

MEETING

SAFER COMMUNITIES PARTNERSHIP BOARD

DATE AND TIME

FRIDAY 19TH APRIL, 2013

AT 2.30 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, NW4 4BG

TO: MEMBERS OF SAFER COMMUNITIES PARTNERSHIP BOARD

Chairman: Councillor David Longstaff
Vice Chairman: Ch Supt Adrian Usher

Tim Harris
Julie Pal
Michael Taylor

Terry Cameron
Douglas Charlton
Steve Leader

Dove Gerber
Faye McGuinness
Pam Wharfe

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

Andrew Nathan – Head of Governance

Governance Services contact: Andrew Nathan 020 8359 7029
andrew.nathan@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

AGENDA ITEM no	TITLE	LEAD PRESENTER	APPROX. TIMING	PAGES
1	Welcome & Introductions	Chairman	15 mins	
2	Previous Minutes – 15th January 2013	Chairman		1-6
3	Matters Arising	Chairman		
4	Board Membership Proposition – Dr Simon Harding	Chairman		
5	Partnership Performance – Action Plan Update and End of Year Summary i) Property crime ii) Anti-social behaviour iii) Violent crime (DV) iv) Improving IOM v) Early intervention vi) Places where offences take place vii) Repeat victimisation viii) Reassurance and Confidence	Borough Commander Steve Murrant Borough Commander Michael Kelly Stuart Collins Borough Commander Borough Commander Borough Commander / Michael Kelly	45 mins	7-28
6	MOPAC – Police & Crime Action Plan 2013-16 & Policing and Public Access in London	MOPAC / Borough Commander	10 mins	
7	MOPAC – Barnet Funding Decision	James Mass	5 mins	
8	Community Safety Enhancements	James Mass	10 mins	29-84
9	Draft Violence Against Women & Girls Strategy 2013-16	Stav Yiannou	15 mins	85-130
10	National Community Safety Conference 17th/18th September 2013	Dr Simon Harding	5 mins	
11	Any Other Business	Chairman	5 mins	
12	Date of Next Meeting- 19TH July (provisional)	Chairman		

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Safer Communities Partnership Board
Minutes of meeting held on 15 January 2013
Committee Room 2, Hendon Town Hall

AGENDA ITEM 2

MINUTES

Board Members Present:

Cllr David Longstaff	Cabinet Member for Safety and Resident Engagement (Chairman)
Simon Causer	Chief Inspector, Met Police (for C/Supt Usher)
Tim Harris	North West London Magistrates
Douglas Charlton	London Probation
Denise Murphy	Community Barnet
Steve Leader	London Fire Brigade Barnet Commander

Also present:

Pam Wharfe	Interim Director for Environment, Planning & Regeneration, LBB
Michael Taylor	Mayor's Office for Policing and Crime
Paul Hammond	Barnet Borough Watch/Community Safety Engagement Group
Julie Taylor	Assistant Chief Executive, LBB
Michael Kelly	IoM Project Lead, LBB
Steve Murrant	Community Protection, LBB
Richard Bell	Community Protection, LBB
Julie Pal	Chief Executive's Service, LBB
Jay Mercer	Deputy Director Children's Services, LBB
Stuart Collins	Barnet Children's Service, LBB
Manju Lukhman	Barnet Children's Service, LBB
Ruth Murphy	Commercial Services, LBB
Dov Gerber	Chair, Community Safety Engagement Group
Andrew Nathan	Strategic Policy Adviser, LBB
Faye McGuinness (Observer)	Victim Support

1 Welcome and introductions

The Chairman welcomed the Board and officials present and Tim Harris introduced himself as the new Magistrates representative, replacing Jackie Alexander.

2 Apologies for Absence

Adrian Usher (Barnet Borough Police Commander), Rick Mason (Assistant Director Regulation and Community Safety, LBB) and Tim Beach (Chair, Barnet Children's Safeguarding Board).

3 Minutes of 16 October 2012

The minutes of the meeting held on 16th October 2012 were agreed as a correct record.

4 Matters arising

None

5 Safer Communities Strategy- Refresh and review of progress against objectives

Andrew Nathan introduced this report, the purposes of which were two fold. It was intended to review current performance against strategy objectives, and the action plans for each objective, together with performance information on crime priorities had been circulated with the papers to ensure an informed discussion. He thanked Richard Bell for his assistance in preparing these.

He also advised the Board that a commitment had been made to refresh the Strategy annually in the light of current crime patterns and intelligence, and they were requested to agree whether any changes were needed as a result to see the Strategy through to 2014.

Each of the leads for the priorities identified in the strategy updated on current activity and performance.

5.1 Acquisitive crime with special focus on burglary

CI Simon Causer reported that there had been a 5% overall reduction in all property crime on the corresponding period last year. However residential burglary had increased by 2% and although substantial progress had been made, the target of a 6% reduction was unlikely to be met.

He reported on an anti-burglary Operation, Achilles Heel and highlighted that offender management was key and in particular increasing the cohort of burglary offenders that went through the Integrated Offender Management programme.

5.2 Antisocial Behaviour (ASB)

Steve Murrant reported a noticeable declining trend in incidents over the past three months, and that the Borough-wide Designated Public Place Order (DPPO) was now in force. He further reported that two hotspots had been identified in NW4 and N12, which would be subject to a multi-agency environment audit of relevant low level crime and Anti Social Behaviour.

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

Jay Mercer drew the Board's attention to the activities that had been included in the action plan circulated with the papers, which reflected the strategic commitment to tackle domestic violence. Improving data collection and analysis was the current area for improvement, while he also reported that the Independent DV Advocate (which would be part of the Specialist DV Court) had been appointed and was shortly to take up post.

5.4 Improving Integrated Offender Management (IOM)

Douglas Charlton and Michael Kelly updated the Board on the co-located service and reported that Housing, Job Centre Plus and the Prison Link worker were fully integrated. Progress was being made on obtaining quicker convictions or referrals onto support programmes, and adult re-offending levels were now reducing. The next stage was to extend the cohort, including those who had been recalled to the end of their sentence.

Board members were recommended to visit the co-located premises to witness the service in action.

ACTION: Michael Kelly/All Board members

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

Stuart Collins presented the update circulated with the agenda and reported that data on costs and savings for 70-80 families was being worked on. A submission for the Troubled Families Payment by Results Programme was being made in January, but not all families being supported were eligible for the PBR scheme, which also required evidence of improved outcomes over a six month period. The July submission would therefore encompass more families.

In response to a question from Julie Taylor, Stuart clarified the extent to which partners had been involved in jointly funding the programme through a community budget. It was agreed that the evidence base of savings and improved outcomes must be used to make the case for different agencies to invest their mainstream budgets in supporting the programme, especially after Department of Communities and Local Government funding expired two years hence.

5.6 Focus on places where offences take place

CI Simon Causer reported in more detail on the hot spot areas identified at 5.2, including issues of students being street robbery victims in NW4. He reported on plans to work with key parties such as licensed premises and bookmakers, and to achieve specific successes. He would also ensure ward councillors were invited on the environmental walks.

CI Causer also outlined the proposals for the new model of local policing, in which Inspectors would be devolved more responsibilities but also given greater accountability.

In response to a question from Cllr Longstaff he confirmed that where properly located, CCTV cameras were useful to deal with street crime and robberies.

5.7 Tackle repeat victimisation

CI Causer stressed the emphasis placed on reducing repeat victimisation across all crime types, specifically burglary and ensuring an instant response given the greater likelihood of a victim suffering a repeat incident within three weeks.

5.8 Building Reassurance and Confidence

Chris Palmer tabled a proposed communications strategy as requested by the Board at their last meeting. His paper set out some proposals for campaigns and their subject matter and to outline the media that were available for such a strategy.

He stressed that the twin messages were to inform and reassure, and there was a focus on a 'new relationship with citizens' and how the public could be motivated to become involved, building on the principles of Pledgebank. Paul Hammond reported that the crime prevention guide issued by Neighbourhood Watch were designed to encourage this, and the Board identified Neighbourhood Justice Panels, Ward Panels, Neighbourhood Watches and the Community Crimefighter meetings instituted by the Borough Commander as all having a role to play.

There was a discussion over how communities could have a say over projects suitable for Community Payback, and it was agreed Barnet would be interested in participating in any pilot. Douglas Charlton agreed to raise this with Serco who delivered this service under contract.

ACTION; Douglas Charlton

After discussion, the Board agreed that the priorities should remain as currently for the duration of the strategy.

6 Safer Communities project: Update

Ruth Murphy presented an update report on the work streams of the Safer Communities 'Wave 2' project. She reported that an initial options appraisal for the future of CCTV was being completed and expected to go to the Council's Cabinet Resources Committee (CRC) in April 2013. In response to a question from Dov Gerber she confirmed this would include a technical assessment of the facility for Automatic Number Plate Recognition.

She highlighted a set of principles that would inform governance and management arrangements and support delivery of the Safer Communities Strategy, which would be brought back to the Board when finalised. The Board endorsed these as a set of principles.

An Outline Business case for strategy enhancements was included within the papers for discussion and was scheduled to be discussed by CRC on 25 February 2013. This represented a development of the ideas discussed previously and had been refined by further discussion with partners. It covered the following areas; housing policy; Neighbourhood Justice Panels; the Community Coaches scheme; Conditional Cautions; and enhanced Integrated Offender Management.

CI Causer reported that the Police were keen to explore the scope for conditional cautions and that Neighbourhood Justice Panels were key towards the Police increasing their measure of community confidence. Douglas Charlton was also supportive of the principles, which the Probation Service could sustain under their priority of restorative Justice.

