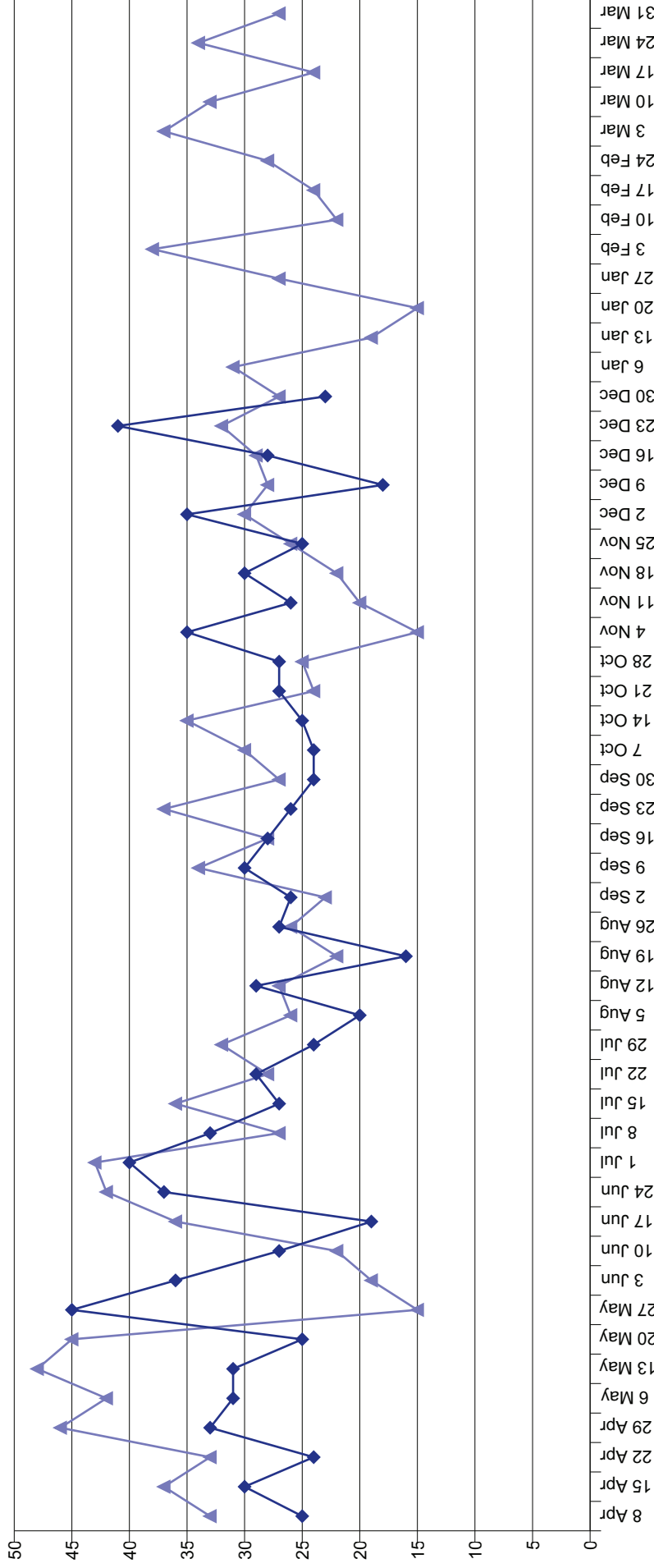
- Burglary
- Robbery
- MV Crime

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Weekly Violence With Injury Performance - Barnet



▲ Offences Last Year ◆ Offences This Year

FYTD Totals are calculated from 1 April

Offences	21 Oct	28 Oct	4 Nov	11 Nov	18 Nov	25 Nov	2 Dec	9 Dec	16 Dec	23 Dec	30 Dec	FYTD Total
Last Year	24	25	15	20	22	26	30	28	29	32	27	1180
This Year	27	27	35	26	30	25	35	18	28	41	23	1110
% Change	12.5%	8.0%	133.3%	30.0%	36.4%	-3.8%	16.7%	-35.7%	-3.4%	28.1%	-14.8%	-5.9%

Sanction Detections	21 Oct	28 Oct	4 Nov	11 Nov	18 Nov	25 Nov	2 Dec	9 Dec	16 Dec	23 Dec	30 Dec	FYTD Total	SD Rate
Last Year	16	14	2	9	12	17	5	9	14	4	13	440	37.3%
This Year	7	10	7	4	7	6	8	14	7	11	4	349	31.4%

For Offences - Plum indicates a percentage increase on last year, and Sky Blue indicates a percentage decrease on last year. For Sanction Detections - Plum indicates a SD Rate increase on last year, and Sky Blue indicates a SD Rate decrease on last year.

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Troubled Families Update
Safer Communities Board 15th January 2013
Stuart Collins

Building from the development of the youth crime FIP (family intervention programme) in April '10 and the strategic work of the community budget initiative in April '11 through to the launch of the Department of Communities and Local Government (DCLG) sponsored "Troubled Families" initiative in April '12, Barnet Troubled Families Division has been working at the forefront of strategic and operational thinking in work with families with multiple complex needs.

We worked with DCLG to develop their thinking around the financial framework and have been working with colleagues and partners in Local and Central Government to help shape troubled families work moving forward. We have written and circulated a statement of work, a practitioner's guidance and a referral pathway document for partners.

Practitioners are drawn from a wide range of professional backgrounds and have demonstrated that they are able to use their broad range of skills and experience within the team to get into households who do not always have a history of engagement in services. Practitioners also demonstrate an expertise in building on family resilience and developing their own desire to change.

In terms of our progress and relationship with DCLG we are one of the 'very few' authorities to have been 'fast tracked' to work with our 705 (DCLG) nominated troubled families in two rather than three years.

Based on a payment by results (PbR) funding formula it has been confirmed that we will receive direct DCLG grant funding for 5/6th of 705 = **588** eligible cases

588 x £4000 (100%) = £2,352,000

Year 1 80% attachment - £940,800 + 20% PbR £235,200 = **£1176000**

Year 2 60% attachment - £705,600 + 40% PbR £470,400 = **£1176000**

Total cash envelope £2,352,000

PbR risk element £705,600

In October 2012 we provided our first submission to DCLG. It identified that we were working with 358 allocated families of which 187 were true troubled families eligible under the PbR scheme. By 31.12.12 this had risen to 443 with 256 being ultimately eligible for some kind of PbR. The first available opportunity to redeem any PbR is 21.1.13 (and then 6-monthly thereafter) although due to the necessary time-lag for achieving and evidencing those results it is unlikely that we will be making a significant claim in January. (The qualification criteria for PbR is explained in the appendix to this document).

In terms of National profile, Barnet has received visits from 9 other London Boroughs seeking guidance, as well as 3 authorities from outside of London, in addition we have entertained visits from DCLG, DoE, the Treasury and the private sector.

One of the key differences which I believe sets our approach apart from the rest of the network is the fact that our troubled families initiative continues to work to a remit which is wider than the DCLG definition - I have described this as serving 3-masters.

- 1) The wider early intervention agenda to reduce escalation of families into acute and statutory services.
- 2) The wider community budget initiative to work with families who as a result of their high risk, high cost nature cause multiple complex concern to the Barnet public sector network and
- 3) The DCLG PbR cases.

The Troubled Families team work in partnership to assess, plan and intervene with families, co-ordinating plans which have family buy-in and model positive behaviour and aspirations

We have worked closely with schools to directly target DCLG eligible cases and start running accredited parenting programmes in 6 schools for parents of children with repeat fixed term exclusions or high levels of unauthorised absence in January '13. The groups will compliment the 1:1 work for the high risk cases with a reach of 90 parents per 1/4. In addition in order to reduce the risk of escalation into acute services we are also running an accredited programme specifically aimed at fathers of children on the autistic spectrum.

As a result of the changes in remand legislation and funding arrangements, from January '13 we will also be offering a service to families of children who might otherwise have been remanded into custody.

Although we have continued to work across the network in year one we have focussed on the education and offending criteria, however, our year two build will increase in focus on anti social behaviour, housing estate issues and frequent police call outs.

I have already shared our internal audit reports with this Board but please find attached some of the highlights identified.

Cases are allocated within the team on a whole family basis with a role to challenge families and support sustainable change; to address the root causes of problems within each targeted family and to effect lasting change to both the financial and human cost of cycles of deprivation.

Interventions are designed to motivate the family to change their behaviour and build protective factors and resilience, practitioners follow an established model and

adopt an intensive approach - where resources follow risk and where interventions work across all levels of need and across a wide range of issues. We established the importance of setting and sticking to clear threshold levels in order to manage expectations and improve joint working and found that ; if the presenting issues are clearly identified in the initial referral it does not appear to matter whether that referral has come from schools, social care or other targeted, statutory or universal services.

Practitioners are encouraged to prioritise or 'layer' interventions in order to build a platform of stability in which to work. To monitor and review outcomes so that families can recognise steps towards progress and to ask and tackle the hard questions and issues which may have previously acted as barriers to change.

Barnet troubled families team's commitment to work in partnership demonstrates that effective partnership-working can improve families' experience of services and lead to improved outcomes - information sharing is a crucial part of joint working and planning as well as ongoing risk management.

Practitioners are supported in their assessment, planning and intervention through the provision of the usual peer and line management processes as well as specialist clinical supervision and the Multi Agency Support Team.

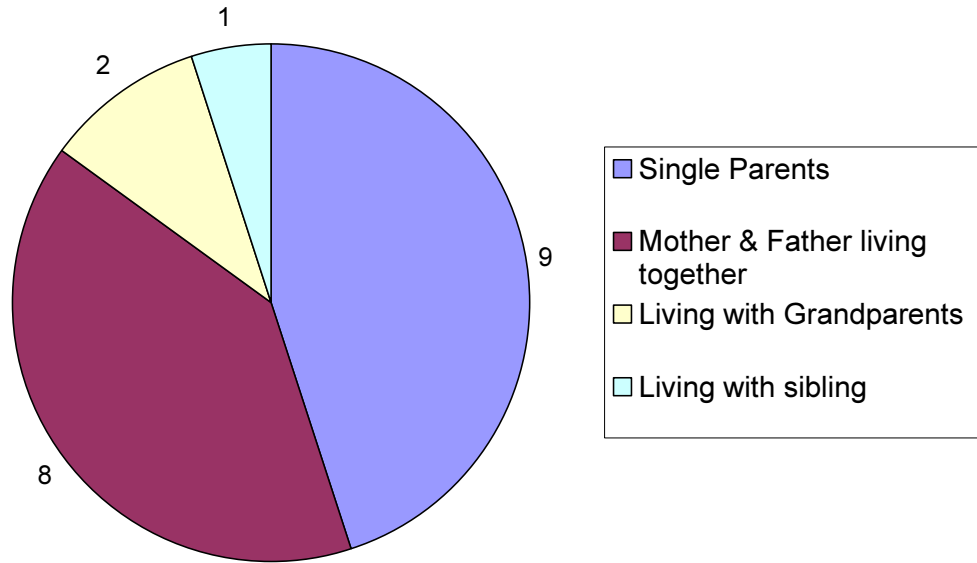
A new caseload weighting model is being developed to ensure that we capture all of the activity within the team and make sure that in light of the increase in the teams work load as a result of the growth of true troubled families' referrals caseloads are sustainable.

The troubled families initiative has built on the previous successes of early intervention and intensive work with families, however it continues to need to be part of a full partnership approach. Successes and outcomes should be seen as part of a narrative around wider shared risk and reward.

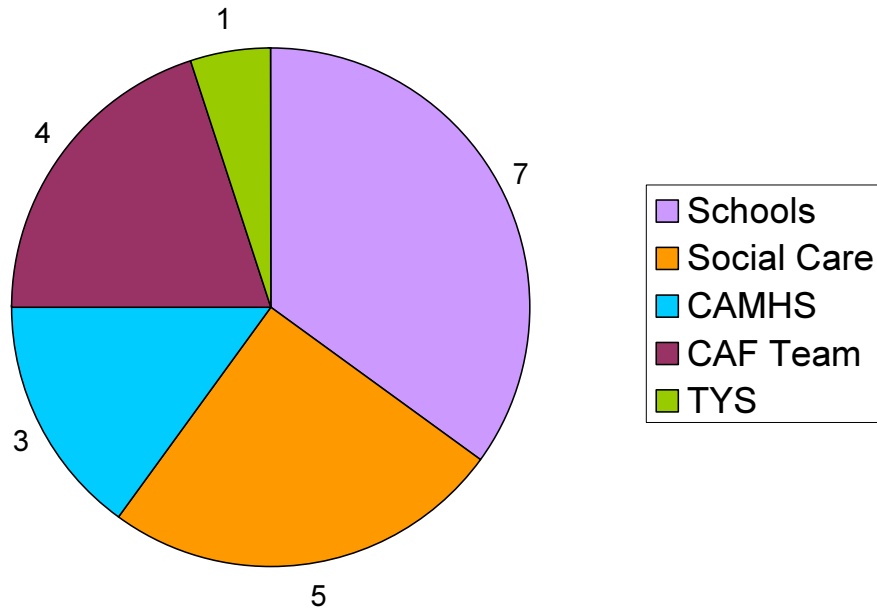
Annex c of the financial framework

Result	Attachment fee	Results payment	Total
<p>They achieve all 3 of the education and crime/ASB measures set out below where relevant:</p> <ol style="list-style-type: none"> 1. Each child in the family has had fewer than 3 fixed exclusions and less than 15% of unauthorised absences in the last 3 school terms; and 2. A 60% reduction in anti-social behaviour across the family in the last 6 months; and 3. Offending rate by all minors in the family reduced by at least a 33% in the last 6 months. 	£3,200 per family	£700 per family	£4,000 per family
<p>If they do not enter work, but achieve the 'progress to work' (one adult in the family has either volunteered for the Work Programme or attached to the ESF provision in the last 6 months).</p>		£100 per family	
OR			
<p>At least one adult in the family has moved off out-of-work benefits into continuous employment in the last 6 months (and is not on the ESF Provision or Work Programme to avoid double-payment).</p>			

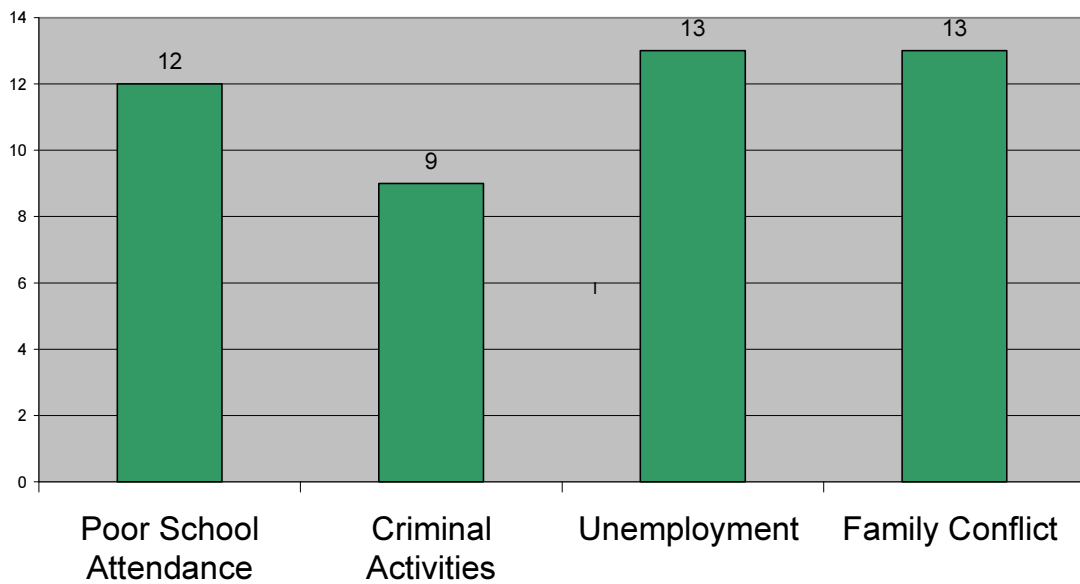
Family Composition



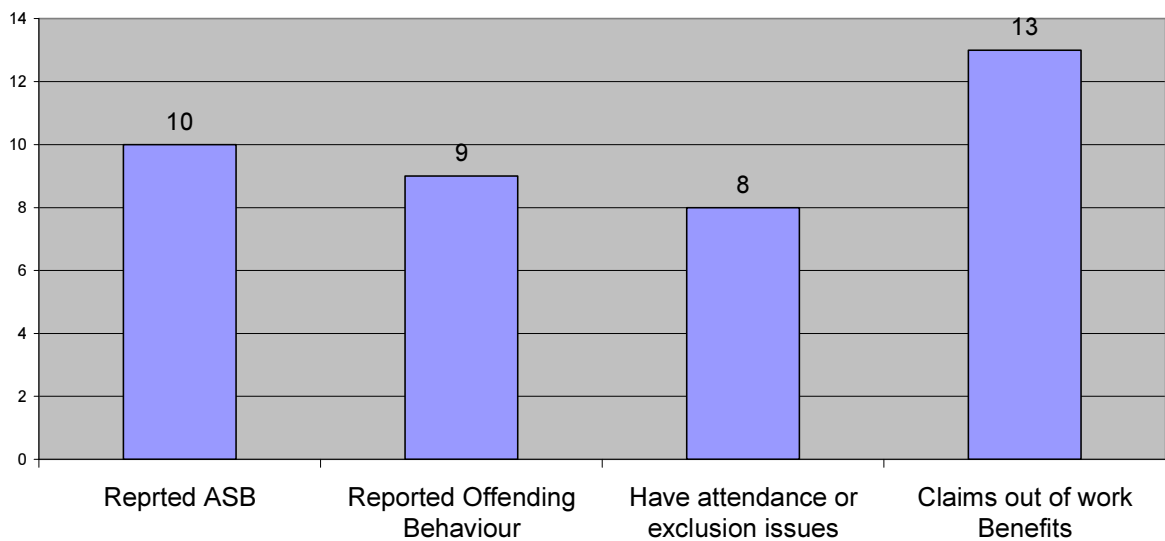
Origin of Referrals



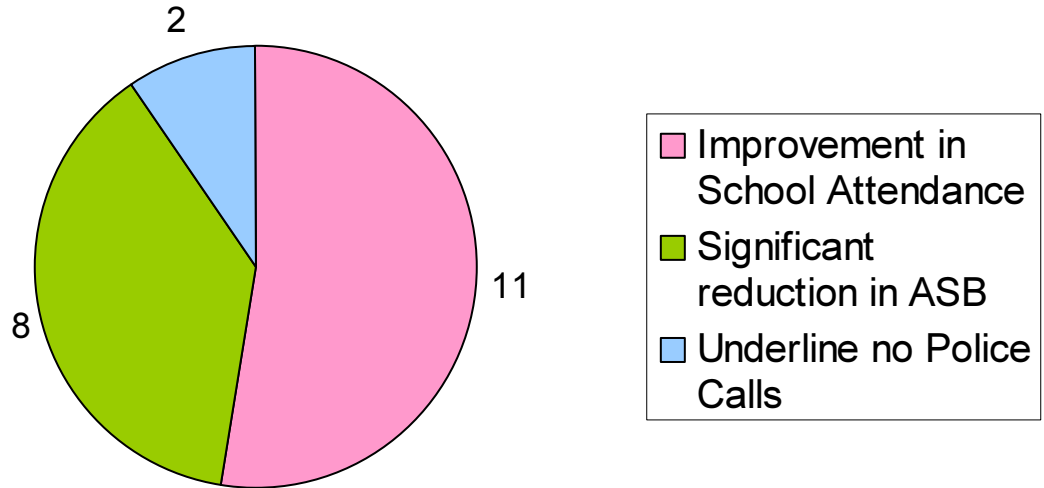
Issues Identified in the Referrals



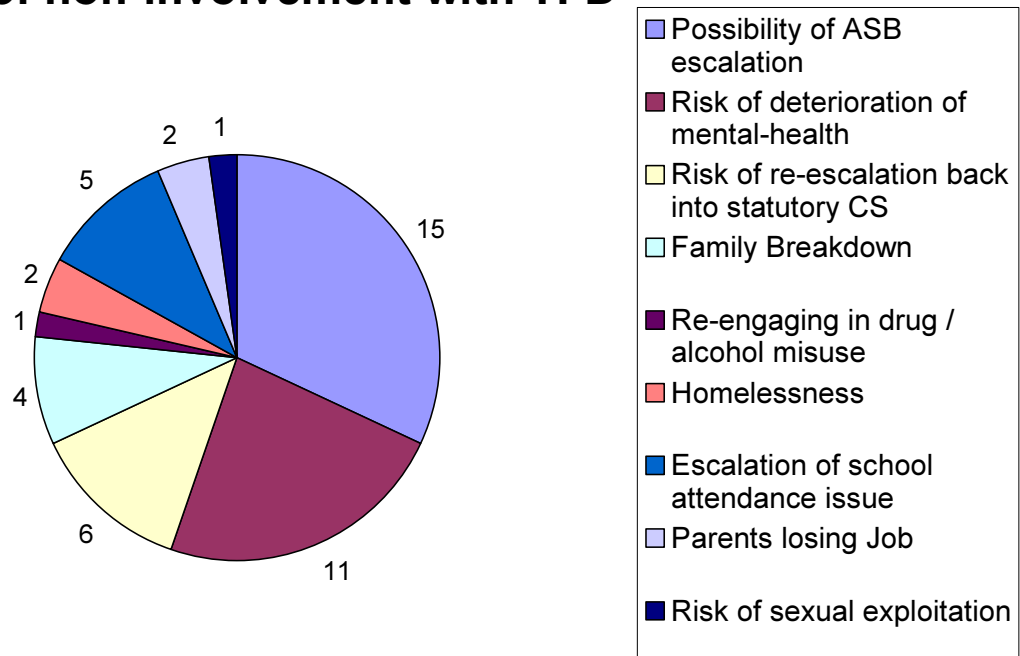
For True Troubled Families were they offending/ASB/School/Benefit issues



Measures of Success



Risk of non-involvement with TFD



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1 SUMMARY/PURPOSE OF REPORT

This report provides a brief update on the three work streams of the Safer Communities Wave 2 Project; (i) Closed Circuit Television (CCTV), (ii) strategy delivery mechanisms and (iii) strategy enhancements.

2 DETAILS

(i) CCTV:

An initial options appraisal for CCTV has now been completed focusing on the requirements of the service now and looking to the future. There are some minimum capacity issues to be addressed, and the primary aim is to ensure a more cost effective system which is more flexible to respond to changing priorities. The extension of the technology to include Automatic Number Plate Recognition is being considered. The options appraisal has looked at three broad approaches; an in-house option, outsourcing the technical platform only and outsourcing the whole function. Soft market testing is in progress to test the assumptions made through the options appraisal, and will be completed by early February. It is expected to take a recommendation to committee in April 2013.

(ii) Strategy Delivery Mechanisms:

A number of principles are proposed to ensure that the governance to support delivery of the Safer Communities Strategy is efficient and effective:

1. Governance arrangements would vary between the following type of priority:
 - (i) Priority **issues** (ASB/ Violent Crime/ Property Crime),
 - (ii) Priority cross-cutting **themes** (reducing the fear of crime/ tackling hotspots, reducing repeat victimisation)
 - (iii) Priority **projects and programmes** (Troubled Families/ Integrated Offender Management and strategy enhancements)
2. Each **priority issue** would be overseen by a strategic sub-group to the Partnership Board (either new or existing) with the following functions:
 - Hotspot and intelligence analysis related to that issue
 - Monitoring of a partnership action plan with performance targets
 - Feeding in communications plan/ targets to an overall partnership plan
 - An approach to tackling repeat victimisation
 - Responsibility for reporting to the partnership board
3. Priority **projects and programmes** would continue to have project or operational boards. These would feed in performance information and escalate issues to relevant priority groups or the Partnership Board where appropriate (this may be time-limited if appropriate).
4. Cross-cutting **themes** would not have separate strategic groups – but will be addressed through the action plan for each key issue.

Subject to the Partnership Board's approval of the above principles, the project will work with officers from partner organisations over the next two months to complete the following:

1. Establish a "task and finish" group to oversee the review of governance and action plans (points 2-6 below).
2. Review existing operational and strategic groups to assess how this model could be adapted to meet the above principles.
3. Develop guideline terms of reference for the "priority issue" groups.
4. Support priority leads to review action plans for each priority issue (to include plans for communications, tackling repeat victimisation and hotspots)
5. Develop reporting principles to guide the outputs produced for the Safer Communities Partnership Board.
6. Define the relationship between priority projects and programmes and the Partnership Board and sub groups.

(iii) Strategy Enhancements:

An outline business case has been developed (attached as Appendix A), which responds to feedback from partners. The recommended initiatives provide opportunities to improve community safety in Barnet and respond to the top priorities of the Safer Communities Partnership. They provide coverage across the justice continuum and will together increase community visibility of crime prevention action, enhance levels of victim satisfaction and promote community participation in addressing key local issues.

- A new housing policy detailing the obligations for social housing tenants (a "new deal with citizens").
- Implementation of community led neighbourhood justice panels to respond to low level crime and ASB
- An extension of the Community Coaches model to those at risk of offending.
- Expanded use of conditional cautions, initially focusing on alcohol related crime and/ or domestic violence and hate crime.
- Enhanced Integrated Offender Management – expanding the cohort to 200 and enhancing the re-settlement pathways.

The package delivers financial and non-financial benefits to a range of partners. The OBC provides an initial mechanism that helps the partnership work together to achieve strategic outcomes by addressing the practical issues of budget flexibility. Following the set-up, launch and evaluation of these projects, the partnership can adjust the allocation of costs to more accurately reflect the benefits delivered to each partner.

The Outline Business Case is on the agenda for the Council's Cabinet Resources Committee 25th February 2013.

3 DECISION REQUESTED

(i) That the Board note the position with regard to CCTV and Strategy Delivery Mechanisms

(ii) That the Board endorse the Outline Business Case attached at Appendix A and that Board members commit their own organisation's commitment to support its delivery.

4 CONTACT FOR FURTHER INFORMATION

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London Borough of Barnet

Safer Communities Partnership Enhancements: Outline Business Case

Document Control

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Document location	This document will be published on the Barnet Council website as part of the democratic process for CRC.

Version Control

Version	Details of update	Author(s)	Issue date	Status
0.1	Draft for Project Board 08.10.12	VE	05.10.12	Draft
0.2	Amendments throughout, in particular to the evaluation process section and community coaches cost / benefit analysis	AT	09.10.12	Draft
0.3	Amendments throughout - One Barnet template, revised options and recommendations	RM	28.11.12	Draft
0.4	Amendments to structure.	WR	03.12.12	Draft
0.5	Amendments to detail for initiatives	RM	05.12.12	Draft
0.6	Merged with Impower latest version	RM	11.12.12	Draft
0.7	Updated to include IOM details	RM	13.12.12	Draft
1.0	Draft for Project Board 13/12/12	RM	13.12.12	Draft
1.1	Minor amendments to text and referencing	RM	17.12.12	Draft
2.0	Draft for CDG 08/01/13	RM	19.12.12	Draft
2.1	Amended 3.5 Financial Benefits to reflect finance comments	RM	21.12.12	Draft
2.2	4. Reference to MOPAC funding. 5.5 Minor amendments to IOM 5.4 Conditional cautions amended to reflect potential to extend to Domestic Violence/ Hate Crime	RM	08.01.13	Draft
3.0	Draft for Safer Communities Partnership Board 15/01/13	RM	08.01.13	Draft

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1 Introduction and Strategic Fit

The overarching aim of the One Barnet programme, as set out in the One Barnet Framework, is to create a citizen-centric council. The programme aims to ensure citizens have access to “the services they need to lead successful lives, and to ensure that Barnet is a successful place.”¹

In spite of the overall level of crime being relatively low in Barnet, 29% of residents responding to the Residents Perception Survey (2011) listed crime as one of their top three concerns, second only to the condition of roads and pavements. 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.

The Safer Communities Strategy 2011-14 includes three priority crime types; property crime, with a focus on burglary, anti-social behaviour and violent crime with a focus on domestic violence. There is also a focus on preventative approaches, reducing repeat victimisation and the tackling the fear of crime.

By implementing a number of enhancements to delivery of the Safer Communities Strategy, it is intended the following outcomes will be achieved, linked the One Barnet priorities:

A new relationship with citizens

- Visible, community-led initiatives to reduce the fear of crime.
- Initiatives targeted towards ensuring the needs of victims are met.
- A focus on the obligations of residents in receipt of Council support and services.

A one public sector approach

- Whole-system approaches to reduce crime levels, particularly through preventing offending and re-offending.

Relentless drive for efficiency

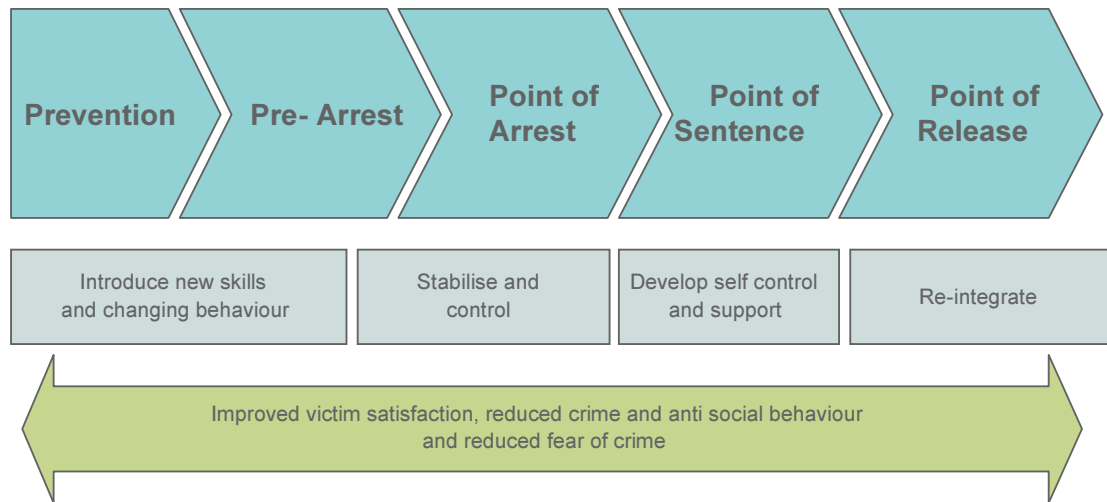
- More cost effective, targeted solutions which reduce the costs to public services caused by crime.