On conditional cautions, Tim Harris was concerned that Domestic Violence offences might not be suitable for such an approach and should be uncoupled from alcohol-related crimes. CI Causer confirmed that this would not cover serious offences but was about early intervention at the first signs of such behaviour to prevent it escalating.

Stuart Collins reported that the Council's current tender for early intervention and prevention services encompassed the community coaches scheme. He also highlighted that conditional cautions could, where appropriate, include a referral onto the Work Programmes funded by European Social Fund that helped people to progress closer to job readiness.

Pam Wharfe would provide further comments on the section relating to housing and discuss with Julie Taylor and Ruth Murphy prior to submission to ensure the recommendations were consistent with the tenancy and allocations policies that had been agreed for Barnet's housing stock.

ACTION: Pam Wharfe/Julie Taylor

Subject to these comments, the Board endorsed the work done to date and this would be reported to the CRC.

ACTION: Ruth Murphy.

7 Mayor's Office for Policing and Crime (MOPAC) Policing and Crime plan

Michael Taylor reported that the MOPAC had developed a draft Policing and Crime Plan for 2013, setting out their strategic goals, and were in the middle of public consultation including a well attended meeting in Barnet the previous evening hosted by the Deputy Mayor for Policing and Crime, and including senior MOPAC and Metropolitan Police officers and the Leader of the Council. The deadline for responding to an online questionnaire was 6th March.

He reported that no date had yet been established for the creation of Safer Neighbourhood Boards, which would consolidate existing Community Safety Engagement Groups,

Independent Custody Visitors and Police Advisory Groups and support restorative justice. Dov Gerber reported that this was causing uncertainty and clear guidance and implementation dates would be helpful.

ACTION: Michael Taylor

He also explained the rationale for the proposed front counter provision which would be at Colindale and Golders Green, with High Barnet and Whetstone front desks closed. Nevertheless this was the subject of ongoing discussion.

CI Causer confirmed that regardless of decisions on individual sites, the concept of the Police as a public access service would remain and there would be enhanced access at other sites as well as Police stations.

8 Other Business

Tim Harris reported that the Magistrates Court had developed a Magistrates in the Community group who were keen to make presentations to schools community groups and other interested parties. The Board welcomed this and it was agreed it should be added to the Communications Plan.

ACTION; Chris Palmer

9 Date of Next Meeting

To be advised

Andrew Nathan Chief Executive's Service, LBB 30 January 2013

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Safer Communities Partnership Board 2013

- Priority 1 Property crime with special focus on burglary
- Priority 2 Anti-social behaviour
- Priority 3 Violent crime with a specific focus on domestic violence
- Priority 4: Barnet Integrated Offender Management
- Priority 5 Broader cost-effective intervention
- Priority 6 Focus on places where offences take place
- Priority 7 Tackle repeat victimisation
- Priority 8 Building reassurance and confidence

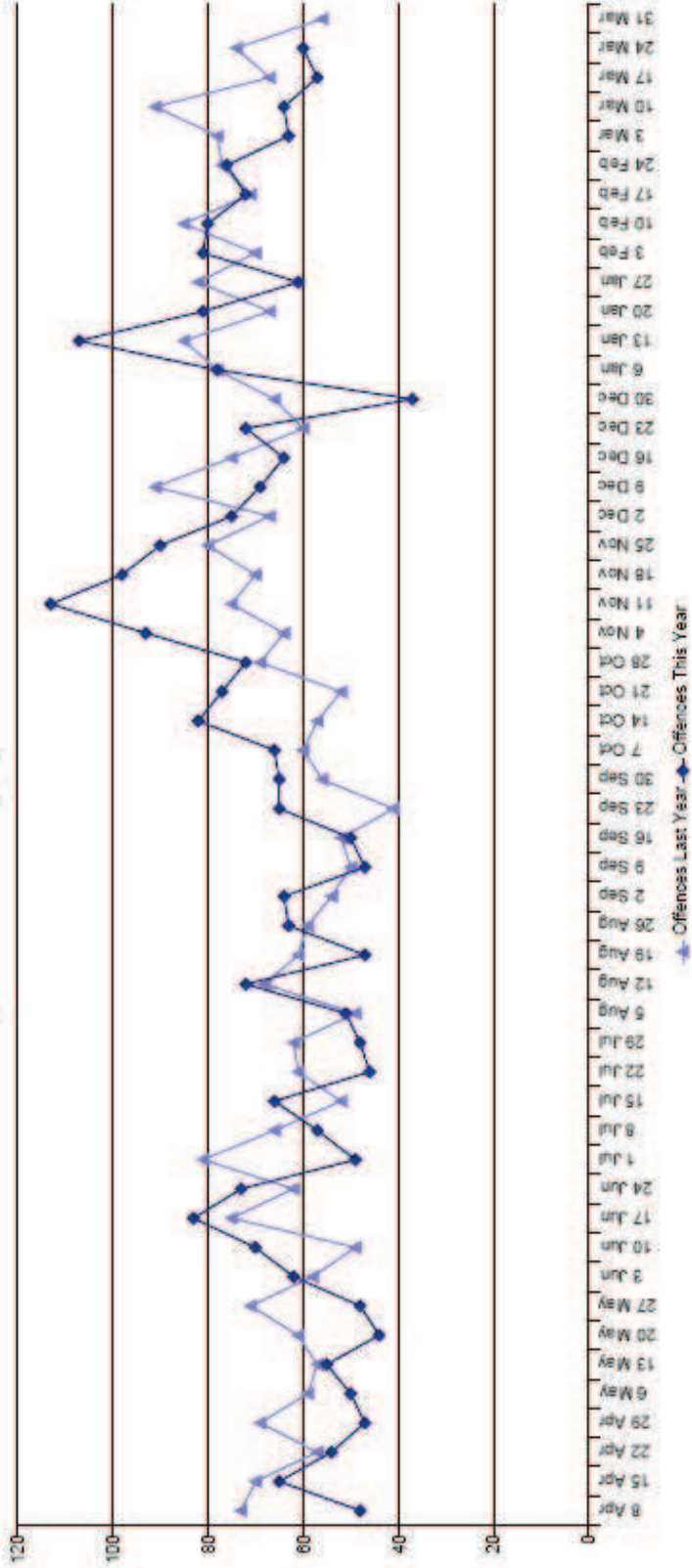
Completed by Richard Bell Crime and Disorder Information Manager LBB

AGENDA ITEM 5



Priority 1 Property crime with special focus on burglary

Weekly Residential Burglary Performance - Barnet



Year	Number of burglaries	Vs. 2010/11 baseline (3362)
2010/11	3362	-
2011/12 (to 28 March)	3397	+ 35
2012/13 (to 28 March)	3386	+ 24

Sanction Detections	13 Jan	20 Jan	27 Jan	3 Feb	10 Feb	17 Feb	24 Feb	3 Mar	10 Mar	17 Mar	24 Mar	FYTD Total	SD Rate
Last Year	0	1	3	0	3	1	0	6	14	2	8	338	9.9%
This Year	8	22	9	6	7	14	1	9	1	18	21	431	12.7%

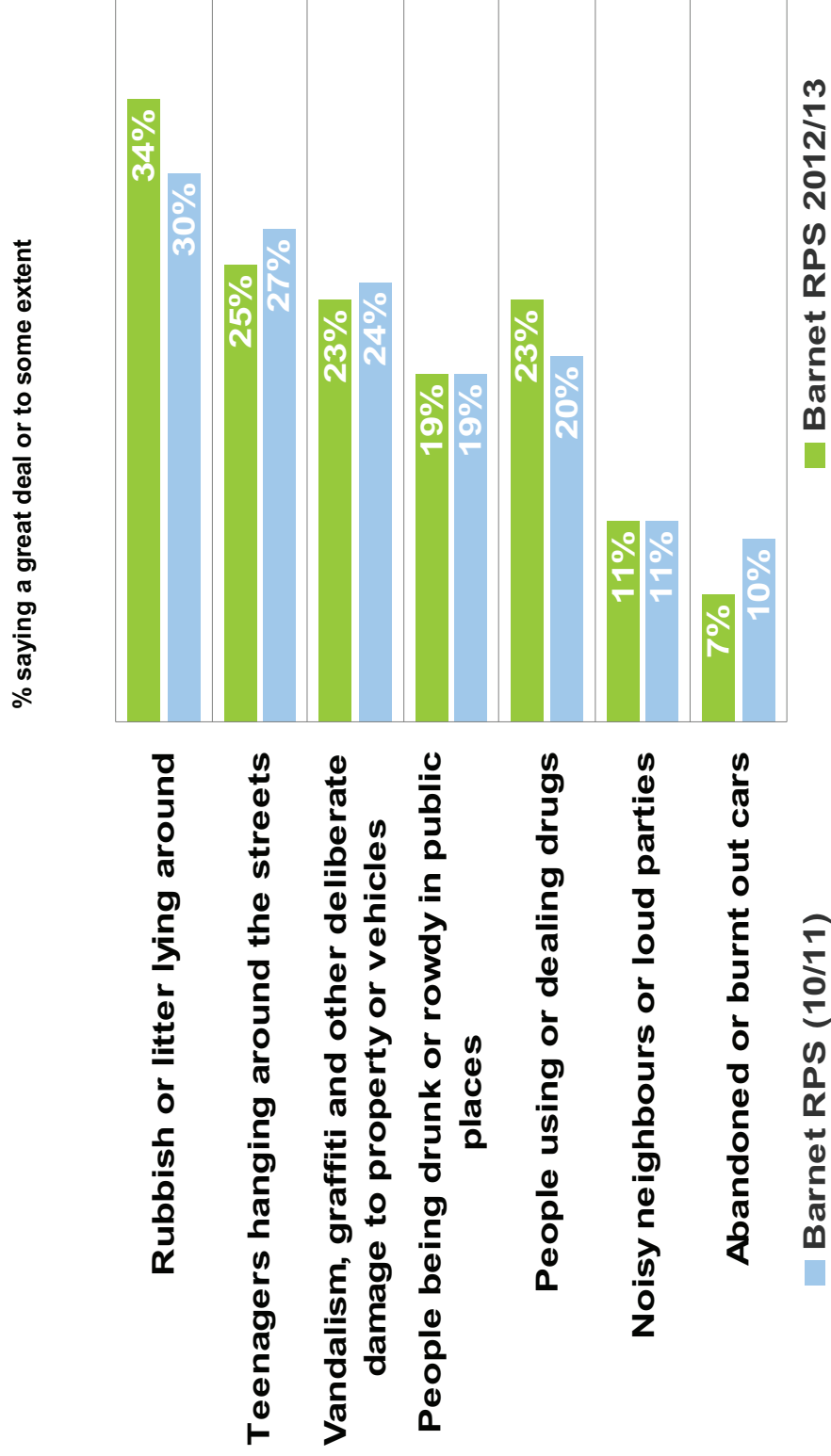
Priority 2 Anti-social behaviour

Target – percent very / somewhat worried about	Baseline 2010/11 (Public Attitude Survey)	Public Attitude Survey 12/13 (Q3)	Residents Survey 10/11	Residents Survey 12/13
ASB	24%	24%		
Teenagers hanging around on the streets	21%		27%	25%
Rubbish / litter	21%		30%	34%
Vandalism, graffiti and other deliberate damage	19%		24%	23%
Drunk / rowdy in public place	9%		19%	19%
Noisy neighbours or loud parties	10%	7%		
Local drug use / dealing	13%	10%		
Abandoned or burnt out cars	5%	3%		
Gangs	9%	2%		



Anti social behaviour – residents survey

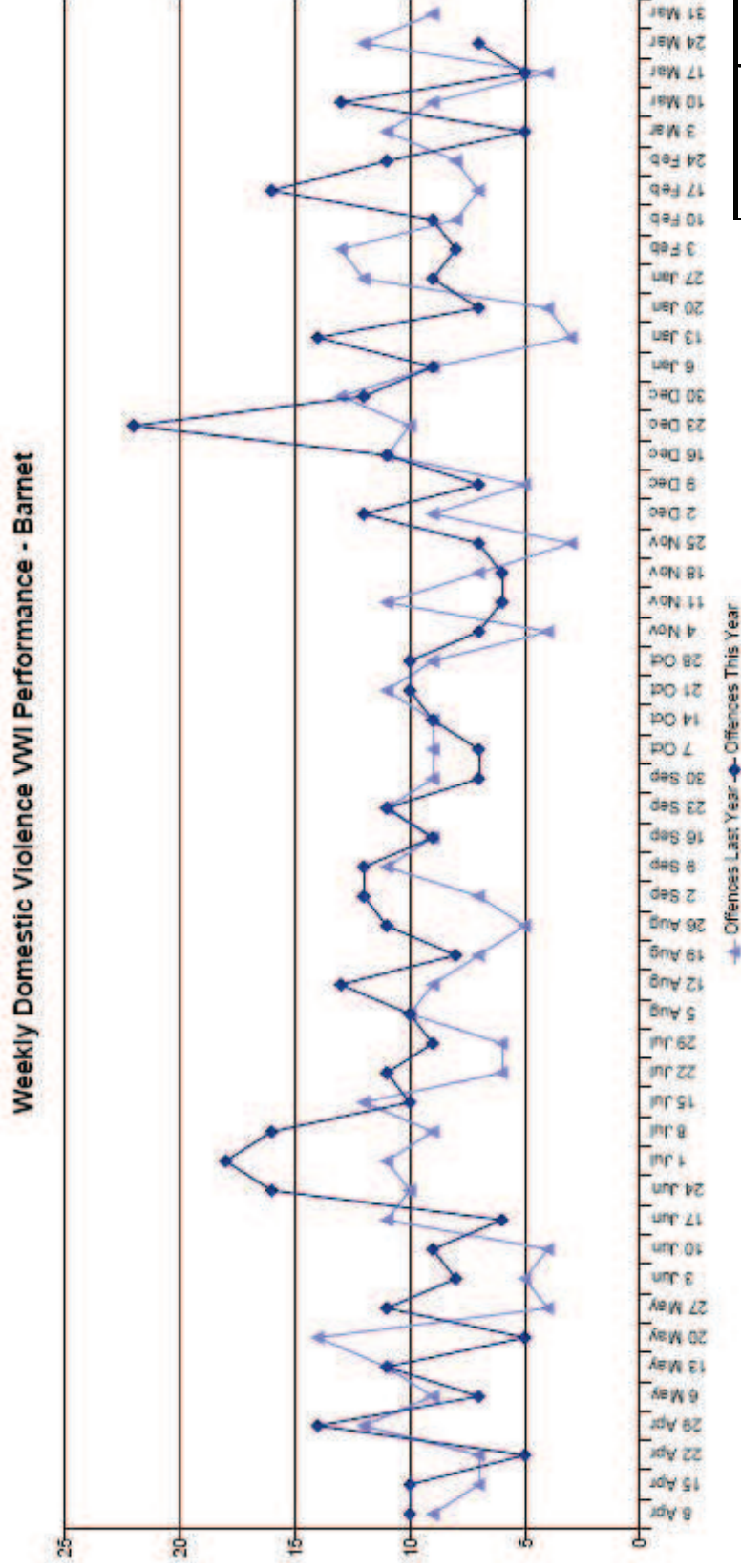
Thinking about your local area how much of a problem are the following?



Base : 1602



Priority 3 Violent crime with a specific focus on domestic violence



KPI 1 Violence With Injury	This year			Last year			Change			SD Target	FYTD 12/13	FYTD 11/12
<u>VWI</u>	1,425			1,525			-6.6 %			34%	33.0%	37.6%
Domestic Violence VWI	512			442			+15.8 %			51%	51.0%	56.8%



Priority 4: Barnet Integrated Offender Management Unit

- Performance for the first 6 months and the predicted performance for the first 12 months if the current trends are maintained. This would anticipate a reduction in costs of £156,000 (based on Home Office costing guidelines) for Home Office Recordable offences.
- Pre IOM dates 12 months from 6th June 2011, first 6 months data 6th June 2012 to 5th Nov 2012

	Total Convictions Pre IOM	Total Convictions Post IOM (first 6 months)	Total Convictions Predicted for 12 Month Period	Reduction Number (percentage)
Stat Offender	259	82	164	95 (36%)
Home office Recordable offences	135	28	56	79 (58%)
Non Stat Offender	125	40	80	45 (37%)
Home Office Recordable offences	55	7	14	41 (74%)

Pre IOM dates 12 months from 6th June 2011, first 6 months data 6th June 2012 to 5th Nov 2012

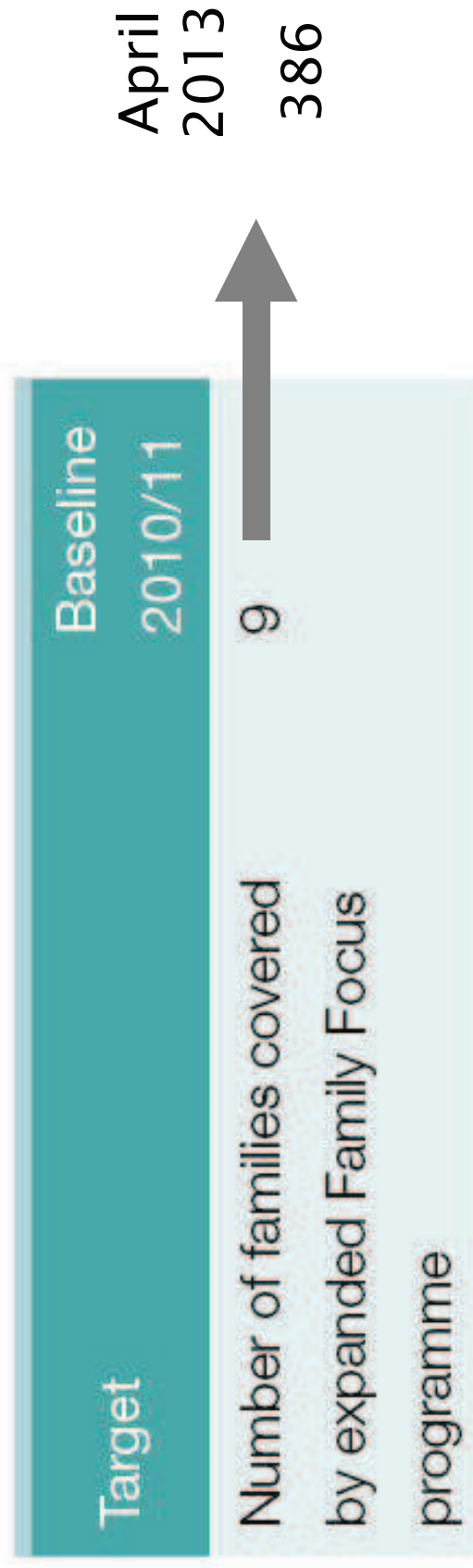
The Future

It is proposed that the IOM Cohort is at least doubled from its current membership to over 200 individuals, this will now include Gang Members, Sentence Expiry Date prison releases, Female offenders and those being arrested but failing drug testing in custody and then failing to access Drug Rehabilitation facilities.