¹ One Barnet Framework report to Cabinet 29 November 2010, pg 6

2 Scope

The Strategic Outline Case approved by Cabinet Resources Committee² in June 2012 set out the case for adopting a whole system approach to reducing crime and improving community safety along a justice continuum, which is summarised below:

Figure 1: Safer Communities Whole system model



This Outline Business Case (OBC) sets out recommended initiatives along this continuum to support delivery of the Safer Communities Strategy.

While it is intended that the Safer Communities Partnership will benefit from savings as a result of these initiatives, these are expected to be longer-term and are not linked to the MTFS targets for the Community Safety function within the Council, which is being addressed through a different work stream.

² Implementation and Enhancement of the Partnership Safer Communities Strategy, Cabinet Resources Committee, 20 June 2012, item 6

3 Benefits Case

3.1 Context

This OBC presents the case for a portfolio of mutually supportive options to be implemented as a single programme. The package delivers financial and non-financial benefits to a range of partners. The OBC proposes that in the short term, costs should be allocated as fairly across the partnership as current budget constraints allow. Following the launch and evaluation of the programme's initial activity, it is recommended that a process will be put in place to redistribute costs between partners in accordance with financial and non-financial benefits from the initiatives set out in section 5.

The OBC calculates the projected financial savings and non-financial benefits for all partners within the criminal justice economy and beyond. However, due to the way that budgets are constituted, not all partners which stand to benefit from the proposed activities hold budgets locally (e.g. NOMS; CPS; Courts) and therefore cannot cash savings locally nor contribute financially to the proposed initiatives. Furthermore, many partners which do hold local budgets, have further constraints on their budget flexibility (e.g. ring-fencing) which limit the ways these agencies can input resources and funding into partnership activities.

The approach taken by the OBC therefore is a pragmatic one, which takes into account, and is consistent with, the budget constraints that each partner faces (partner budgetary options are laid out in 'Options' section 4). It provides a clear pathway for the partnership to begin value-adding activities, working together to achieve a common goal

3.2 Strategic benefits

The OBC provides an initial mechanism that helps the partnership work together to achieve strategic outcomes by addressing the practical issues of budget flexibility. Following the set-up, launch and evaluation of these projects, the partnership can adjust the allocation of costs to more accurately reflect the financial benefits delivered to each partner

The OBC initiatives are designed to help partners release the resources required to maintain these projects going forward.

3.3 Non financial benefits

Through adopting a whole system approach and by targeting interventions where they can have the greatest impact, the recommended initiatives will result in the following high level outcomes (detail is outlined in Options section):

A new relationship with citizens

- Improved victim satisfaction through the use of restorative justice approaches.
- Improved public confidence with visibility of crime and ASB being tackled, through community-led schemes.
- Individual and community ownership of community safety in their local area.
- Policy to reframe the relationship between the citizen and the state, reduce dependency and encourage positive outcomes for social housing tenants.

A one public sector approach

- Reduced crime and anti social behaviour
- Reduction in re-offending levels due to multi agency offender management.

Relentless drive for efficiency

- More efficient multi-agency working: more visible and citizen centred community safety initiatives resulting in reduced customer contact.

3.4 Benefits for Staff

The key benefits for staff within partnership agencies are:

- Improved working environments due to more efficient processes and a more joined up multi-agency approach.
- Staff will have more options to enable them to deal with resident issues in the most appropriate way, leading to greater job satisfaction.
- Staff to learn new skills through additional training and working in multi-agency environments.

3.5 Financial Benefits

Financial benefits will stem from more efficient and cost effective solutions in addition to the reduced burden to public services caused by crime. While some elements will be short-term cashable savings, others will only be realised in the longer-term and therefore this summary is illustrative. Public services with already stretched resources may not be able to realise savings due to backfill – and therefore the savings are best characterised as efficiencies.

The costs and efficiencies modelled across the programme are broken down by agency in the table below. Detailed cost and benefit assumptions sit behind this high level table in a separate document shared with, and informed by discussion with, key partners.

The annual impact across the system has been modelled at a benefit of **£561,710**. This includes substantial savings to the Police and Probation services.

Whilst a significant annual cost has been modelled for the Council, and this is not mirrored by the savings profile, this reflects a combination of non-financial benefits (delivery of safer communities strategy objectives such as improved victim satisfaction and reduced fear of crime) and longer term, less tangible financial benefits (based on a reduction in demand for public services - by reducing chaotic lifestyles and preventing deterioration into crisis.). There is also a need for the council to invest to kick-start these initiatives given the short term budgetary constraints of other partners, detailed in the OBC.

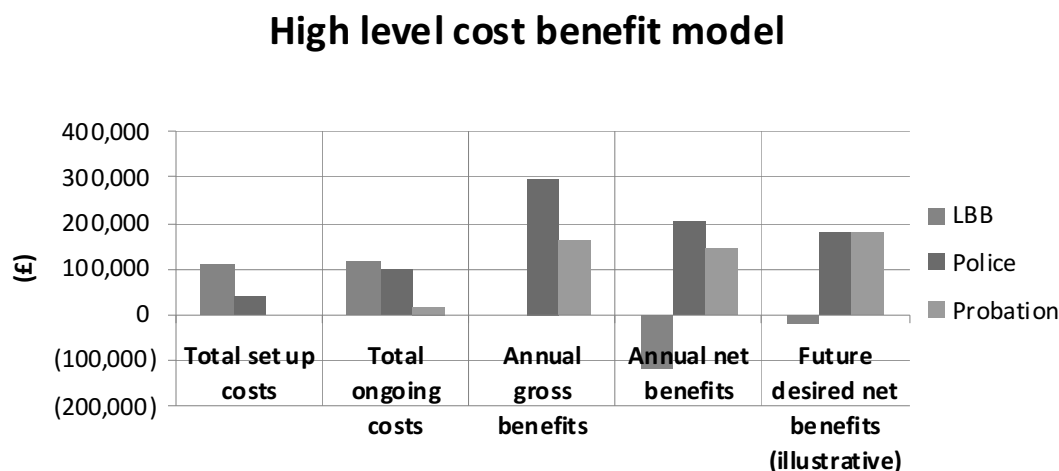
N.B: Safer Communities Partnership funding could potentially be used to fund elements of the programme. However this has not been taken into account in the cost allocations due to uncertainty around funding. It has recently been announced that there will be a bidding process for the 2013/14 funding from Mayor's Office for Policing and Crime [MOPAC] with details to be announced in January 2013.

It should also be noted that the benefits modelled are based on small-scale pilots over a one year period. The intention is that these should be evaluated and then rolled out more widely based on initial learning. Wider roll-out will improve the cost benefit ratio delivered by these initiatives and provide the opportunity to realign costs and benefits between partners. In order to support this approach, a robust mechanism for recording benefits and a partnership agreement in relation to future funding will need to be put in place as part of the project initiation.

Table 1: Breakdown of savings distribution (and initial costing profile)

All	Annual saving	Annual operating cost	Annual impact	Set up costs	Year 1 impact
Police	£298,757	(£98,400)	£200,357	(£38,100)	£162,257
CPS	£125,125	£0	£125,125	£0	£125,125
Probation	£163,727	(£17,814)	£145,913	£0	£145,913
Court	£192,192	£0	£192,192	£0	£192,192
Prison	£15,623	£0	£15,623	£0	£15,623
Council	£0	(£117,500)	(£117,500)	(£111,217)	(£228,717)
Total	£795,424	(£233,714)	£561,710	(£112,317)	£449,393

Figure 2: Cost benefit model at a high level



The establishment of this programme will require investment in terms of staff resources and funding. Given current financial constraints it is possible that partners will choose to reallocate existing staff resource rather than invest in new posts. The table below breaks down the investment required by partners in greater detail, bearing in mind partner budgetary constraints (see ‘Options’ section).

Table 2: Breakdown of investment required and annual benefits

Organisation	Set up costs (£)		Ongoing costs (£)		Annual net benefits (£)
	Staff	Cash	Staff	Cash	
LBB	98,717	12,500	22,500	95,000	(117,500)
Police	9,100	29,000	98,400	0	200,357
Probation	0	0	0	17,814	145,913
Total	107,817	41,500	120,900	112,814	228,770

4 Options

The outline business case has been developed within the wider context of the Safer Communities Strategy. It aims to complement, rather than replace existing work to deliver that strategy. The options appraisal focused on new and innovative options, in addition to opportunities to further develop and enhance existing initiatives.

4.1 Long list of options

The following long list of options was established following consultation with partners responsible for delivery of community safety objectives³.

1. Housing policy to encourage citizen responsibility
2. Family group conferencing
3. Problem solving court
4. Neighbourhood justice panels (a type of restorative justice intervention)
5. Community coaches/ mentors
6. Conditional cautions (and diversionary activities such as alcohol awareness)
7. Intensive community punishment
8. Enhanced integrated offender management
9. Personal budgets
10. Wet houses

4.2 Criteria

The below criteria were agreed with partners to assess the extent to which various options met desired outcomes, were practical to deliver and were cost-effective.

Table 3: Options Appraisal Criteria

Area	Criteria	Description
Outcomes	Safer Barnet	Does it support the reduction of ASB, crime and re-offending in Barnet?
	Engagement	Does the initiative enable community & citizen engagement and support local solution development & responsibility?
	Early intervention and prevention	Does the initiative deliver interventions that deter people from committing crime or diverts people from progressing through the criminal justice system?
Delivery	Partnership	Does the initiative promote and enable partnership/multi-agency working?
	Ease	How straightforward is the initiative to set-up?
	Precedence	Is there any precedence for this initiative in Barnet and is it feasible?

³ Including Barnet police, Barnet and Enfield Probation Trust, Job Centre Plus, NHS, Community Barnet.

	Political alignment	Is the initiative acceptable to members?
Finance	Alignment to MOPAC funding priorities	Does the initiative support MOPAC criteria for partnership funding – (good evidence, clear outcomes, innovative incentivisation models, alignment with priorities)
	Sustainable	Is the initiative affordable, sustainable, cost effective and delivers outcomes for investment?
	Budgetary alignment	Does the initiative support the development of more aligned budgets?

The table on the next page shows how each option on the long list scored against the criteria above. The scale is of impact - high, medium and low where high is of greatest benefit to the partnership and communities.

Table 4: Summary assessment of options

Criteria	Housing policy	Family Group Conferencing	Problem Solving Court	Neighbourhood Justice Panels (NJPs)	Community Coaches	Conditional Cautions	Intensive Community Punishment (ICP) ⁴	Enhanced IOM	Personalisation	Wet Houses
Safer Barnet	M	M	H	H	H	H	H	H	H	M
Engagement	H	M	H	H	H	M	H	M	M	L
Early intervention / prevention	H	L	M	H	H	H	L	L	M	M
Partnership	M	L	M	H	M	H	H	H	H	L
Ease	M	H	M	H	H	M	M	H	M	L
Precedence	M	L	L	H	H	M	M	H	M	L
Political alignment	H	L	M	H	H	M	M	M	L	L
MOPAC funding priorities	L	L	L	M	M	M	L	H	H	L
Sustainable	M	M	M	H	H	H	M	H	H	M
Budgetary alignment	L	L	L	M	L	L	L	M	M	L
SUMMARY	Barnet has recently adopted a new tenancies strategy and there is scope to enhance this with a new policy for tenants which has strong alignment to Barnet's priorities in terms of a new relationship with citizens and preventative approaches.	While this is a positive intervention in terms of developing social capital for offenders and reducing the likelihood of re-offending. However it is a fairly costly process and its alignment with strategic and political priorities is weaker than other, more community-engagement-centred, initiatives.	Problem Solving Courts would depend heavily on more engagement with the MOJ to develop further and are not necessarily aligned to the strategic priorities, therefore the scoring is relatively low.	NJP's are a new development which support a number of Barnet's strategic priorities by using a restorative justice approach to effectively engage the community, They also provide a cost effective preventative mechanism.	Community Coaches has proved to be a community-centred successful service within Barnet. There is clear opportunity to increase the scope, the cost implications are straightforward and they present an obvious extension to the current Troubled Families work which has already canvassed political support.	Conditional Cautions are an underused out of court disposal within Barnet with immediate financial gains and there is opportunity to develop this more cost effective way of working to align to the strategic priorities.	While MoJ pilots found evidence to support ICPs, the outcome of government consultations on this area are not yet known and therefore it is recommended that this initiative is not taken forward at this time but that the Partnership continues to monitor the response from Government to the consultation and revisits this initiative in 2013/14.	Integrated Offender Management has already been launched in the borough and it supports a partnership approach to deliver Safer Barnet outcomes by reducing re-offending. There is more scope to work with additional cohorts and partner agencies to improve outcomes.	Personalisation could provide an enhancement to the IOM work already underway in Barnet. It provides an opportunity for stronger community engagement and is likely to achieve improved outcomes due to a more tailored approach. However further refinement of the IOM model is a priority and so it is recommended that this is revisited following further evaluation of IOM in 2013/14.	This is an undeveloped area for Barnet, there is very limited understanding of market. This therefore achieves a relatively low score across the criteria. Further work could be developed to scope this and revisit the evaluation approach at a later stage.

⁴ Formally known as "Intensive Alternatives to Custody".

4.3 Funding options and partner budgets

Work to assess the various funding options available to the partnership has revealed significant short-term budgetary constraints for some of the key partners that are being asked to contribute to the proposed OBC strands.

Specifically, some local partners lack flexibility in their short term budgets as they are either ring-fenced, already committed to fixed cost items or form part of devolved budgets which are already being drawn on due to current demand levels. In practice, the consequence of these constraints is a lack of liquidity for certain partners, which effectively makes the release of cash for funding new projects very challenging in the short term. However, many of these partners do have short-term flexibility regarding the reallocation of existing resources where spend has already been committed (e.g. staff). As a result, in the short term at least, partners for whom such restrictions apply are limited to resource contributions in the form of staff alone.

However, for these partners, short term restrictions on cash funding can be relieved in the medium term by reducing demand on devolved budgetary items, which then allow partners to 'cash' savings and reallocate funding from devolved budgets in certain circumstances.

Appendix 1 provides a breakdown of the budget context of the three local organisations that are projected to gain the most financial and non-financial benefits from the OBC proposals and, correspondingly, have had the OBC costs allocated to them.

4.4 Funding implications and proposed models

For each OBC strand, a range of funding options are possible and it is assumed that these arrangements will change over time as partnership integration increases. Appendix 2 sets out, at a high level, a range of funding options that are used in Barnet and other relevant public sector organisations in order to clarify the options available to the partnership.

Given the nature of partner budgets and the different levels of constraint and flexibility that partner budgets are subject to, it would be pragmatic to opt for a phased funding approach with some initiatives. All of the projects deliver positive non-financial outcomes to the community and financial benefits to the partnership so delay to delivery would represent a missed opportunity.

Consequently, partners need to work together to get projects set-up and launched. These projects should then be evaluated rigorously to map non-

financial and financial benefits. We suggest that this evaluation be carried out by the Council Community Safety Team (with partner input as deemed necessary), reporting to the Safer Communities Project Board for scoping, discussion and ultimately, validation. Following evaluation, cost inputs can then be recalculated, with financial obligations being redistributed in a way that is proportionate with the benefits being realised by each organisation.

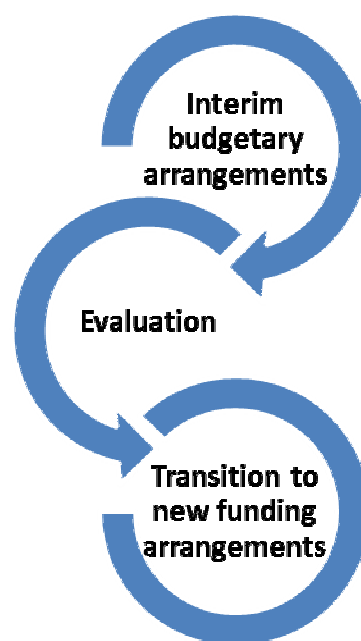
In the short term, therefore, the OBC sets out a funding model for three of the five OBC strands (NJPs; Community Coaches; Conditional cautions) which does not perfectly match attributed savings with partner contributions. However, the OBC is premised on partners signing up to a process whereby, following the launch and evaluation of the proposed initiatives, funding levels will evolve to more accurately reflect observed benefits (see Figure 3).

Figure 3: OBC project funding implications for NJPs, Community Coaches and Conditional cautions

- Organisations with budget flexibility provide set-up and launch funding
- Partner organisations work to release savings from devolved budgets

- Evaluation assesses OBC strand cost-effectiveness, outcomes and suitability of current funding arrangements
- Findings quality assured and validated by Community Safety project board

- Partner cost inputs recalculated in order to directly reflect observed benefits and savings profile
- New funding models set up to transfer financial/ resourcing responsibilities to beneficiaries of OBC initiatives



Specific recommendations regarding potential funding models for each of the OBC strands have been included in Appendix 3. These recommendations explain:

- How each of the five OBC strands could be funded initially.
- Which elements would require an evaluation to assess how benefits are being distributed between partners.
- How resource contribution and corresponding funding mechanisms could evolve to more closely match the financial and non-financial benefits mapped by the evaluation.

It is worth noting that following initial launch, the partnership will have a range of options available to them, so the recommendations which focus on funding

mechanisms is provided as a guide only. The partnership will need to agree the path ahead following assessment of the piloted OBC schemes.

5 Recommendations

The following initiatives are recommended for implementation in Barnet:

1. Housing policy to encourage citizen responsibility
2. Neighbourhood justice panels
3. Community coaches scheme (with a focus on those at risk of offending)
4. Conditional cautions
5. Enhanced integrated offender management.

The initiatives selected provide credible and feasible opportunities to improve community safety in Barnet and respond to the top priorities of the Safer Communities Partnership. They are also largely new to the Borough, have the support of partners and can be tested iteratively at low cost and low risk. They provide coverage across the justice continuum and will together increase community visibility of crime prevention action, enhance levels of victim satisfaction and promote community participation in addressing key local issues.

All of these initiatives provide stepping stones to further crime reduction opportunities. Neighbourhood justice panels and conditional cautions for instance create a platform for the implementation of wider reparative measures. An enhanced integrated offender management approach could provide the basis for use of personal budgets for offenders. They can therefore be regarded as enablers.

Together the initiatives are directed at the causes of crime and aim to improve the life chances and behaviours of the target groups, benefit the community and reduce the wider burden on the public purse. Most importantly they will result in less crime, fewer victims and a reduced fear of crime.



5.1 Housing Policy

<p>Description</p>	<p>All Barnet Homes residents and likely all housing association tenants agree not to commit anti-social behaviour as part of their tenancy agreement and there are procedures in place across housing providers to deal with such occurrences. The new Barnet Council Tenancy Strategy increased the weight of sanction against anti-social behaviour and crime and also encourages independence through the requirement of appropriate tenants to work towards paid employment and financial solvency. Barnet Homes are also implementing a 'Passport to Success' programme balancing sanctions with supportive action plans towards independence.</p> <p>This 'new deal with tenants' policy will clearly set out the expectations the council and partners have of tenants in terms of positive behaviours and contributions to society, on the basis that they receive significant financial support from the community. It will also set out how this should be communicated to tenants in order to have the greatest impact.</p> <p>There are a number of behaviours that could be included in the agreement, subject to discussion and refinement with councillors and partners:</p> <ul style="list-style-type: none"> • Not being involved in crime/ASB: reinforcing the key community safety messages and the legal tenancy agreements • Not misusing substances: covered under criminal behaviour but with the potential to be reinforced and to include legal substances like alcohol. • Registering with GP services: and using these appropriately • Actively seeking employment (via training/study if necessary): building on the 'Passport to Success' program underway • Managing finances: not getting into/getting support with debt and financial planning • Ensuring children attend school (in a fit state): reinforcing the requirements and responsibility of parents • Engaging with services where referred or in need: e.g. Troubled Families service for families with complex needs, community coaches programs, parenting programs • Maintaining the (local) environment: reporting damage, not littering or fly tipping, cleaning and gritting the area around the property • Recycling: Minimising waste and recycling all possible materials • Volunteering: Giving back to the community though local voluntary work.
<p>Target Group</p>	<p>This would target all Barnet Homes residents, with the potential to roll it out to all registered social landlord (RSL) tenants.</p>
<p>Outcomes</p>	<p>Reframe the relationship between the citizen and the state, reduce dependency and encourage positive outcomes such as:</p> <ul style="list-style-type: none"> • Reduced crime and ASB including substance misuse • Increases in ETE levels and financial independence • Stronger families and increased potential for children to achieve • Environmental improvements • Increased supply of volunteers for community schemes

Evidence	<p>The use of similar policies by other councils or housing ALMOs has not become apparent through research for this OBC. The success of the recently implemented Barnet Tenancy Strategy is also not yet at a stage where impact can be gauged.</p> <p>Aspirations for success are instead based on a number of assumptions and principles from relevant initiatives, namely:</p> <ul style="list-style-type: none"> • Structured communication framed to appeal to motivations and values can be effective in changing resident behaviour. • A structured message about the cost/value of housing support is rarely delivered to social tenants. • Tenants will be prepared to exhibit beneficial behaviours on a quid pro quo basis, especially if they clearly understand the level of support that they currently receive. • Tenants tend value their home and the tenure of it very highly, acting as an incentive to respond positively to requests from agencies involved in the management of tenancies.
How would it work in practice?	<p>On further consultation with partners, councillors and potentially tenants, the priority behaviours would be refined and condensed. The policy team within the Council would then be responsible for writing the policy, setting out the required behaviours and examples of how these work in practice. This document would also contain the key elements of the structured messages that should be delivered to residents.</p> <p>Barnet Homes would adopt this policy which underpin relevant communications between the organization and its tenants, reinforcing key messages at relevant contact points such as:</p> <ul style="list-style-type: none"> • Official literature: tenant guides, newsletters, leaflets • Universal staff interactions: for example through the applications process • Targeted staff interactions: for example through fixed tenancy review meetings
Required partner inputs	<p>This would require the input of the policy team and project management support to liaise with councillors and partners.</p> <p>Once developed, this would require engagement and ownership of Barnet Homes in particular, who would need to adopt the principles of the policy in their interactions with residents.</p>
Savings	<p>This initiative is designed as an enabler that clearly sets out expectations of tenants and has a long-term, positive behavioural effect.</p> <p>Given that this is an entirely new initiative and the priority behaviours to be contained within the policy have not yet been established, a cost benefit analysis has not been completed for this initiative. It is envisaged, however, that the investment required would be minimal, requiring some project management and policy team resource within the council and some resource within Barnet Homes to absorb the policy into communications updates and staff practice.</p>



5.2 Neighbourhood Justice Panels (NJPs)

Description	A forum in which perpetrators of anti-social behaviour or low level offending are called to meet with the victims of their behaviour, and any wider involved community, to recognise the harm that they have caused and make meaningful amends for their actions. Both the victim and perpetrator must agree to this remedy and the perpetrator must admit liability. NJPs are a form of restorative justice.
Target Group	People exhibiting anti-social behaviour and at risk of arrest, in particular those who come to the notice of the Police but are not in contact with, and unlikely to meet, the statutory threshold for other public services.
Outcomes	<ul style="list-style-type: none"> ▪ Reduce re-offending and ASB incidents ▪ Improve victim satisfaction ▪ Develop public confidence with visibility of crime/ASB being tackled ▪ Increase community engagement in the development of local justice solutions ▪ Reduce Police bureaucracy ▪ Reduce volume and cost of standard Council, Police and Crown Prosecution Service interventions such as court.
Evidence	<p>Neighbourhood justice panels are a form of restorative justice. In trials of restorative justice(RJ) approach (robbery, burglary and violent offences):⁵</p> <ul style="list-style-type: none"> ▪ The majority of victims chose to participate and 85% of victims who took part were satisfied with the process⁶ ▪ RJ reduced the frequency of re-offending, leading to £9 savings for every £1 spent on restorative justice⁷, and ▪ Up to 27% reduction in re-offending following RJ. <p>There is also evidence of very low re-offending rates (3-5%) following NJP interventions in sites already up and running (for example Somerset; Sheffield; Manchester).⁸</p> <p>Research by Sheffield Hallam University found that the average cost of mediating a neighbour dispute across three mediation services varied from £160 to £430, whereas other statutory interventions could cost £1,240 - for example to go to court for an injunction.⁹</p>
How would it work in practice?	<ul style="list-style-type: none"> ▪ Initially the main referring agencies would be the Council, housing providers and the Police. Referral parameters would need to be clarified including the definition of ASB and priority areas of focus. ▪ A part time coordinator would take responsibility for the overall management and approximately 10 community volunteers would provide the mediation and liaison function. ▪ Maximising community awareness would be a key focus, e.g. through the panel recruitment exercise. ▪ Peer sites have suggested that much of the benefit of NJPs comes from the conferencing element, rather than from any reparative contracts, and have also warned about the risks of cost escalation in the event that enforcement and monitoring are required. It therefore proposed that the first initiative is limited to conferencing.
Required	Proposed resourcing (short term)

⁵ Based on Joanna Shapland's independent evaluation of Government trials of restorative justice

⁶ http://www.restorativejustice.org.uk/resource/ministry_of_justice_evaluation_restorative_justice_the_views_of_victims_and_offenders/

⁷ http://www.restorativejustice.org.uk/resource/ministry_of_justice_evaluation_does_restorative_justice_affect_reconviction_the_fourth_report_from_the_evaluation_of_three_schemes/

⁸ For further details see attached case studies (Appendix 3)

⁹ Evaluation of Sheffield City Council's Community Justice Panels project, Hallam Centre for Community Justice (March 2010) http://www.restorativejustice.org.uk/resource/evaluation_of_sheffield_community_justice_panel/

<p>partner inputs</p>	<ul style="list-style-type: none"> • Project management set up costs to be funded by the Council (£15,000) • Part-time coordinator to be funded by the Council (£22,500) • Volunteer expenses to be funded by the Council (£20,000) <p>Rationale for proposed inputs (based on partner constraints)</p> <ul style="list-style-type: none"> • The Council to fund the initiative in the short term as part of the partnership commitment to reducing ASB and alcohol-related crime. • The Council capability to provide cash funding and project management support in the short term makes the Council most suitable to fund the set up and initial running costs of this OBC strand. 																																										
<p>Savings and assumptions</p>	<p>It is expected that NJPs would generate savings across the criminal justice system as follows:</p> <table border="1" data-bbox="435 683 1353 996"> <thead> <tr> <th>NJP</th> <th>Gross saving</th> <th>Operating cost</th> <th>Annual impact</th> <th>Set up costs</th> <th>Year 1 impact</th> </tr> </thead> <tbody> <tr> <td>Police</td> <td>£163,946</td> <td>£0</td> <td>£163,946</td> <td>£0</td> <td>£163,946</td> </tr> <tr> <td>CPS</td> <td>£10,625</td> <td>£0</td> <td>£10,625</td> <td>£0</td> <td>£10,625</td> </tr> <tr> <td>Probation</td> <td>£5,636</td> <td>(£2,125)</td> <td>£3,511</td> <td>£0</td> <td>£3,511</td> </tr> <tr> <td>Court</td> <td>£16,320</td> <td>£0</td> <td>£16,320</td> <td>£0</td> <td>£16,320</td> </tr> <tr> <td>Council</td> <td>£0</td> <td>(£42,500)</td> <td>(£42,500)</td> <td>(£17,650)</td> <td>(£60,150)</td> </tr> <tr> <td>Total</td> <td>£196,527</td> <td>(£44,625)</td> <td>£151,902</td> <td>(£17,650)</td> <td>£134,252</td> </tr> </tbody> </table> <p>It should be noted that this does not include less direct but wider savings to the public purse stemming from reduced demand for other reactive services are not incorporated given the scope of work and range of stakeholders.</p> <p>The key assumptions upon which these savings have been modeled are:</p> <ul style="list-style-type: none"> • The initial target cohort will be 200, made up of those who are at risk of arrest due to ASB • Savings will accrue by diversion of activity away from the police and courts. • 50% of these would otherwise have been arrested and faced further criminal justice interventions • 50% will reoffend if they don't go through an NJP • There will be some escalation in seriousness of offences with re-offending behaviour • NJPs will reduce the reoffending rate/escalation in crime (and thus related costs) to 40% (compared to 50%) 	NJP	Gross saving	Operating cost	Annual impact	Set up costs	Year 1 impact	Police	£163,946	£0	£163,946	£0	£163,946	CPS	£10,625	£0	£10,625	£0	£10,625	Probation	£5,636	(£2,125)	£3,511	£0	£3,511	Court	£16,320	£0	£16,320	£0	£16,320	Council	£0	(£42,500)	(£42,500)	(£17,650)	(£60,150)	Total	£196,527	(£44,625)	£151,902	(£17,650)	£134,252
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5.3 Community Coaches scheme

<p>Description</p>	<p>Community coaches is a citizen-led service designed to enable people to effectively navigate the support available to them, articulate and realise their own goals, and thus support themselves.</p> <p>Community coaches is a life coaching service developed in Barnet using locally trained volunteers to work with disadvantaged individuals and families. The project formed part of the Borough’s commitment to using early intervention and prevention as a means of supporting families and individuals at risk of developing multiple complex needs which may require high cost public service interventions. Based on the success of the project, it is recommended that a similar service is established where individuals would be referred on the basis of their risk of criminal behaviour.</p> <p>The community coaches were local volunteers supported by paid project coordinators recruited by the local delivery partner. They were trained to support and guide individuals through a personal development process towards achieving their goals and aspirations, and thus in time reducing their dependency on public services.</p>
<p>Target Group</p>	<p>People involved in anti-social behaviour at risk of arrest, not accessing support and people believed to be at risk of becoming involved in criminal behaviour.</p>
<p>Outcomes</p>	<p>Overall focus: To support, empower and enable people to stabilise their lifestyles to reduce corrosive behaviour and thereby control ASB:</p> <ul style="list-style-type: none"> ▪ Help individuals to resolve problems at an earlier stage to prevent entry into the criminal justice continuum and out of statutory justice system ▪ Develop individual personal resilience which will reduce number of people becoming perpetrators of criminal behaviour ▪ Increase individual resilience to empower residents and reduce their vulnerability to become victims of crime ▪ Prevent individuals who may not be known to statutory agencies from becoming known through crises events ▪ Provide a conjoint to the network of existing community resources – harnessing resources more innovatively and flexibly ▪ Provide a more effective engagement mechanism with community services ▪ Reducing re-offending and ASB incidents ▪ Reduce engagement with the wider public sector
<p>Evidence</p>	<p>The local community coaches prototype 46% reduction in engagement with wider public services, the 52% reduction in risk to others and the overall reduction in chaotic behaviour of 73%.¹⁰</p> <p>The results showed a significant decrease in harmful behaviours including ‘risk to others’, which is strong evidence that a similar service would be effective with a community safety focus. The level of impact within a short time scale is also encouraging.</p>