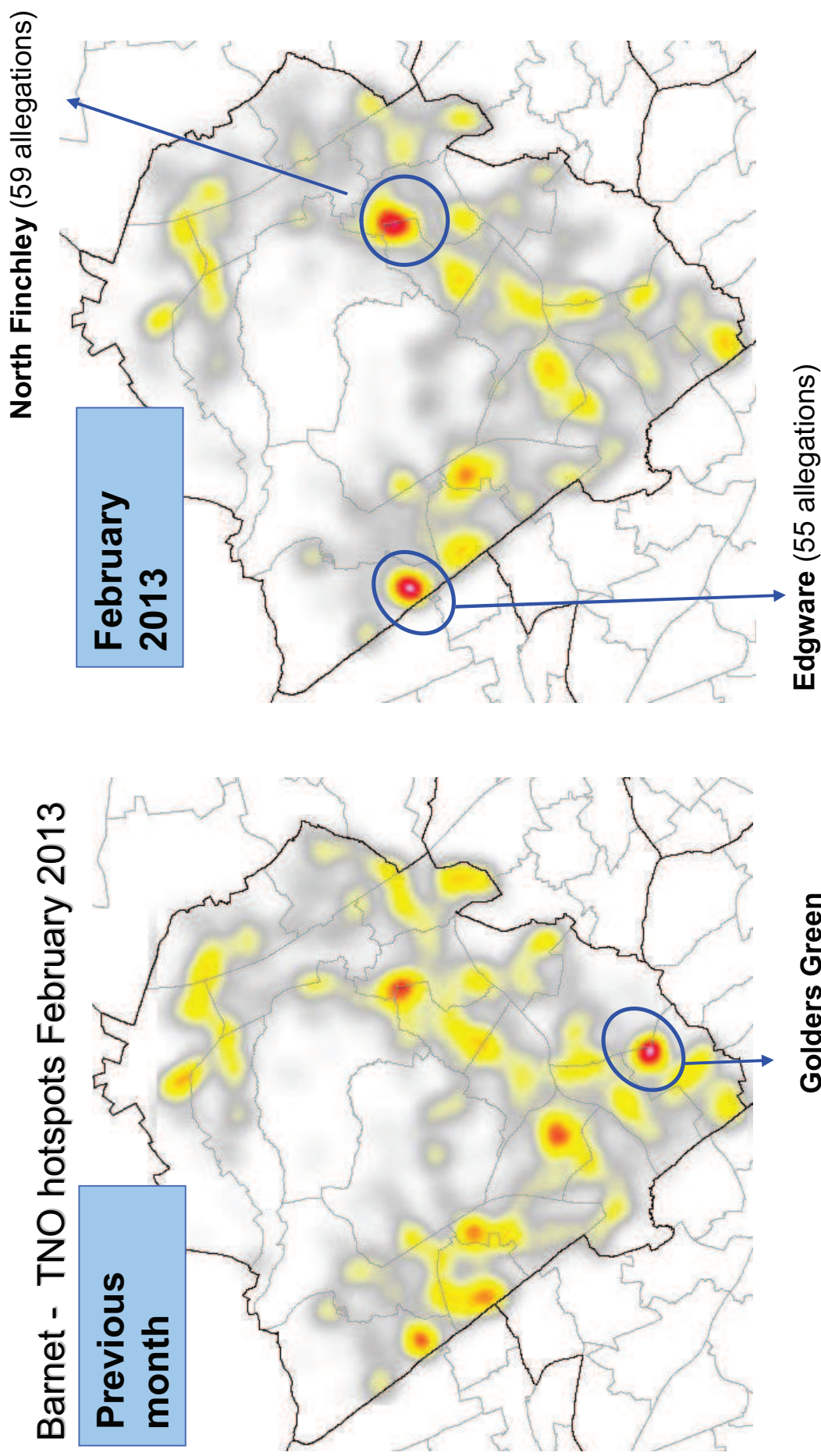
Priority 5 Broader cost-effective intervention

How will we know if we are succeeding?



Update briefing from Stuart Collins (Troubled families coordinator LBB)

Priority 6 Focus on places where offences take place



Priority 7 Tackle repeat victimisation

Target	Baseline 2010/11 (based on map-info)	2012/2013
Repeat residential burglary	6.3%	5.3% (27 fewer repeat burglaries)
Reduce repeat victimisation - ASB	See below	
Reduce repeat victimisation for those domestic violence cases managed by a MARAC	8%	Awaits figure from DV coordinator

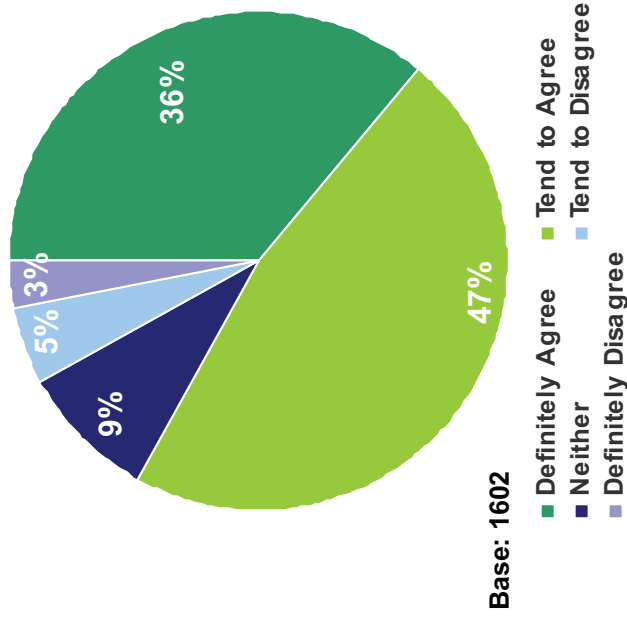
% ASB Repeat Callers By Borough Over The Last 24 Weeks By 4 Week Period

Borough	Area	Period				
		(1) 04/03/2013 - 31/03/2013	(2) 04/02/2013 - 03/03/2013	(3) 07/01/2013 - 03/02/2013	(4) 10/12/2012 - 06/01/2013	(5) 12/11/2012 - 09/12/2012
Barnet	North	9%	10%	10%	10%	9%



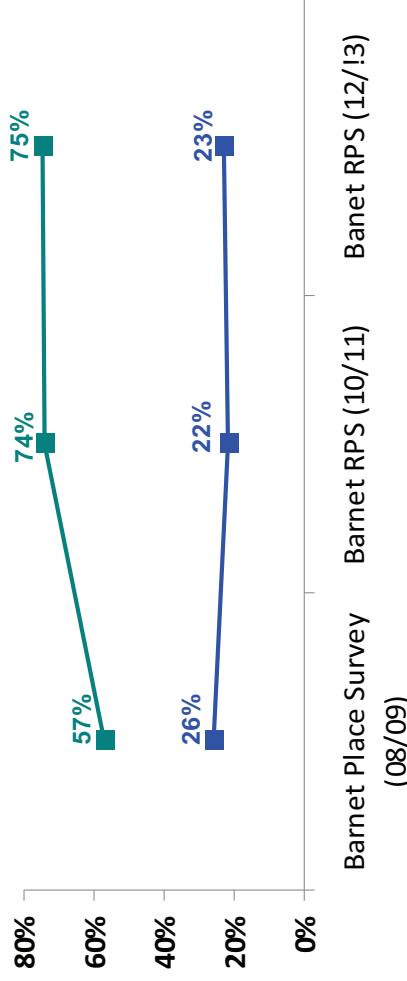
Priority 8 Building reassurance and confidence

Cohesion perception measures remain high in Barnet



Strong sense of belonging and people treating each other with respect, consistent with 2010/11

83 per cent of residents agree that people from different backgrounds get on well together in Barnet

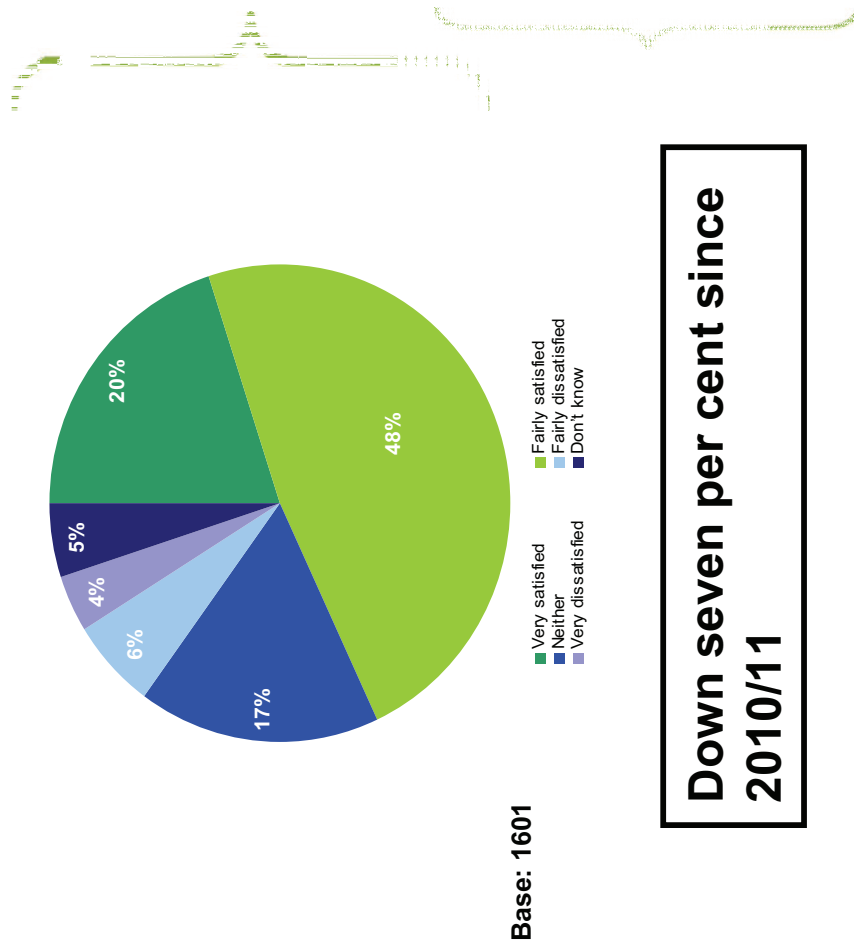


Strong sense of belonging to the local neighbourhood
People not treating each other fairly and with respect and consideration