¹⁰ See Appendix 3 for further details.
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<p>How would it work in practice?</p>	<p>Building on the current prototype it is possible to use the same methodology to deliver a new community service targeted at those at risk of offending.</p> <p>This would require recruitment and training of volunteer coaches who would be able to support people exhibiting ASB possibly as a result of chaotic behaviour.</p> <p>The scheme would follow a similar implementation approach to that used in the community coaches prototype (phase 2) project whereby the lead partner would commission a local third party provider would be responsible for development and delivery</p> <p>While it may be possible to identify risk factors associated with future offending behaviour, translating these into appropriate referral mechanisms could be challenging and it would be important to avoid stigmatisation. Case identification and referral could be through the NJP process given the crossover in target group, the difficulty in reaching those individuals through other points of contact and the scope to utilise that gate keeping function.</p>																																										
<p>Required partner inputs</p>	<p>Proposed resourcing</p> <ul style="list-style-type: none"> Project management set up costs funded by the Council (£18,200) Homestart/ other voluntary sector provider to be funded by the Council (£75,000) <p>Rationale for proposed inputs (based on partner constraints)</p> <ul style="list-style-type: none"> Community coaches is linked to NJPs and as such it is best for the Council to lead on setting up this strand as part of their commitment to reducing ASB and alcohol-related crime in Barnet. The Council's budget flexibility enables the Council to provide cash funding and 'in kind' resource support to facilitate the launch and initial activity of this strand in the short term. Once set up and the initial activity of the community coaches has been evaluated, the partnership can then go about more closely linking the allocation of costs to the financial benefits attributed to each partner. 																																										
<p>Savings and assumptions</p>	<p>Community coaches would generate efficiencies across the system as shown below:</p> <table border="1" data-bbox="432 1391 1356 1688"> <thead> <tr> <th>Coaches</th> <th>Gross saving</th> <th>Operating cost</th> <th>Annual impact</th> <th>Set up costs</th> <th>Year 1 impact</th> </tr> </thead> <tbody> <tr> <td>Police</td> <td>£55,429</td> <td>£0</td> <td>£55,429</td> <td>£0</td> <td>£55,429</td> </tr> <tr> <td>CPS</td> <td>£4,500</td> <td>£0</td> <td>£4,500</td> <td>£0</td> <td>£4,500</td> </tr> <tr> <td>Probation</td> <td>£10,602</td> <td>£0</td> <td>£10,602</td> <td>£0</td> <td>£10,602</td> </tr> <tr> <td>Court</td> <td>£6,912</td> <td>£0</td> <td>£6,912</td> <td>£0</td> <td>£6,912</td> </tr> <tr> <td>Council</td> <td>£0</td> <td>(£75,000)</td> <td>(£75,000)</td> <td>(£17,650)</td> <td>(£92,650)</td> </tr> <tr> <td>Total</td> <td>£77,443</td> <td>(£75,000)</td> <td>£2,443</td> <td>(£17,650)</td> <td>(£15,207)</td> </tr> </tbody> </table> <p>There are also substantial uncosted savings related to the wider impact of community coaches on reducing reliance on public services as evidenced by the Homestart prototype.</p> <p>The key assumptions upon which these savings have been modelled are:</p>	Coaches	Gross saving	Operating cost	Annual impact	Set up costs	Year 1 impact	Police	£55,429	£0	£55,429	£0	£55,429	CPS	£4,500	£0	£4,500	£0	£4,500	Probation	£10,602	£0	£10,602	£0	£10,602	Court	£6,912	£0	£6,912	£0	£6,912	Council	£0	(£75,000)	(£75,000)	(£17,650)	(£92,650)	Total	£77,443	(£75,000)	£2,443	(£17,650)	(£15,207)
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	<ul style="list-style-type: none">• The target cohort will be 100, made up of those who are at risk of arrest due to ASB without this intervention who show the greatest signs of chaotic lifestyles and are most likely to reoffend.• All savings are modelled on the impact of community coaches on the level of reoffending.• 80% will reoffend if they aren't allocated a community coach.
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5.4 Conditional Cautions

Description	<p>A conditional caution is defined as ‘a caution which is given in respect of an offence committed by the offender and which has conditions attached to it’.¹¹</p> <p>Conditional cautions are one of a range of out-of-court disposals determined by the Police, and provide an effective, swift and speedy resolution in appropriate cases.</p> <p>The perpetrator of the offence must admit liability and agree to the alternative out of court disposal.</p> <p>Conditions can be reparative (e.g. an apology or community work), rehabilitative (e.g. an alcohol or drug awareness session) or restrictive (i.e. not to approach a particular person or area).</p> <p>Current utilisation of conditional cautions in Barnet is very limited. The initial proposal is to increase use of conditional cautions targeting for example, alcohol related crime and anti-social behaviour and/or domestic violence/ hate crime.</p>
Target Group	<p>People who are arrested in Barnet who could be prosecuted in court if alternatives are not available, the specific focus for a range of out of court disposals being alcohol-related issues/ domestic violence.</p>
Outcomes	<ul style="list-style-type: none"> ▪ Introduction of new skills to change behaviours associated with crime ▪ Reduce re-offending through rehabilitative punishment ▪ Earlier intervention and ‘upstream’ crime prevention ▪ Reduction in reoffending for alcohol related crime and ASB/ domestic violence ▪ Reduction in process time / cost for police officers (assessment / custody / convictions / cost of court process) ▪ Reduced strain on services from the Cell Management Team in custodial suites ▪ Victims may receive compensation by way of reparation (increased victim satisfaction) ▪ Reduction in self-harm from defendants being left in custody for long periods of time ▪ Reduced demand for legal aid ▪ Reduced throughput for magistrates court ▪ Increased victim satisfaction through increased community participation in educational remedies and / or reparative solutions (it will be essential that the victim agrees that a conditional caution is a suitable disposal for the crime committed)
Evidence	<p>The overall national compliance rate according to Crown Prosecution Service (CPS) data for conditional cautioning is 81.4%, a high level of success rate.</p> <p>Use of conditional cautions is low in Barnet and across London showing that there is significant opportunity to leverage this approach. The number of conditional cautions administered in the whole London area (pre-charge) for Q1 2012/13 was 77 (down from 2011/12) and 28 post charge (up from 2011/12 data). In 2011, only 13 conditional cautions were issued in Barnet in total.¹²</p> <p>The value of brief interventions as a low cost and early intervention for non-dependent drinkers has been recognised.¹³ It has been estimated that</p>

¹¹ Home Office, 2004

¹² Sourced from Barnet Police service.

¹³ Department of Health (2005)

	<p>providing information and advice in this way can lead to a 24% reduction in alcohol consumption.¹⁴ Research shows brief interventions to be effective in reducing mortality amongst problem drinker populations by about 23% to 36%.¹⁵</p> <p>A Manchester conditional cautioning and alcohol arrest referral pilot saw attendance rates of 90% and there was a 92% completion rate in Doncaster and 78% of attendants said their knowledge and awareness had improved as a result.</p> <p>Preston Nightsafe Conditional Cautioning Alcohol Awareness Pilot Project provides a relevant blueprint and evidence base for Barnet. Alcohol sessions are self-funded through the payment of a £30 fee by offenders attending the alcohol brief intervention session.¹⁶</p> <p>Research by the Fulbright Police Research Fellowship indicated that conditional cautions could be an effective response for first time domestic violence offenders.¹⁷ The report also indicates that alcohol is a key risk factor and recommended modules on alcohol could be incorporated into these programmes.</p>
<p>How would it work in practice?</p>	<p>Police must commit to scale up the capacity of restorative justice trained officers within the borough to understand the information to be provided to enable the Crown Prosecution Service to make effective decisions. The CPS must be engaged and in agreement with the approach and committed to using these options as out of court disposals.</p> <p>In order to minimise overhead and risk of cost escalation, conditional cautions would initially focus on diversionary alcohol/ASB impact awareness and/or domestic violence perpetrator courses.</p> <p>Within the fee paid directly by the offender, the provider would manage payment admin, registration, completion and data hand off to and from CPS. Should the offender fail to attend the course within certain tolerances, the provider would notify the CPS and onward prosecution would resume. This element would therefore be cost-neutral from partners' perspective and would also simplify and minimise the job of recording and handing off the cautions for Police colleagues.</p> <p>The voluntary sector has a role to play in developing the market for delivering (for example) diversionary courses, possibly building on examples / materials from other schemes, and in raising local awareness.</p>
<p>Required partner inputs</p>	<p>Proposed resourcing</p> <ul style="list-style-type: none"> • The Council to fund Project Management set up costs to design course specification (£10,000) (staff cost). • The Police to fund process redesign and staff training (£40,000) (mainly staff cost) • The Police to fund operational cost (£98,400) (staff cost) <p>Rationale for proposed inputs (based on partner constraints)</p> <ul style="list-style-type: none"> • The Council has the project management expertise to design and stipulate the requirements for local provision of (e.g.) alcohol awareness courses. • Conditional cautions would be delivered by the police so would require police resource to design the delivery process, push through

¹⁴ Freemantle, et al, 1993, cited in Wutzke et al, 2002).

¹⁵ Cuijpers et al, 2004

¹⁶ See Appendix 3 for more detail.

¹⁷ <http://library.npia.police.uk/docs/fulbright-domestic-abuse5-2011.pdf>

	<p>the initiative and provide the necessary training to staff. Operating costs will naturally accrue to the Police in terms of staff time on new tasks, however other initiatives in the programme will seriously reduce demand on Police staff elsewhere.</p>																																										
<p>Savings and assumptions</p>	<p>Conditional cautions would generate savings across the system as follows:</p> <table border="1" data-bbox="435 409 1353 719"> <thead> <tr> <th>CCs</th> <th>Gross saving</th> <th>Operating cost</th> <th>Annual impact</th> <th>Set up costs</th> <th>Year 1 impact</th> </tr> </thead> <tbody> <tr> <td>Police</td> <td>£49,440</td> <td>(£98,400)</td> <td>(£48,960)</td> <td>(£38,100)</td> <td>(£87,060)</td> </tr> <tr> <td>CPS</td> <td>£110,000</td> <td>£0</td> <td>£110,000</td> <td>£0</td> <td>£110,000</td> </tr> <tr> <td>Probation</td> <td>£143,880</td> <td>£0</td> <td>£143,880</td> <td>£0</td> <td>£143,880</td> </tr> <tr> <td>Court</td> <td>£168,960</td> <td>£0</td> <td>£168,960</td> <td>£0</td> <td>£168,960</td> </tr> <tr> <td>Council</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£9,100</td> <td>£9,100</td> </tr> <tr> <td>Total</td> <td>£472,280</td> <td>(£98,400)</td> <td>£373,880</td> <td>(£29,000)</td> <td>£344,880</td> </tr> </tbody> </table> <p>The key assumptions upon which these savings have been modeled are:</p> <ul style="list-style-type: none"> • The target cohort will be 200 people, made up of those that have been arrested and would otherwise be prosecuted • Savings will accrue by diversion of activity away from the courts. • 100% of these would have been prosecuted with 50% sentenced; receiving either a fine or a community order/ suspended sentence • 50% will reoffend if they don't go receive a conditional caution • The use of conditional cautions will reduce the reoffending rate/escalation in crime (and thus related costs) to 40%. 	CCs	Gross saving	Operating cost	Annual impact	Set up costs	Year 1 impact	Police	£49,440	(£98,400)	(£48,960)	(£38,100)	(£87,060)	CPS	£110,000	£0	£110,000	£0	£110,000	Probation	£143,880	£0	£143,880	£0	£143,880	Court	£168,960	£0	£168,960	£0	£168,960	Council	£0	£0	£0	£9,100	£9,100	Total	£472,280	(£98,400)	£373,880	(£29,000)	£344,880
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Total	£472,280	(£98,400)	£373,880	(£29,000)	£344,880																																						



5.5 Enhanced Integrated Offender Management

<p>Description</p>	<p>Integrated Offender Management (IOM) aims to co-ordinate all relevant agencies to deliver interventions for offenders identified as warranting intensive engagement, whatever their statutory/non-statutory status. At the core of IOM is the delivery of a managed set of interventions, sequenced and tailored to the risk factors associated with individuals. These interventions are designed to address the drivers behind an offender’s criminality and remove barriers to desistance, thereby reducing their re-offending.</p> <p>Local IOM models are at the discretion of local partner agencies. Barnet’s model includes the following elements:</p> <ul style="list-style-type: none"> ▪ Co-location of statutory agencies including Probation and Police and re-settlement workers (Barnet Homes and Job Centre Plus) ▪ A target group defined by local partner agencies (see below). ▪ A “carrot and stick” approach, with re-settlement support provided but robust enforcement if an offender does not comply. <p>Following the successful launch of the programme, and based on an interim evaluation of outcomes from the first 6 months and best practice examples nation-wide, the proposal is to expand and enhance the local IOM model by introducing the following:</p> <ul style="list-style-type: none"> ▪ Increasing the IOM caseload from 97 to 200. ▪ Improvements to the screening/referral/assessment process, particularly for clients with mental health needs. ▪ Development of enhanced prison link to ensure a better transition between community/ custodial settings
<p>Target Group</p>	<p>The current target group for IOM is:</p> <ul style="list-style-type: none"> ▪ All Priority and Prolific Offenders (PPOs) ▪ Known or suspected burglary offenders (prioritised according to police intelligence, arrest data and OGR scoring) ▪ High volume/impact offenders irrespective of crime type <p>There are currently 97 offenders managed by IOM with capacity to expand this using existing staffing resources (may involve some caseload reallocation). It is recommended that the caseload is expanded to 200 with a similar ratio of statutory to non statutory clients (currently 55-60% stat, 40-45% non-stat).</p>
<p>Outcomes</p>	<ul style="list-style-type: none"> ▪ Reduced crime through reducing the likelihood high risk offenders engaging in criminal activity. ▪ Reduction in re-offending as follows: <ul style="list-style-type: none"> ○ Non-statutory clients: 30% re-offending rate (compared to national re-offending rate 58%) ○ Statutory clients: 40% re-offending rate (compared to national re-offending rate 55%)