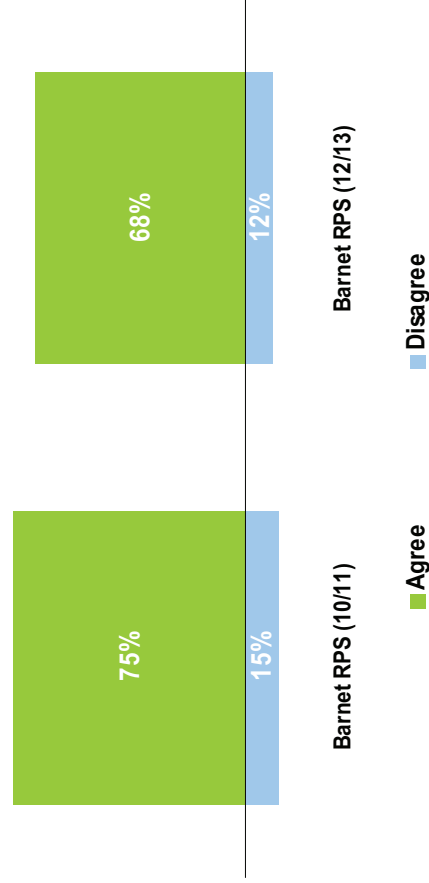


Residents satisfaction with police and council

How satisfied are you that Barnet Police and Barnet Council are dealing with antisocial behaviour and crime in your local area?



68 per cent of residents are satisfied



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RAG Guidance	Milestone not achieved and/ or risks threaten future performance. Remedial action is required. 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.	Milestone met and no future risks to performance
RED				
AMBER				
GREEN				
Contents navigation				
Property crime with a special focus on burglary				
Anti-social behavior				
Violent crime with a special focus on DV				
Focus on the places where offences take place				
Reduce repeat victimization				
Building reassurance and confidence				
1	Property crime with a special focus on burglary			
	What we said we would do	Lead on update	Q4 Plan	Q4 Performance update
	Develop a strategy that incorporates the following strategy and tactics	Police Simon Causser	Clear governance arrangements for SAC tactical tasking menu for Burglary and Robbery on shared drive Carry out Commissioner's 'Big Win' day to deny criminals access to roads. Run property road shows to identify crime victims.	Complete and owned by the DCI numerous operations carried out under big wing targeting drugs, stolen goods, violent criminals, uninsured cars, scrap Completed
	Disrupt organized criminal networks	Police Simon Causser		
	Targeted crime prevention campaigns	Police Simon Causser	Media campaign re property marking, UV pens provided by SNT. CSEG to support targeted Winter burglary prevention program.	MOPAC fund has provided more of this equipment and this activity will continue into 2013/14 CSEG has supported winter burglary campaign by providing resources CSEG has supported winter burglary campaign by providing targeted information to vulnerable communities including learning disabilities, BME and Faith Groups.
	Intelligence led approach to burglary hotspots	Police Simon Causser	Monitor prison release linking in with crime patterns post release Create a drive to record all IMEI numbers and carry out block and unblock checks Crime prevention 'burglary packs' to be provided to every victim.LBB safer houses team to target vulnerable victims	IOM is now managing this This is done in custody when prisoners are booked in and done when people report their phones stolen. Follow up This is part of daily business and performance is monitored at a monthly meetin
	Crime prevention advice to victims and householders	Police Simon Causser		
	Ensuring repeat offenders are brought to justice		All burglary offenders to be considered for financial investigation and asset seizure	In place
	Co-ordinating powers across agencies to best solve the problem	Police Simon Causser	Mandatory burglary training for all team officers on primary and secondary investigations.	Done
2	Anti-social behavior			
	What we said we would do	Lead on update	Q4 Plan	Q4 Performance update
	Proactive approach to fly-tipping, fly- posting and graffiti through Council's PIT	LBB Steve Murrant	Communication regarding LBB approach to bulk waste. The aim is to raise awareness of fly tipping penalties and will include a success story on Ward Success will be nil growth in Fly tipping reports(reversing the trend in 2012 for a growth in reports)and a 10% increase in stat notices	New proposals for 2013 This target was achieved

		Payback with Probation and discuss plan to get PIT officers to identify projects. 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.	Completed ongoing 2013 Target achieved April 2011 March 2012 1450 compared to A1 Complete	
Safeguarding	LBB Steve Murrant	Agree a set of recommendations from ASB vulnerable adults review and implement throughout rest of financial year. Review risk matrix assessments for PIT ASB cases. Ongoing identification of projects and feedback to SNT ward panels. Refresh Intel on known street drinkers and make ongoing referrals. Liaise with DAAT to discuss engagement progress. Target all identified street drinkers to have received a referral to support 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. 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.	Now addressed in the new BASBAG monthly meeting Risk assessment matrix reviewed and identification of issues New instructions to be issued in respect of street drinkers and As above To be part of the environmental audits within action days As above	
Identify perpetrators of ASB at the earliest opportunity to agree set of outcomes for residents.	LBB Steve Murrant	Agree and implement partnership process for breach of an ABC. This will also show those who have breached their conditions and the action taken by partnership agencies 24 young people referred to TYS or Family Focus. Enforcement protocols agreed and implemented.	Awaits new directive from imminent legislation On going projects to be reported in quarter 4 Imbedded in daily working practice Awaits new legislation Awaits new legislation	
Improve governance arrangements	LBB Steve Murrant	Recommended Governance arrangements in ASB Needs Analysis to be accepted/ amended by partners. Subject to Home Office White Paper.		
Ensure every report followed up and customer informed of progress/outcome.	LBB Steve Murrant	Launch of e form on LBB website and ask other partners to advertise it. Success will be residents using e form to report ASB. Steve Murrant to report.	This has been launched and e-form ASB reports are being re	
Identify repeat victims and prioritise multi agency problem solving	LBB Steve Murrant	Process for identifying repeat victims to be agreed by MAOG. Success will be a reduction in the number of repeat victims in 2012/13 (617 identified in 2011, accounting for 12% of victims). Success will be all High Risk 302's being reduced in risk within 2 weeks	This is now part of the on going business of the BASBAG 	

Reduce arson		Outcomes for 2012/13 proposed as : The LFB in Barnet will aim to reduce arson incidents(all deliberate fires) in 2011/12 to below 254. The LFB in Barnet will aim to reduce deliberate dwelling fires in 2012/13 to below 14. The LFB in Barnet will aim to reduce deliberate road vehicle fires in 2012/13 to below 39 The LFB in Barnet will aim to reduce deliberate fires on grass and open land in 2012/13 to below 80 The LFB in Barnet will aim to reduce deliberate rubbish fires in 2012/13 to below 81 The LFB in Barnet will aim to reduce deliberate fires in non domestic buildings in 2012/13 to below 18.	TBR at SCB TBR at SCB TBR at SCB TBR at SCB	
3 Violent crime with a special focus on domestic violence				
What we said we would do	Lead on update	Q4 Plan	Q4 Performance update	Q4 RAG
Increase awareness of DV across agencies and residents through media	LBB Manju Lukhman	There will be an International Women's Day Event organised for 8th March 2013.	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. TBR by Manju	
Implement the North London Rape Crisis Centre Service	LBB Manju Lukhman	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.	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.	
Develop and implement perpetrator services	LBB Manju Lukhman	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	The Steering group will continue to meet to monitor the work and progress of this service.	
		A new service has been commissioned to provide this service to start from 1 st 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. 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.	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 also accessing this service. There has been on going training, promotion and publicity within the borough by SWA and DVIP.	

Ensure safe and effective interventions at earliest opportunity	LBB Manju Lukhman	<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 service 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>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>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.</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>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>There is the Safer Families Project that works in three children centres, Hyde, Underhill and Newstead. Ongoing</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 work to ensure that the criminal justice process is effective when it comes to supporting DV victims and arresting perpetrators.</p> <p>There is the MARAC process that has a specialist MARAC Coordinator and MARAC IDVA supporting clients.</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>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. Update</p> <p>The DV Coordinator and the MARAC Coordinator roles will be placed under the Safeguarding Division of the Children's</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>There is the MARAC process that has a specialist MARAC Coordinator and MARAC IDVA supporting clients.</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>The Police are being restructured nevertheless, the Community Safety Unit are still in place to support DV cases.</p> <p>The MARAC Coordinator role has been approved to be a full time post, this will start sometime before the end of the</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>Update re IDVA support for the MARAC and SDVC maybe reviewed under the newly commissioned structure</p>	

Ensure integration with family focus project	LBB Manju Likhman	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.	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	
	LBB Manju Likhman	On the 12 th 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. 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 14 th of March 2012 (mid fourth QTR). Emergency MARAC meetings are called when necessary. 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. 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. North London Rape Crisis (Solace) are also part of the MARAC meeting process 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. An action Plan will be devised for the group To regularly present MARAC data to the DVF and DVOPS group. To meet on a quarterly basis.	The MARAC Steering group meet quarterly and the MARAC meeting every three weeks; these are both chaired by the police. 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. CAADA have just completed an assessment of LBB's MARAC work, an action plan will follow the recommendations and actions. 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. MARAC Steering group and MARAC training to continue update TBR	

6 Focus on places where offences take place

What we said we would do		Q4 Plan	Q4 Performance update	Q4 RAG
Share information to identify priority areas for intervention	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. Borough tasking Crime group meeting Bi Weekly attended by police and partners. Information sharing agreements reviewed and in place.	The RSLs are brought into the BASBAG to share this data and in place in place in place	
	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	
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	As above As above As above As above	
	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	As above As above As above As above	

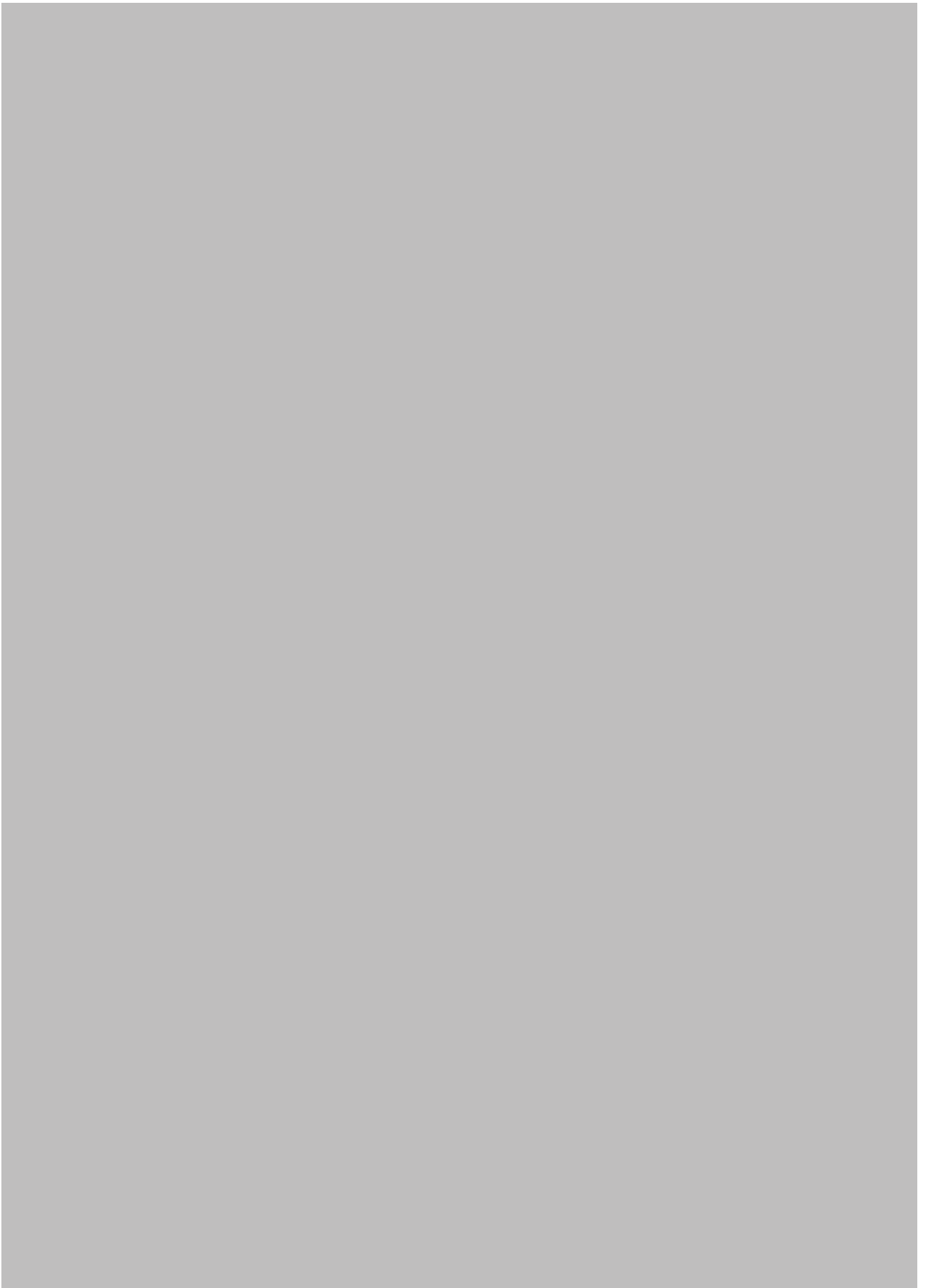
Intelligent use of CCTV to deter and investigate crime and ASB	Police Simon Causer	Cricklewood Tri Borough community improvement programme Fortnightly intelligence Meeting attended by police and partners. Borough tasking Crime group meeting Bi Weekly attended by police and partners Fast time communication via radio with CCC / IBO Partnership use of Local authority owned but MPS maintained portable CCTV equipment. PIT to continue to deliver town centre action plans. Fortnightly intelligence Meeting attended by police and partners. Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners. Fortnightly intelligence Meeting attended by police and partners. Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners. Partnership approach with SNT's	As above embedded as part of business embedded as part of business embedded as part of business embedded as part of business Borough wide CDZ has been implemented embedded as part of business embedded as part of business In place in place	
Ensure town centres are safe and attractive, street drinking and disorder from licensed premises are tackled Priority Intervention Team to tackle environmental crime in identified hotspots	LBB and Police Steve Murrant and Simon Causer Police Simon Causer			

7 Tackle repeat victimisation				
What we said we would do	Lead on update	Q4 Plan	Q4 Performance update	Q4 RAG
Integrated and consistent support to victims of ASB and tracking their cases	Police Simon Causer	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. Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners.	Additional police staff have been put into a compliance and support system. This is managed by SN cluster Inspectors Additional codes on the police crime reporting system have been embedded as part of normal business 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 Care and repair scheme from EH on going	
Commissioning effective DV services including funding a DV perpetrators programme	LBB Manju Likhman	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.	The DV Commissioned service is operating very well and there is a decision will be made as to whether extend the contract for	
Better management of offenders to stop them reoffending Bringing offenders to justice swiftly and supporting victims Counselling and support	Police Simon Causer Police Simon Causer	MPS YOT working in partnership with Local Authority YOS. IOM driven activity and processes	This has been replaced by the IOM project Michael Kelly to re IOM report by Michael Kelly to SCB	

8 Building reassurance and confidence

What we said we would do	Lead on update	Q4 Plan	Q4 Performance update	Q4 RAG
Publish a communications strategy	LBB 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. 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.	
Inform residents when we have done what they ask	Police Simon Causer	MPS and partnership actions and results fed back into WARD panels (CAP) MPS media team publicizing good new stories and successes via external media and social networks. Monthly Community engagement panel SNT public meetings, surgeries, street briefings and through their websites.	Through the local media strategy good news stories are fed b Through the local media strategy good news stories are fed b This is part of normal business activity This is part of normal business activity This is part of normal business activity This is part of normal business activity This is part of normal business activity This is part of normal business activity. This will be enhanced	
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. Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners. Ward panel priorities, actions recorded on 302 problem solving documents. Partnership street briefings, surgeries and meetings. All pre publicized. Local authority PIT victim visits and reassurance patrols either solely or jointly with SNTs	On going business On going business On going business As above AS above	
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	Local authority safer homes advice and visits. Vulnerable victim visits by police and local authority. MPS Protect campaign aimed at youth crime. MPS ASB unit contacting all repeat vulnerable victims of ASB supplying Local authority PIT team and SNT detail 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. CSEG to establish targeted work with children and young people	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.	
Tie in Neighborhood watch and Community Action panels (CAP) with the Barnet Community safety Engagement Group to ensure widest possible	Barnetborough Watch Paul Hammond	SLT attendance at monthly CSEG meetings Partnership joint attendance at CAP meetings.	CSEG meetings being regularly with attendance by Police to give crime updates. CSEG meetings are bi-monthly. 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.	

access to police and council to discuss community safety		CSEG to contribute to a dedicated development programme for Barnet Borough Watch and Community Action Plan.	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.	
Encourage Neighborhood watch champions to patrol with PCSOs	Barnetborough Watch Paul Hammond	Ongoing SNT / Partnership engagement through CAP meetings and CSEC.	see above	
Improve the public realm of Barnet ensuring it is safe, clean and green	LBB and Police Steve Murrant and Simon Causer	CSEG to contribute to a dedicated development programme for Barnet Borough Watch and Community Action Plan. Fortnightly intelligence Meeting attended by police and partners. Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners. Ward panel priorities and actions recorded on 302 problem solving documents allowing stakeholders, MPS and other partners to be held accountable. Partnership street briefings, surgeries and meetings. All pre publicised. Local authority PIT victim visits and reassurance patrols either solely or jointly with SNTs 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. . 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.	see above On going business As above As above On going business As above As above	
Work in partnership to make our town centres safe and attractive	LBB and Police Steve Murrant and Simon Causer	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. Fortnightly intelligence Meeting attended by police and partners. Borough tasking Crime group meeting Bi Weekly attended by police and partners. Meetings to assess listed problems and task plan owners. Local authority work on 5 action plans in partnership on Burnt Oak, Talley Ho, Edgware, Cricklewood and Golders Green Town centres.	On going business As above As above To be reported in quarter 4	





Appendix 5: DRAFT Safer Communities Enhancements Implementation Plan and Proposed Governance

AGENDA ITEM 8

1. Context

This document sets out the scope and plans to implement four mutually supportive initiatives identified through the strategic review of Safer Communities which will deliver financial and non-financial benefits to a range of partners:

- A) Neighbourhood Justice Panels (community facilitated panel meetings between offenders and victims using a restorative justice approach)
- B) Community Coaches (volunteer led brief interventions for people at risk of becoming involve in crime)
- C) Expanded use of Conditional Cautions (use of new conditions linked to alcohol/ ASB awareness, and Domestic Violence)
- D) Enhanced Integrated Offender Management – working with a larger cohort of high risk offenders and refining resettlement pathways.