<p>Evidence</p>	<p>Evaluation of IOM in Barnet for the cohort of IOM offenders that started the scheme in June 2012 has shown the following positive results:</p> <ul style="list-style-type: none"> ▪ Reduction in the number of offences from 135 in the 12 months pre-IOM to estimated 56 in 12 months of IOM (based on first 6 month data) – equivalent of £156k savings to society based on Home Office Cost of Crime data. ▪ There has been a greater reduction in the no. of offences among non-statutory compared to statutory clients. ▪ Statutory offenders have an expected re-offending rate of 46% compared to a national re-offending rate of 55% ▪ Statutory offenders have an expected re-offending rate of 36% compared to a national re-offending rate of 58% <p>This demonstrates a clear case for continuing to work with non-statutory clients, backed up by research on relative levels of re-offending among this client group. A recent report by the charity Revolving Doors made the case for working with short sentence prisoners:</p> <p>“The reoffending rate for short-sentence prisoners stands at 60% This is considerably higher than the 50% reoffending rate averaged across all custodial sentence lengths and the 35% reoffending rate following community sentences”</p> <p>Other local IOM models have had considerable success working with non statutory clients:</p> <ul style="list-style-type: none"> ▪ Safer Newcastle IOM model focused on non-statutory clients. Overall, 61 offences were committed before the programme and 31 during the programme, representing a reduction of 51%.¹⁸ <p>Evidence suggests that addressing the inter-related needs of clients (i.e. the seven resettlement pathways) can have a dramatic impact on reducing reoffending:</p> <ul style="list-style-type: none"> ▪ Conwy and Denbighshire IOM worked with a cohort of PPOs and middle tier offenders known as “8 ways” clients. An evaluation of the eight ways clients recorded 76% less convictions in the 12 months during IOM, compared to the previous 12 months, and an equivalent reduction in the cost of crime (using Home Office Data).¹⁹ 																																										
<p>Savings and assumptions</p>	<p>An enhanced IOM model would generate savings across the criminal justice system as follows.</p> <table border="1" data-bbox="432 1563 1356 1861"> <thead> <tr> <th>IOM</th> <th>Gross saving</th> <th>Operating cost</th> <th>Annual impact</th> <th>Set up costs</th> <th>Year 1 impact</th> </tr> </thead> <tbody> <tr> <td>Police</td> <td>£29,942</td> <td>£0</td> <td>£29,942</td> <td>£0</td> <td>£29,942</td> </tr> <tr> <td>CPS</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>Probation</td> <td>£3,609</td> <td>(£15,689)</td> <td>(£12,080)</td> <td>£0</td> <td>(£12,080)</td> </tr> <tr> <td>Court</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>Prison</td> <td>£15,623</td> <td>£0</td> <td>£15,623</td> <td>£0</td> <td>£15,623</td> </tr> <tr> <td>Council</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>(£11,667)</td> <td>(£11,667)</td> </tr> </tbody> </table>	IOM	Gross saving	Operating cost	Annual impact	Set up costs	Year 1 impact	Police	£29,942	£0	£29,942	£0	£29,942	CPS	£0	£0	£0	£0	£0	Probation	£3,609	(£15,689)	(£12,080)	£0	(£12,080)	Court	£0	£0	£0	£0	£0	Prison	£15,623	£0	£15,623	£0	£15,623	Council	£0	£0	£0	(£11,667)	(£11,667)
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¹⁸ Safe Newcastle Non Statutory Target Project evaluation, June 2012, www.cjp.org.uk/iom-elearning

¹⁹ Conwy and Denbighshire IOM Performance report, April 2012, www.cjp.org.uk/iom-elearning/

	<p>It is assumed that IOM will continue to be cost neutral with an extended case load.</p> <ul style="list-style-type: none"> ▪ The various agencies involved in delivery of IOM would still be inputting the same resources into addressing the needs of statutory offenders. ▪ The efficiencies achieved by a multi-agency approach are assumed to offset the additional costs of working with additional non-statutory clients. <p>Based on evidence from other IOM models it is assumed that if improvements are made to resettlement pathways, the following reductions in re-offending would occur:</p> <ul style="list-style-type: none"> ▪ 40% for statutory clients (compared to 55% without IOM²⁰) ▪ 30% for non-statutory clients (compared to 58% without IOM²¹) <p>Enhancements to mental health screening and prison link role would be cost neutral.</p>
<p>Required partner inputs</p>	<p>The additional partner inputs required for an enhanced Integrated Offender Management are:</p> <ul style="list-style-type: none"> 1 x Probation Service Officer 1 x Probation Officer 1 x Police Constable <p>However, for the purposes of modelling, it is assumed that staffing costs for IOM will continue to be cost neutral due as the efficiencies achieved by a multi-agency approach are assumed to offset the additional costs of working with additional non-statutory clients.</p> <p>There are ongoing premises costs of approximately £16k met by Probation. There would be set up costs of approximately £11k for project support, provided by the Council IOM Manager.</p>

²⁰ Based on home office national reconviction statistics,

²¹ Based on home office national reconviction statistics

6 Risks, Dependencies and Constraints

6.1 Risks

Risk	Mitigating action
If there is a lack of financial or resource contribution from partners, it will not be possible to deliver the initiatives and deliver the associated benefits.	<ul style="list-style-type: none"> • Options developed in consultation with partners. • Develop benefits framework demonstrating financial and non financial benefits accrued.
If benefits are obscured by other factors outside of the control of the initiatives, it may be difficult to achieve future funding.	<ul style="list-style-type: none"> • Develop clear evaluation framework, including secondary/ intermediate benefits.
If there is insufficient “demand” from victims of crime or ASB for NJP or conditional cautions -there will be a low return on the initial investment to set up the initiatives.	<ul style="list-style-type: none"> • Initiatives will be piloted on a small scale initially limiting the likelihood of this risk. • Robust communications and engagement plan
If not enough volunteers come forward for the community coaches and NJP schemes, or are not of a high quality, the schemes will not be viable.	<ul style="list-style-type: none"> • Robust public engagement and recruitment process. • High quality training programme.
If there are a low number of referrals to schemes, this could reduce the return on investment from setting up the scheme.	<ul style="list-style-type: none"> • Identify clear referral criteria with partner agencies / neighbourhood justice panel.
If initiatives require a high level of monitoring, this could increase costs and reduce the return on investment.	<ul style="list-style-type: none"> • Initiatives designed to require minimal monitoring by agencies.

6.2 Dependencies

Dependencies	Mitigating action
The initiatives are reliant on minimum levels of suitable types of anti-social behaviour and crime.	Initiatives to be implemented on a small scale initially and demand to be tested with partners at development of full business case/ implementation stage.
Agreement of funding models after year one will be dependent on good quality information on avoided costs	This will be built into monitoring and evaluation plans for each initiative. Support will be required from finance and has been built into set up costs.

6.3 Constraints

Constraint		Mitigating action
Budget	Partners have limited flexibility within budgets, as defined in Appendix 1.	The funding model is designed to enable partners to release resources in the medium term to adjust contributions to create a pathway to future delivery.
Staff	Restructuring to meet the Council's MTFS targets may impact on the Council's role to deliver and evaluate the programme.	Project board to include relevant management to ensure transparency around staffing changes and enable early mitigation of risk.
Quality	The success of each initiative will be based on how well it will be executed.	Support will be provided to the responsible parties to develop and implement plans for each initiative. Monitoring and evaluation plans to be developed as part of detailed implementation planning

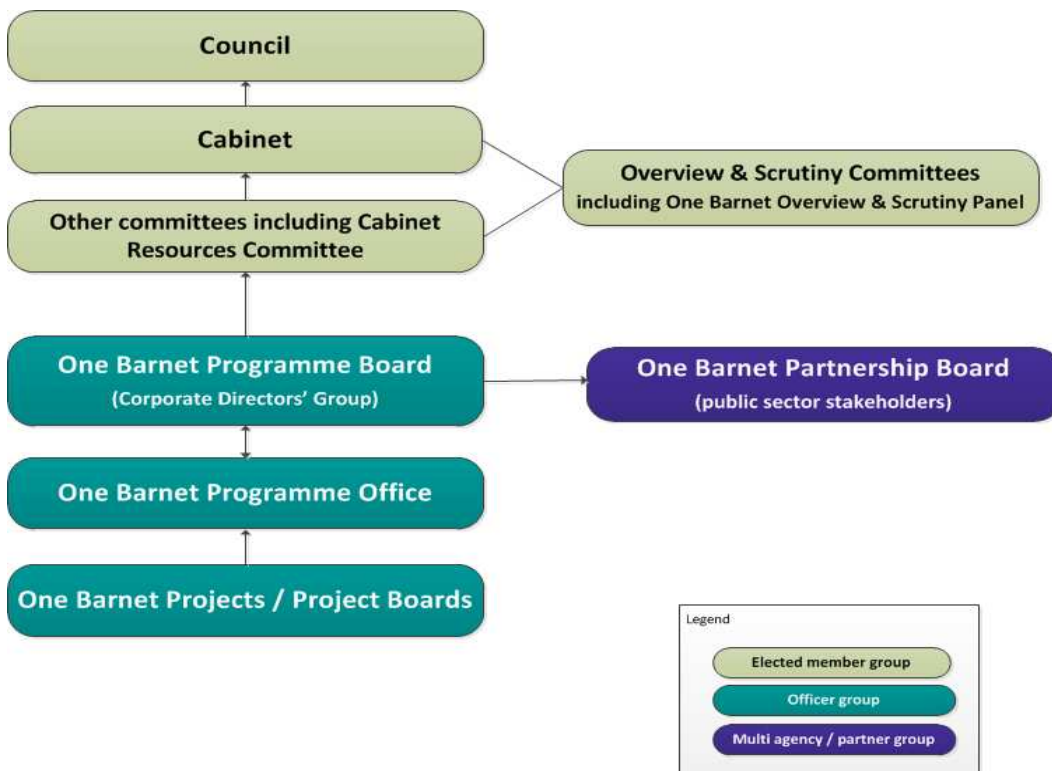
7 Initial Project Plan

		Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	
OBC development and sign off																							
Cabinet Resources Committee sign off	Feb-2013		◆																				
Programme management																							
Implement governance arrangements	Mar-13																						
Safer Communities Partnership Board	(Quarterly)				◆			◆			◆			◆			◆			◆			
Housing Policy																							
Develop policy in collaboration with key stakeholders																							
Approval process																							
Neighbourhood Justice Panels																							
Full Business Case and detailed implementation plan	Mar-Apr 13																						
Process design (pathways / gatekeeping)	Apr - May 13																						
Recruitment of coordinator	May-13																						
Train referring agencies	Jun-13																						
Volunteer role specification and recruitment	May - Jun 13																						
Train facilitators/volunteers	Jun-13																						
Public engagement	Jun - Jul 13																						
Go live	Jul-13																						
Monitoring and evaluation																							
Community Coaches																							
Full Business Case and detailed implementation plan	Mar-13																						
Partner liaison / policy co-design	Mar-Apr 13																						
Specification and evaluation framework	Apr-13																						
Process design (pathways / gatekeeping)	Apr - May 13																						
Tools (forms/ dataset / info share)	May - Jun 13																						
Role spec, recruitment, training and checks	Jun - Jul 13																						
Market engagement, contract and letting	Aug-13																						
Go live	Sep-13																						
Monitoring and evaluation																							
Conditional Cautions																							
Detailed implementation plan sign-off at partnership board	Mar-Apr 13																						
Define target groups and appropriate conditionality	Apr-13																						
Specify conditions (diversionary courses)	Apr-13																						
Process and tools	May-13																						
Info sharing protocols	Jun-13																						
Awareness course design and development	Jun-13																						
Officer training design and delivery	Jun-Jul 13																						
Source course provider	Jul-13																						
Launch	Jul-13																						
Monitoring and evaluation																							
Integrated Offender Management																							
Agree partner resource input	Jan - Feb 13																						
Identify target clients	Feb-13																						
Enhanced IOM Go-live	Mar-13																						
Ongoing governance	ongoing																						
Year 1 evaluation and future funding proposals	Jul-Sept 2014																						◆

8 Project Governance and Roles

8.1 Project governance

The implementation of the programme of initiatives will fall under the overall internal programme governance arrangements for One Barnet, which is set out below. This provides an established mechanism for decision-making and issue escalation.



The Safer Communities Partnership Board will also have oversight for delivery of the programme of initiatives through quarterly meetings.

The proposed project board members are below:

Project Board members
Project Sponsor / Chair
Assistant Director Community Wellbeing
Head of Community Safety
Integrated Offender Management lead
Barnet Police Superintendent
Assistant Chief Officer Barnet (and Enfield) Probation Trust
Finance Lead
Communications & Engagement lead

8.2 Project Roles

Role	Key responsibilities
Project Sponsor	<ul style="list-style-type: none"> ▪ Senior responsibility for development, ownership and continuation of project business case(s) ▪ Monitoring and control of progress ▪ Management of relationships with senior stakeholders ▪ Resolution of issues/ blockages reported by One Barnet Project Manager. ▪ Effective communication between the project and commissioning group ▪ Formal closure ▪ Post project review
AD Community Wellbeing	<ul style="list-style-type: none"> ▪ Management responsibility for Community Safety team
Head of Community Safety & team	<ul style="list-style-type: none"> ▪ Responsibility for monitoring delivery of the wider Safer Communities Strategy. ▪ Coordination of programme evaluation
Partner Lead: Police	<ul style="list-style-type: none"> ▪ Project management of Conditional Cautions strand. ▪ Provision of data to support evaluation of initiatives.
Partner Lead: Probation	<ul style="list-style-type: none"> ▪ Project management of Integrated Offender Management strand. ▪ Provision of data to support evaluation of initiatives.
Policy lead	<ul style="list-style-type: none"> ▪ Development of housing policy
Partner Lead: Barnet Homes	<ul style="list-style-type: none"> ▪ Adoption and implementation of housing policy
One Barnet Project Manager	<ul style="list-style-type: none"> ▪ Programme management for five initiatives ▪ Escalation of blockages and issues to the sponsor ▪ Project management of Community Coaches/ Neighbourhood Justice Panels strands. ▪ Project Management of Conditional Cautions (Awareness Course)
One Barnet Programme Office	<ul style="list-style-type: none"> ▪ Reporting to One Barnet Programme Board (CDG) ▪ Support to the Project manager to identify interdependencies and cross-cutting programme level risks. ▪ Quality assurance of project management documentation

9 Risk Management Strategy

As set out in the strategic outline case project risks will be managed in line with the council's Corporate Risk Management Strategy and Project Management Toolkit.

10 Equalities

The council has a strong commitment to making equalities and diversity integral to everything it does. It has adopted a model that recognises that people are often disabled by their environment and other people's attitudes.

It will be necessary to assess the equalities impact of service developments on the different groups of people within the borough, as outlined in the 2012-13 Corporate Plan and work will be undertaken towards this end.

As part of the council's commitment to promoting equalities, the Safer Communities project will carry out equalities impact assessments on both staff and customers which will gather information about any differential impacts, potential or perceived impacts on different groups, including all of those groups covered by the Equality Act 2010. Members will be able to use this information to support them in having due regard to their duties under the Act. These considerations will provide fact-specific information as well as assessing the impact of those facts on different groups of people including disabled people in Barnet.

The One Barnet programme has been explicit in how it will support the council in meeting its statutory obligations under the Equality Act 2010 by using equality assessments to demonstrate that 'due regard' has been taken to support members in making informed decision.