Each of the four initiatives will be implemented on a small scale initially and to establish a plan to roll out the initiatives more widely in the longer-term following evaluation of benefits.

2. Objectives

- To implement the 4 initiatives (initially for a one or two year trial period-dependent on funding)
- To establish a robust framework for evaluation of the suite of initiatives with a view to identifying the financial and non-financial benefits accruing across the partnership.
- To ensure effective governance and reporting mechanisms, which feed into to the Safer Communities Partnership Board.
- To agree a plan to ensure future sustainability of the four initiatives, including ensuring the financial sustainability of the initiatives.

3. Scope

(A) Neighbourhood Justice Panels

- Establishing a clear target group/ referral mechanisms with a focus on individuals involved in low level crime and ASB.
- Developing clear guidelines, process and protocols for panel interventions (and training/ briefing agencies)
- Recruitment a coordinator or commissioning an organisation to manage referrals to the scheme and volunteer involvement.
- Ensuring community awareness and involvement in delivery of a restorative justice approach.
- Recruitment and training at least 10 volunteers who will facilitate 200 panel interventions between them in the first year.

(B) Community Coaches

- To commission a coaching/ mentoring programme for individuals at risk of becoming involved in crime.
- Identifying clear and effective referral routes to the scheme
- Develop new/ adapt existing tools to monitor impact of interventions
- Recruitment and training for local community volunteers to deliver intensive interventions of 10-12 weeks (target 100 intervention per year)

(C) Conditional Cautions

- To scope and develop new conditions to divert offenders to – including the design of an ASB/ Alcohol awareness impact course
- To review existing guidance on conditional cautions and bring up to date to reflect new conditions.
- To provide additional training and tools to police to support use of conditional cautions
- To scope and deliver (if feasible) use of conditional cautions for appropriate DV cases.
- To build greater community awareness of use of conditional cautions.

(D) Enhanced Integrated Offender Management

- Develop an enhanced model of Integrated Offender Management that will deliver greater reductions in reoffending for those on the programme
- Scope and select additional offenders who are reflective of our partnership priorities and will benefit from the provisions of IOM
- Deliver a stepped intake of new offenders and ensure the team is effectively resourced to manage this extended group
- Improve existing pathways across Housing, Employment/Training, Mental Health, Substance Misuse and Prison Link
- Develop a peer mentoring programme that will bolster existing resettlement provision

4. Partnership/ project governance

This sections sets out proposals for how the Safer Communities Partnership governance could be adapted to ensure appropriate governance arrangements are in place to support the implementation of the four initiatives.

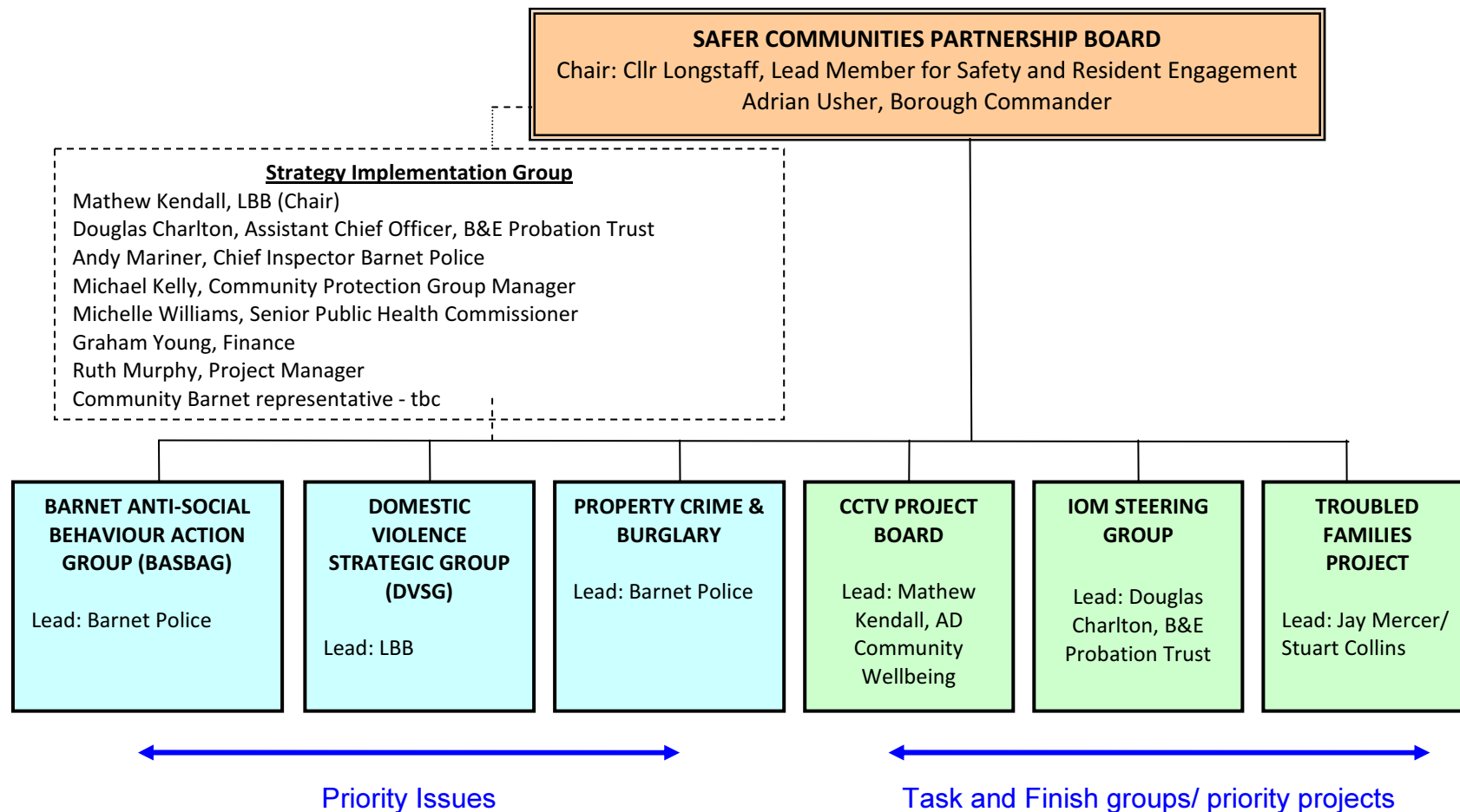
The key proposals are:

- Each initiative will have a nominated lead as below, responsible for coordinating partners to jointly deliver the initiatives:

Strategic lead: Neighbourhood Justice Panels	Andy Mariner, Chief Inspector, Barnet Police
Strategic lead: Community Coaches	Michael Kelly, Interim Community Protection Group Manager, LBB
Strategic lead: Conditional Cautions	Andy Mariner, Chief Inspector, Barnet Police
Strategic lead: Enhanced IOM	Douglas Charlton, Barnet and Enfield Probation Trust

- It is recommended each initiative has a senior level steering group which would be responsible for:
 - Sign off for detailed target groups and delivery models
 - Sign off for policies and processes
 - Ensuring alignment with wider partnership priorities.
 - Reporting progress to Safer Communities Partnership Board
- The existing Barnet Anti Social Behaviour Action Group (BASBAG) could act as the steering group for the Neighbourhood Justice Panels and Community Coaches initiatives.
- The existing IOM Steering Group will oversee the enhanced IOM initiative.
- A new steering group would be set up to oversee the implementation of the Conditional Cautions strand, chaired by the police and including representation from the local authority and public health.
- The existing Safer Communities Project Board would be replaced by a new Strategy Implementation Group, chaired by the Local Authority Assistant Director for Community Wellbeing. This would act as a programme board for the delivery of the four initiatives, but also have a wider focus on implementation of activity to support the cross-cutting priorities of the safer communities strategy; Reducing fear of crime, early intervention and prevention, repeat victimisation, joint resources and hotspots.

b) Safer Communities Partnership Governance



5. Implementation Plans

Action no.	Action	Lead	By when
(A) Neighbourhood Justice Panels			
1.	Present proposals to Barnet Anti-Social Behaviour Action Group (BASBAG) and agree terms of reference/ governance.	AM	April/ May 2013
2.	MOPAC funding decision	MOPAC	April 2013
3.	Analysis of target crime types and geographical areas for NJPs	AM (with police data analyst)	April 2013
4.	Establish delivery model options and recommendation (e.g. police led/ commission voluntary org)	AM (with PM support)	April 2013
5.	BASBAG agree delivery model	AM	May 2013
6.	Initial stakeholder workshop (RJ leads from police, YOS, Barnet Homes/ Housing/ RSLs, victim support, leaving care, environmental health (purpose: service mapping, refine scope + secure buy-in)	AM (with PM support)	May 2013
7.	Identify/confirm single points of contact /SPOCs from partner agencies	AM (with PM support)	May 2013
8.	Develop process and policies	AM (with PM and SPOC support)	May – June 2013
9.	Devise & agree evaluation/ scorecard (to include recording of financial benefits)	AM (with PM + Finance support)	June 2013
10.	Identify locations for panel meetings	PM (with SPOCs)	June 2013
11.	Sign off process/ policies/ evaluation/scorecard	BASBAG	June 2013
12.	Coordinator/ Coordination specification	AM (with PM support)	June 2013
13.	Devise training plan and schedule	PM (with Restorative Solutions)	May – June 2013
14.	Recruit coordinator/ appoint voluntary organisation (if applicable)	AM (PM support)	June – July 2013
15.	Devise & agree volunteer policy and role specification	AM (with PM support/ SPOCs)	June 2013