Appendix 1: Breakdown of Safer Communities partnership spend (for the three largest partners with local budgets: LBB; Probation; Police)

Service	Barnet Spend (£000)	Staff spend	High level funding structure	Ring-fenced funding	Level of budgetary constraint
Barnet Council (community safety spend)	£ 4,781,825*	Approx. 83%	<p>Council base budget plus:</p> <ul style="list-style-type: none"> • EI&P grant funding • Community Safety Grant funding • Direct Schools Grant funding • Some Youth Offending Grant funding • Troubled Families attachment fees from Department for Communities and Local Government grant 	<ul style="list-style-type: none"> • Direct Schools Grant funding ring-fenced for expenditure within schools' budgets • £168k under section 75 agreement with Mental Health • Troubled families attachment fees (c. £1m) are effectively ring-fenced. 	<ul style="list-style-type: none"> • Lower proportion of spend on staff than partners with less restriction due to ring-fencing, allowing scope for cash investment in initiatives. • Savings able to be cashed locally
Probation	£1,600,000	Approx. 92%	<ul style="list-style-type: none"> • Regional Probation Trusts (London) funded by National Offender Management Service (NOMS). London Probation Trust funds Barnet and Enfield LD 	<ul style="list-style-type: none"> • Staffing and support costs (100% of budget) reported as ring-fenced (i.e. funding for these must be spent on these resources). 	<ul style="list-style-type: none"> • All spend is currently ring-fenced for the current activity spend so there is no funding available for contribute to projects • Currently high proportion of staff cost within budget. Within current delivery model 'tipping point' in reduction of activity equal to 1 FTE needs to be reached for savings to be cashable • Regionally funded budget so savings cashed absorbed by London Probation Trust
Police	£38,690,000	Approx. 99%	<ul style="list-style-type: none"> • Police authorities funded through Home Office, DCLG and local precept • Barnet Borough funded through the Metropolitan Police Authority 	<ul style="list-style-type: none"> • Police Officer pay, staff pay and PCSO pay is all ring-fenced- 97% of all spend 	<ul style="list-style-type: none"> • Difficult to release cash funding for initiatives initially as spend largely tied up in staffing. • Devolved and flexible funding totals £1m+ including c. £800k on staff overtime • Reductions in staff overtime could be cashed locally but (reduction targets in place for this spend). • Flexible funding includes £50k MOPAC funding for community projects (currently £43k is allocated to Troubled Families)

*Includes approximately £2.5m Troubled Families Service funding. This is a multi-disciplinary and agency service including funding of approx. £100k from partner agencies including Police. Community safety (reduction in crime and ASB) is one core aim of the service but this is not the sole focus in terms of outcomes.

Appendix 2: Breakdown of high level funding model options and Barnet and public sector examples (in descending order, with least integrated models at the top)

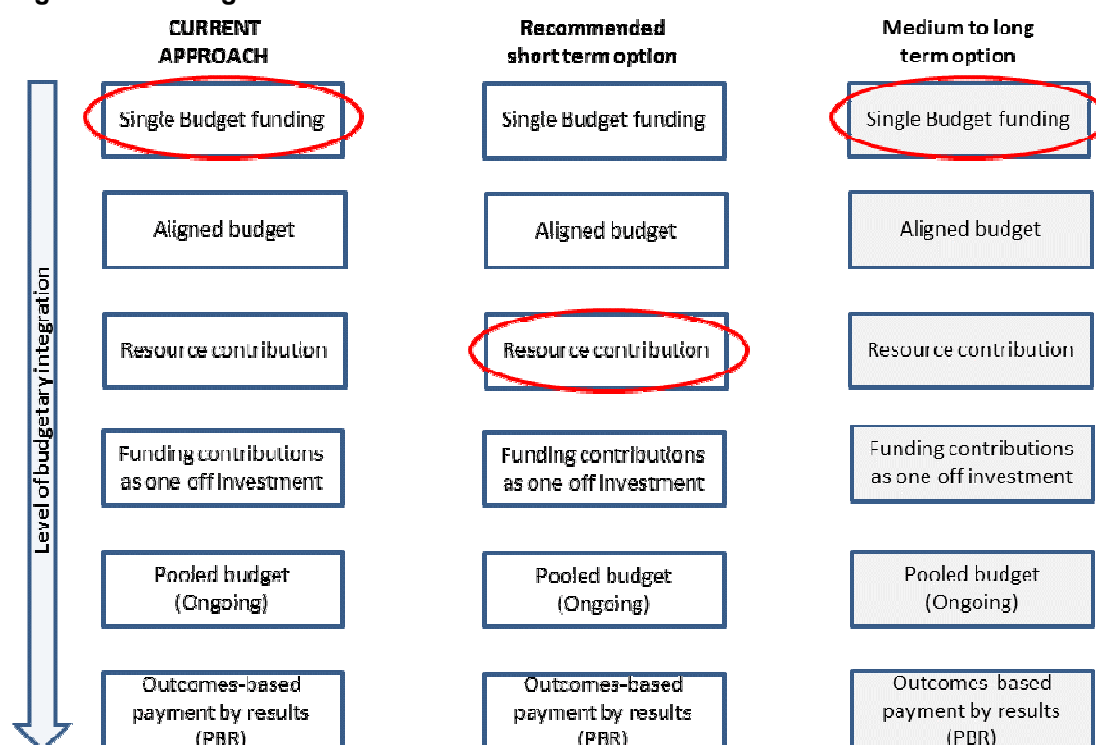
Model	Detail	Benefits	Risks	Examples
Single budget funding	<ul style="list-style-type: none"> Service funded wholly by one organisation 	<ul style="list-style-type: none"> Easy to administrate Effective where the outcomes of a service benefit a single organisation in the main 	<ul style="list-style-type: none"> Does not promote joint working Unsuitable where service outcomes benefit a number of agencies 	Police Safer Neighbourhoods Team
Aligned budget	<ul style="list-style-type: none"> Agreement between partners to use budgets to achieve a shared objective, working in parallel while maintaining control of their own budgets 	<ul style="list-style-type: none"> Alignment of partners' activity towards shared objectives Does not generate significant extra effort/ risk to partners of formalised arrangements Flexible in terms of collaborating with non-public sector organisations Can be used as a stepping stone towards formally pooled budgets 	<ul style="list-style-type: none"> Signifies caution on behalf of partners and may not contribute to collaborative working or overcoming cultural barriers Arrangements can easily break down if partner priorities shift 	Barnet Safer Communities Partnership
Resource contribution	<ul style="list-style-type: none"> Allocation of a specific resource by partners to a specific service (e.g. via secondment of staff) with home agency maintaining jurisdiction over resource 	<ul style="list-style-type: none"> Signifies and enables greater collaboration between agencies towards the achievement of a service/project objective Effective where outcomes of service/initiative benefit multiple partners Combines specialisms of various agencies and promotes shared learning/ breakdown of cultural barriers 	<ul style="list-style-type: none"> Resource can be 'pulled-out' by contributing agency, undermining service Resource contributions not as flexible as funding commitments: cannot be used to commission in line with service aims Contributed may direct focus towards specific objectives of 'home' agency 	Barnet IOM
Funding contributions as one off investment	<ul style="list-style-type: none"> One off contributions by partners to fund set up or pilot of a discrete service/ initiative 	<ul style="list-style-type: none"> Provides necessary, flexible capital to establish new/innovative pilots/ initiatives Signifies and promotes buy in amongst partners to service/initiative Doesn't require long term commitment from partners; useful in absence of strong proof of concept 	<ul style="list-style-type: none"> Doesn't necessarily address long term funding requirements Expectations around proportional return on investment can be a barrier 	Barnet Troubled Families
Pooled budget (Ongoing)	<ul style="list-style-type: none"> Ongoing funding from multiple partners contributed to a single fund in order to fund a service/ activity to meet shared objectives. Budget can be held by a partner or a third party 	<ul style="list-style-type: none"> Promotes and signifies highest level of commitment between partners Flexibility and increased decision making Allows innovative service redesign around the needs of customer 	<ul style="list-style-type: none"> Harder to negotiate due to the need to overcome trust/ political issues between partners and establish formal arrangements Difficult to align benefits to each agency in line with contribution/ cost Requires extra administration with associated cost. 	Safer Sutton Partnership
Delivery mechanism: Outcomes-based payment by results (PBR)	<ul style="list-style-type: none"> <i>Applicable to all of the above funding structures, PBR relates payment of provider to the achievement of specified outcomes</i> 	<ul style="list-style-type: none"> <i>Reward and therefore drive success based on commissioning priorities</i> <i>Facilitate flexibility and innovation in the delivery of services</i> 	<ul style="list-style-type: none"> <i>Challenges have been experienced in terms of defining simple and achievable outcomes and ensuring scalability</i> <i>Further challenges ensuring providers have sufficient working capital, especially when outcomes are medium to long term</i> 	NHS Drug Recovery Pilots

Appendix 3: Proposed budgetary and funding approach

Based on the budget characteristics in Appendix 1, the following figures (Figures 4 and 5) map out the recommendations with regards to funding options for:

- Housing and IOM which are existing projects that are being optimised by extending their scope and breadth of focus.
- Neighbourhood justice panels, community coaches and conditional cautions which are new projects for which a pragmatic phased approach is recommended based on partner budgetary limitations.

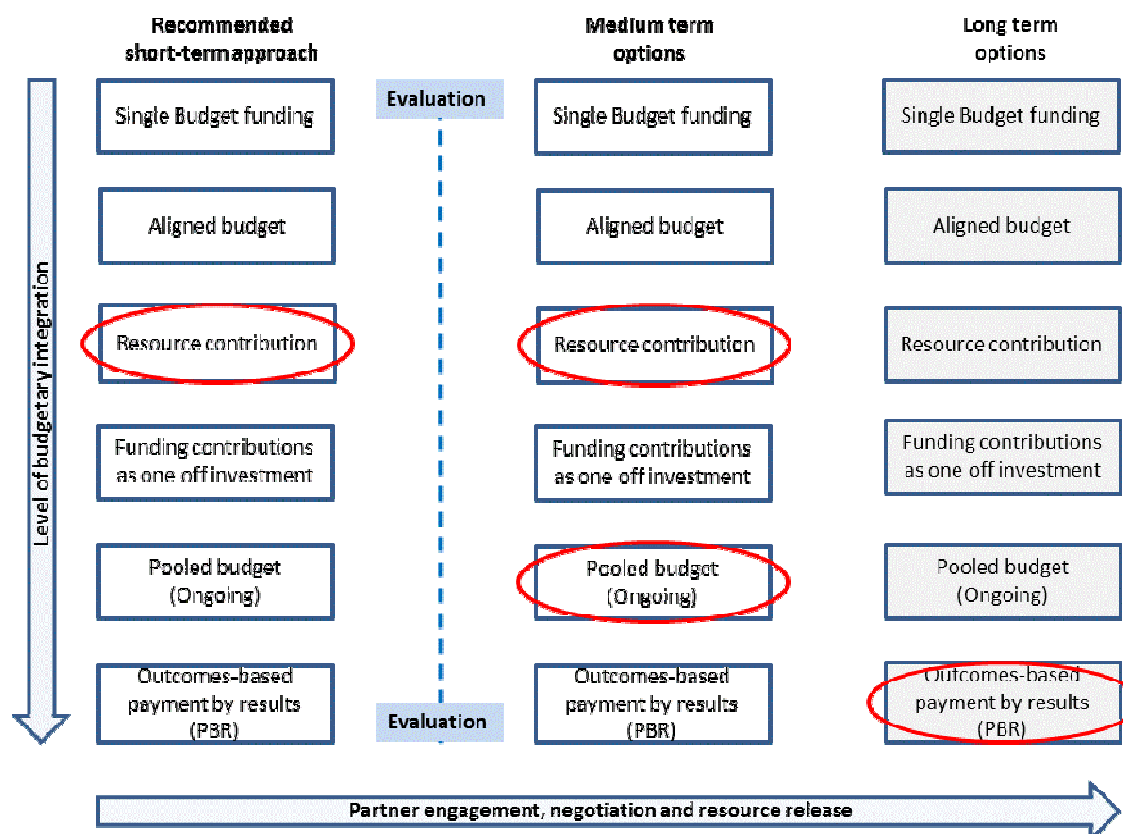
Figure 4: Housing



Notes on the Housing OBC strand:

- There is already extensive Housing activity going on in the borough (lead by Barnet Homes).
- The proposed approach involves capturing current activity and aspirations to expand the scope of current activity into other areas (e.g. truanting) in a policy document.
- This activity will be led by the council, either by using existing capacity as an (in kind) 'resource contribution'.
- After this work has been completed, it is expected that the delivery of the newly expanded scope will remain with Barnet Homes (and potentially other Housing providers in the borough).

Figure 5: Neighbourhood Justice Panels, Community Coaches and Conditional cautions (new projects being launched through a phased approach)



NB: These three strands have the same recommended funding model and each could develop in similar ways following evaluation and transition into a more equitable distribution of costs.

Notes on funding the Neighbourhood Justice Panel (NJP) OBC strand:

- As with the coaches and conditional cautions, we envisage NJPs to begin with a ‘resource contribution model’, in this case from the Council.
- This model involves funding a part-time resource (likely to be resource from ‘One Barnet’ or the new strategic partner) to set up the panels, publicise and launch the initiative.
- NJPs will also require some cash funding for the set-up and launch of the project and the initial ongoing costs of funding the panels.
- See ‘Recommendations’ (section 5) for more details on costings.
- Following set-up and launch, an evaluation will determine the distribution of cost inputs going forward according to observed financial benefits.
- This could result in a transfer of responsibilities for the project management resource and expenses funding to another organisation or a process of recharging by the Council (or ultimately a Payments By Results model) to compensate any disparity in cost and benefit.
- Alternatively a pooled budget approach could be used to share costs and management functions more closely.
- A further option would be for partners to outsource the NJP service, distributing costs according to financial benefits (either on a fixed fee or PBR basis).

Notes on the funding model for the Community Coaches OBC strand:

- As with NJPs and conditional cautions, we envisage community coaches to begin with a 'resource contribution model', in this case from the Council.
- There is a requirement for short-term resource to set-up and launch the coaching programme. The current model operates on the assumption that cash funding will be provided to procure external support to deliver the day-to-day running of the community coaches initiative (this was deemed to be the best strategic fit and is consistent with existing community coach approaches in the Council).
- Following launch, the service will be evaluated and the equitable distribution of ongoing costs will be agreed by the safer communities project board. A decision will need to be made with regards to how best to continue the service, either by continuing the existing external approach (with resource contributions or a pooled budget that reflect the distribution of benefits across the partnership).
- Alternatively, the service could be re-procured on a payments-by results basis linked to some of the key KPIs such as re-offending rates and/or victim service satisfaction rates.

Notes on the funding model for the conditional cautions OBC strand:

- As with NJPs and community coaches, we envisage conditional cautions to begin with a 'resource contribution model', in this case from Barnet Police.
- The conditional cautions project requires training, publicity and internal drive within the Police force to raise awareness, refresh skills and encourage the use of conditional cautions within the Police force.
- The project management and training element of this initiative have been allocated to the Police. In addition, increased usage of conditional cautions will involve an increase in Police administration time (the intention being that much of this time will be alleviated elsewhere in the system due to lower demand for court work etc.).
- As with NJPs and coaches, conditional cautions are likely to save other partners effort and cost, so following delivery of the first tranche of work, an evaluation will determine which partners should begin to make contributions in acknowledgement of the efficiencies the OBC strand has delivered.
- As Police are the only organisation with the statutory powers to deliver conditional cautions, following evaluation, the partnership will need to determine how best to compensate the Police for the positive outputs they have achieved. This may take the form of a PBR arrangement in the longer term but it is more likely that, certainly in the medium term, partners will either make ongoing resource contributions or contribute to a pooled budget arrangement (in the form of a cash recharge).
- Alternatively, the benefits presented to partners could be reciprocated through delivery of another, initiative which delivers appropriate levels of savings to the Police in a different field.

Appendix 4: Case Study Research

A) Budget Alignment Case Studies

Case Study 1: Barnet Community Budgets / Troubled Families funding model

The original funding model for the Barnet Community Budget consisted of financial and staff resource contributions from partners, as set out below:

- £250,000 p.a. from children's services (ongoing)
- £320,000 p.a. from the community safety grant (ongoing)
- £88,000 from the early intervention and prevention grant (one-off)
- £43,000 from the Police (one-off)
- £100,000 from the Department for Work and Pensions (via the flexible support fund) (one-off)
- 1 Full Time Equivalent (FTE) from Barnet Homes (as required)
- 1 FTE from Job Centre Plus (as required)

The Community Budget was expanded as the Troubled Families service in line with the central government initiative. The Troubled Families funding model consisted of:

- £2.35m from the Department for Communities and Local Government (drawing funds from various departments) over 2 years (30% payable based on results)
- £1.7m p.a. from children's services (ongoing)
- £33,000 from the community safety grant
- £43,000 from the Police
- £100,000 from the Department for Work and Pensions (via the flexible support fund)

Budgets were held within the Council. There was no special formal accounting or legal arrangements in place for partner contributions.

Budget alignment challenges

Contributions were achieved but these were largely on a one-off, pump priming basis (subject to proof of concept). Whilst the contributions to the original community budget were substantial, there was little success expanding these in line with the service expansion. There were several reasons for this.

Community Budgets partners identified difficulties in cashing savings, particularly at a local level:

- Savings would not be cashable until a 'tipping point' was reached: i.e. demand was reduced to the extent that less officers/staff were required.

- Universal services (Police and Health) suggested that even if demand from one cohort (complex need families) was removed, liberated resource would be redirected elsewhere and therefore are not immediately cashable.
- Centrally/regionally funded services (e.g. Probation) may not see the benefits locally.

Other reported challenges with budget alignment include:

- Lack of flexible (non-staff, devolved) resources, exacerbated by cuts across the sector.
- Lack of incentive for some services to engage in preventative services due to funding models based on activity (e.g. courts).

The decision by the Department for Communities and Local Government (DCLG) to fund Troubled Families services from a centrally pooled budget with contributions from a number of has circumvented some of the local issues noted above but may also have had an adverse effect on the willingness of some partners to contribute further funding at a local level due to the view that they have already indirectly contributed.

Budget alignment successes and lessons learned

- Building partner relationships was integral to initial success. Offering resource for a new service model with contracting budgets requires a 'leap of faith' which is reliant on trust.
- Partners are more likely to input if they are able to influence the service to meet their organisational objectives.
- The future sustainability of the funding model should, and will, be more reliant on proof of impact in line with partner's objectives. This is an intensive process which requires analyst time and a clear baseline to work from.
- The case for partner contributions should be made in decreases in incidents as well as 'savings' and better use of resources to achieve (partnership) objectives.
- Partners are less likely to contribute cash funding until the 'tipping point' has been reached where a reduction in demand is significant enough to release a member of staff, for example.
- Where partners cannot contribute cash resource, staff and other resources may still be available. Whilst their activity may continue to focus on achieving the objectives of the 'home' agency, their secondment can lead to a 'new way of working' and closer ties between services.

Case Study 2: Safer Sutton Partnership

Background

The Safer Sutton Partnership Service (SSPS) was officially inaugurated in 2005. It brought together 60 council staff involved in community safety and 80 borough police officers, to work from a shared base.

The partnership combined resources from partners (approximately £4.5m p.a. from the council and £4m p.a. from the police (largely in staff costs)) under a single management system and co-located service. The first services to be offered from within the shared model included:

- drug and alcohol abuse services
- neighbourhood wardens
- parks police
- domestic violence services
- police safer neighbourhood teams
- special constables
- police volunteers
- schools and training liaison officers
- police and local authority licensing departments
- CCTV.

The key drivers in the success of the partnership have been cited as:

- Strong existing relationships between council and police forces
- Shared objectives enhanced by common neighbourhood surveys which highlight resident concerns to both agencies.
- Co locating staff and **combining the budgets**
- Formal governance and partnership protocols work in combination with trust and relationships

Impact

The anticipated non-financial benefits include:

- a single point of contact for all community safety issues
- information sharing and better problem solving
- improved communication at all levels
- quicker and more effective response to incidents
- greater accountability to councillors and local people.

The partnership is also expected to have saved approximately £0.5m across the public sector.

Case Study 3: NHS drug and alcohol recovery pilots- payment by results (PBR)

The Department of Health developed and launched drug and alcohol recovery pilots in 2010, under a PBR model. Under the model, payment for providers will be aligned to the results achieved, rather than (as with previous initiatives)

activity or inputs. The aim is test the impact of the model on affordability and VfM, while encouraging innovation at a local level, both in terms of commissioning and provision. Outcomes against which payment will be awarded have been agreed centrally.

B) Initiative Case Studies

Case Study 4: Neighbourhood Justice Panels in Bradford, Sheffield and Somerset

Background

Community Justice Panels were introduced in Sheffield in 2009 with the objectives of:

- Reducing re-offending and involvement in anti-social behaviour and low-level crime;
- Improving victim satisfaction and community engagement;
- Making communities safer;
- Increasing volunteering; and
- Reducing police administration time.

Community Justice Panels were established as an alternative disposal for first-time, low-level offences that would normally attract a Reprimand or Final Warning for young offenders or a Caution for adults. Instead, a team of trained volunteer facilitators chair and facilitate panels in which the impact of the crime is discussed and a signed agreement is put in place outlining the necessary reparation.

Impact

- Sheffield: anecdotally, the reoffending rate post NJP is 5% the initial evaluation stated that all offenders going through panels acknowledged it would affect their future offending behaviour.
- Bradford: according to a local source, only 10% of a high number of offenders subject to a NJP have reoffended in the first six to nine months of the initiative.
- Somerset: according to their website, 900 people have been subject to a panel, with a reoffending rate to date of only 3%.

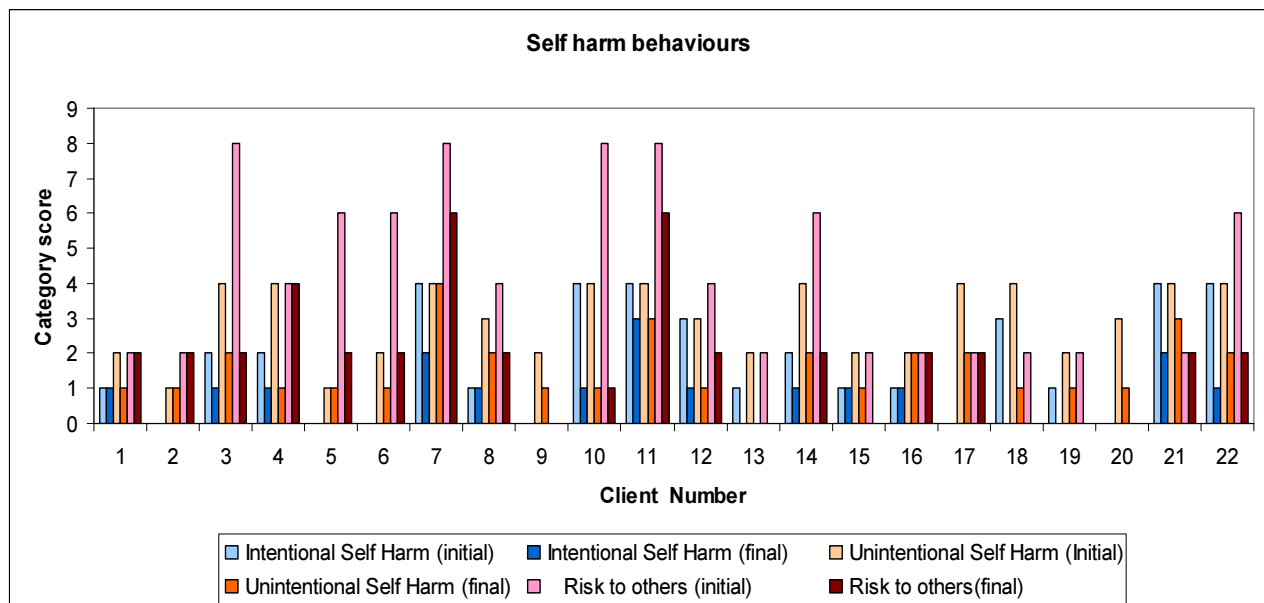
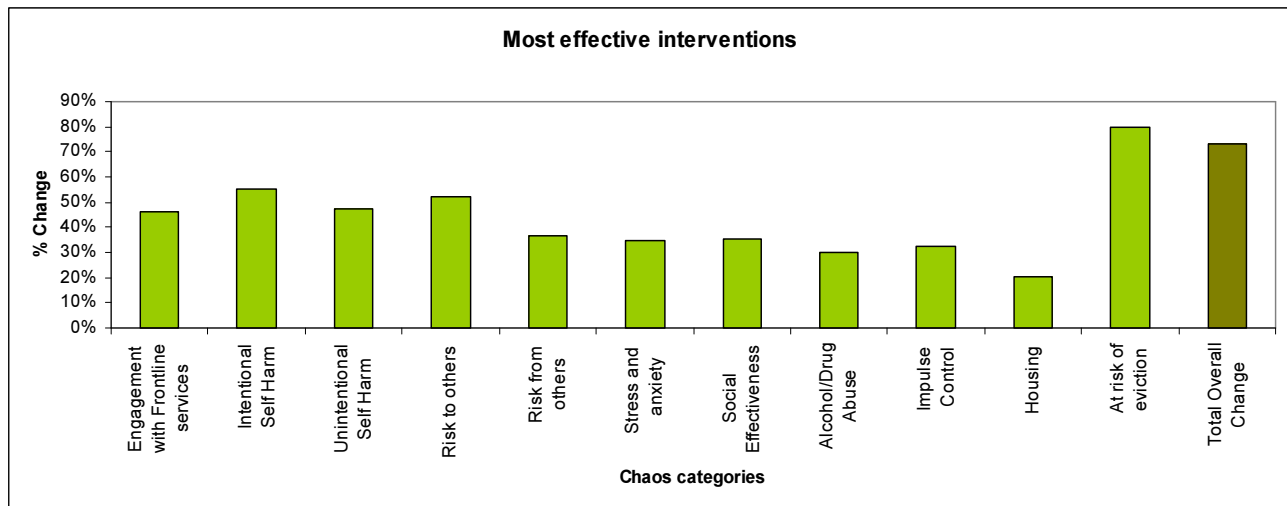
Case Study 5: Community Coaches scheme- Barnet

Background

LB Barnet has run a six month prototype deploying and testing the impact of 'Community Coaches', volunteers who engaged and supported 22 hard to reach individuals/families who are experiencing multiple disadvantages resulting in a chaotic lifestyle.

Impact

The prototype achieved encouraging results locally, both in terms of reducing chaotic behaviour for individuals and in generating consequential savings. The graphs below summarise the effects of interventions achieved by the volunteer coaches:



The cost reduction to the criminal justice system arising from these interventions has not been quantified however of particular relevance is the 46% reduction in engagement with wider public services, the 52% reduction in risk to others and the overall reduction in chaotic behaviour of 73%.

The results showed a significant decrease in harmful behaviours including 'risk to others', which is strong evidence that a similar service would be effective with a community safety focus. The level of impact within a short time scale is also encouraging.

Case Study 6: Conditional cautions- Preston

Background

The Preston Crime and Disorder Reduction Partnership set up the Nightsafe Conditional Caution Alcohol Awareness Scheme in 2005. The scheme uses a rehabilitative condition that seeks to divert alcohol related offenders from 'more serious alcohol related crime' which can include death by dangerous driving, murder and manslaughter.

Monthly alcohol awareness sessions are run by Preston ADS. These are self-funded as offenders pay to attend and last about two hours. The session includes a presentation, a quiz and a chance for attendees to feed back, and is supplemented by hand-outs such as alcohol unit calculators, self-help literature on alcohol and drugs and important contact details.

Failure to attend sessions constitutes a breach of the Conditional Caution and without extenuating circumstances leads to prosecution for the original offence.

Impact

An evaluation report²² claims that the scheme has had the following impacts:

- Anecdotal evidence suggested that victim satisfaction was high where Conditional Cautioning addressed low level crime and the details of Conditional Cautioning were explained properly.
- Reports suggest that some offenders previously given conditional cautions had re - offended
- However, such cases were few and tended to be miss-placed referrals where an underlying alcohol dependency was identified.
- By contrast, there had been positive feedback from clients with self - reported reduced drinking levels and improved drinking patterns.

²² Preston Night safe Process Evaluation Stage 1 Report <http://www.cph.org.uk/showPublication.aspx?pubid=293>

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**Item 7;
MAYOR'S OFFICE FOR POLICING AND CRIME (MOPAC) POLICE AND
CRIME PLAN**

1 Introduction/Purpose of Report

The Mayor's Office for Policing and Crime (MOPAC) is currently consulting the public and stakeholders on its Police and Crime Plan for 2013, and a public meeting was being held in Barnet on 14th January 2013. This report provides more details and gives the Safer Communities Partnership the opportunity to comment.

2 Details

Boris Johnson, the Mayor of London, became Police and Crime Commissioner for the capital in May 2012.

A key part of the Mayor's role is to produce a Police and Crime Plan, which sets out the crime reduction strategy for London for the next four years, and explains what the Metropolitan Police Service and other agencies should be doing to tackle crime in the capital.

Between 7 January and 14 March 2013, MOPAC is consulting with anyone who lives, travels or works in London. The final Police and Crime Plan will be published by April 2013.

MOPAC intends to produce a plan that will:

- Improve crime prevention in neighbourhoods;
- Hold the police to account for cutting crime and boosting public confidence, whilst giving Londoners better value for money;
- Ensure other agencies work better to deliver effective justice, better service for victims and improved resettlement to cut re-offending.

The consultation includes town hall meetings in every London borough throughout January and February, where the Deputy Mayor for Policing and Crime, Stephen Greenhalgh, and senior Metropolitan Police officers are sharing a platform at each event to answer questions and discuss the issues. These were extensively publicised.

The Barnet borough event was to be held on 14 January 2013 at 6pm at Hendon Town Hall. A verbal update on the event and issues arising will be given at the meeting.

In addition people can participate in the consultation by viewing the draft plan online and completing a questionnaire at www.london.gov.uk, by emailing policeandcrimeplan@mopac.london.gov.uk or by speaking to a MOPAC colleague.

3 Decision Sought

To note the current consultation and agree whether there are specific representations that the Partnership Board should make.

Contact for Further Information;

Michael Taylor | Borough Information and Engagement Officer | Mayor's Office for Policing and Crime

Email Michael.Taylor@mopac.london.gov.uk