13.	Promote / advertise volunteering opportunity	SPOCs/ LBB comms campaign – TBC	June 2013
14.	Recruit volunteers	TBC (depend on 4. above)	July 2013
15.	Train agencies	Restorative solutions	July – August 2013
16.	Train facilitators/ volunteers	Restorative Solutions	July – August 2013
17	Public engagement (and comms plan)	PM/ Comms	August – September
18.	Go live		Oct 2013
19.	Project close (Benefits realisation plan and sustainability)	PM	Oct 2013

Action no.	Action	Lead	By when
(B) Community Coaches			
1.	Present proposals to Barnet Anti-Social Behaviour Action Group (BASBAG) and agree terms of reference/ governance.	MK	April/ May 2013
2.	MOPAC funding decision	MOPAC	April 2013
3.	Analysis of target group and options for referral criteria	MK (police data analyst support)	April 2013
4.	Establish alignment with existing community coaches' provision and procurement route.	MK (with Stuart Collins)	March 2013
4.	Establish options and recommendation (e.g. police led/ commission voluntary org)	MK (with PM support)	April 2013
5.	BASBAG agree delivery model	BASBAG	May 2013
64.	Initial stakeholder workshop (Adult social care, troubled families/ YOS, Barnet Homes/ Housing/ RSLs, victim support (refine scope + secure buy-in)	MK (with PM support)	May 2013
5.	Identify/confirm single points of contact /SPOCs from partner agencies	MK (with RM support)	May 2013
6.	Develop process and policies (referral pathways, gate-keeping)	MK (with PM support/ SPOCs)	May – June 2013
7.	Devise tools & agree evaluation/ scorecard (to include recording of	MK (with PM + Finance support)	June 2013

	financial benefits)		
8.	Draft contract specification	MK (PM/ Procurement/ Finance support) BASBAG	July 2013
9.	Approve contract specification	BASBAG	July 2013
10.	Market engagement, contract and letting (depends on 1.)	MK (PM/ Procurement/ Finance support)	July- August 2013
11.	Recruitment of volunteers	MK/ Commissioned organisation (with PM support)	August 2013
12.	Public awareness and launch	PM/ Comms	August – September 2013
13.	Go live		Oct 2013
14.	Project close (Benefits realisation plan and sustainability)	PM	Oct 2013

Action no.	Action	Lead	By when
(C) Conditional Cautions			
1.	Define governance (new steering group)	AM	April/ May 2013
2.	Review existing policy - target groups and appropriate conditions used	AM	April 2013
4.	Analysis of “demand” alcohol awareness/ ASB impact courses.	AM (with police data analyst)	April 2013
5.	Review precedent for DV conditions and ensure Met sign off (Hampshire pilot)	AM	April 2013
6.	Identify SPOCs (Police ASB/ DV leads, Alcohol provider/ Public Health, LBB DV)	AM (with PM support)	April 2013
6.	MOPAC funding decision	MOPAC	April 2013
7.	Early engagement with local public health/ alcohol providers	AM (via Public Health lead)	May 2013
6.	Scope/ establish appropriate DV conditions and feasibility (link to voluntary perpetrator programme)	AM / DV leads (LBB/Police)	May 2013
8.	Appoint consultants to devise alcohol awareness course (e.g. Preston ADS)	AM / Public Health lead	June 2013

9.	Devise and agree police processes/ policy (including breach policy) for new conditions	AM	June 2013
10.	Devise benefits recording mechanism for new conditions	AM (with PM support)	July 2013
11.	Source and train local course provider for alcohol awareness/ ASB impact course	Public Health lead/ AM	July - August 2013
12.	Police training roll out / internal communications plan (use existing training days)	AM	July- August 2013
13.	Go- live (new conditions)		September 2013
14.	Project close (Benefits realisation plan and sustainability)	PM	October 2013

Action no.	Action	Lead	By when
(D) Enhanced Integrated Offender Management			
1.	Identify potential offender types for cohort expansion from 97 to 200 in 2013/14	MK	March 2013
2	Hold IOM Partnership Network Event to develop enhancements to primary support pathways	MK/IOM Team	March 2013
3.	Produce draft memoranda of understanding detailing IOM joint-working with Housing/Housing Benefits, ETE, Mental Health & Substance Misuse, Prisons	MK/Probation Lead	April 2013
4.	Provide list of known ex/current offenders for cohort expansion and gather partnership intelligence	MK	April 2013
5.	Produce cohort expansion options paper based on crime priorities and greatest benefit	MK	April 2013
6.	IOM Steering Group to meet to select preferred options for expansion and agreement on pathway developments	Steering Group	May 2013
7.	Produce a stepped sign-up plan for cohort expansion, including identification of additional resources	RM/MK	May 2013

8.	Sign-up partners to new joint-working agreements (MOUs). To include agreed performance measures	MK	May 2013
9.	Implement stepped cohort expansion programme	MK	June 2013
10.	Implement and Monitor joint-working agreements	Steering Group	July - August 2013
11.	Initiate an IOM service user group	MK	July- August 2013
12.	Identify potential peer mentors	IOM team	September 2013
13.	Develop and implement peer mentor training programme	RM/MK	October 2013

6. Project Budgets (funding bid to MOPAC)

NJP	2013/14*		2014/15	2015/16	Assumptions
	Set-up	Operating	Operating	Operating	
Project management set up costs	13650				3 days/ week over 13wks at £350/day
Training expenses	500				£50 x 10 volunteers
Public engagement	2000				
Launch Roadshow events	1500				3 @ 500/each
NJP Coordinator		11250	22500	11250	0.5FTE @ team manager level £45k including on costs
Facilitation and additional expenses		5000	10000	5000	200 panels @ £50 per panel (= £25 per volunteer per panel)
Facilities / provisions					(Assumed that costs @ 5% - £1625 are to be absorbed by partners)
Evaluation and ensuring sustainability	7500				
Total	25150	16250	32500	16250	*Assumes go-live Oct '13

Community Coaches	2013/14*		2014/15	2015/16	Assumptions
	Set-up	Operating	Operating	Operating	
Project management set up costs	18200				6 months elapsed time @ 2 dpw to mobilise and launch, effective cost of £350/day
Recruitment, training and checks (volunteers)	5000				£50/ volunteer
Public awareness	1000				
Roadshow events	2500				5 @ 500 each
Procurement	9100				PM costs 3 months - 2 days/week
Contract		37500	75000	37500	12 week interventions - , 0.5FTE Coordinator, up to 40 volunteers
Evaluation and ensuring sustainability	7500				
Total	43300	37500	75000	37500	*Assumes go-live Oct '13

Conditional Cautions	2013/14*		2014/15	2015/16	Assumptions
	Set-up	Operating	Operating	Operating	
Partner liaison / co-design	9100				3 months elapsed time @ 2 dpw @ effective cost of £350 / day
Process design	0				Staff resource to be covered by Police
Train the trainer	4000				Say 2 sessions @ £2k each
Training roll out	0				(covered by police resource)
Internal comms drive	0				(covered by police resource)
Development of course (consultancy)	5000				
Training for provider (consultancy)	5000				
Partner information protocols (consultancy)	5000				
Public awareness	1000				Mostly free editorials
Processing CCs	0	0	0	0	Staff resource to be covered by Police
Course delivery	0				Cost neutral
Total	29100	0	0	0	*Assumes go-live Oct '13

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London Borough of Barnet

Safer Communities Partnership Enhancements: Outline Business Case

Document Control

Document Owner	One Barnet Programme Office
Contact Details	ruth.murphy@barnet.gov.uk
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5.1	Amended Conditional Cautions to reflect changes to CPS/ Police role from April 2013	RM	04.03.13	Draft
5.2	Amended to reflect focus on gangs for community coaches/ IOM.	RM	10.04.13	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

The Council is a key provider and commissioner of community safety services. It also has significant local leadership role in delivering safer communities outcomes in the local area. Through chairing the Safer Communities Partnership the Council exerts strategic leadership, provides accountability to other agencies working in Barnet and is the driving agent of development in the system.

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.

The Partnership has already developed approaches that involve close multi-agency working, and significant alignment of resources, with a noticeable impact for local people. Early analysis of data from the first six months of Integrated Offender Management (a partnership project working with high risk offenders) show that partners investing in a multi-agency approach can have a significant impact on reducing re-offending. Similarly, case studies from the Troubled Families programme demonstrate the value of partners working intensively together to address the multiple complex needs of such families.

This business case sets out a number of proposals to build on these strong examples of partnership working to implement a longer-term approach to preventing crime and anti-social behaviour and reducing re-offending along all stages of the justice continuum.

In the medium to longer term, the aim is for financial contributions to the initiatives to reflect the distribution of financial and non financial benefits across partners, via a community budget or similar arrangement. In the short-term the Council intends to include the proposals in its bid to the MOPAC

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

Crime Prevention Fund, both in recognition of its leadership role and the positive outcomes that the initiatives will have for the local community. The bid will request funding for the initiatives for two years from the go-live date.

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.

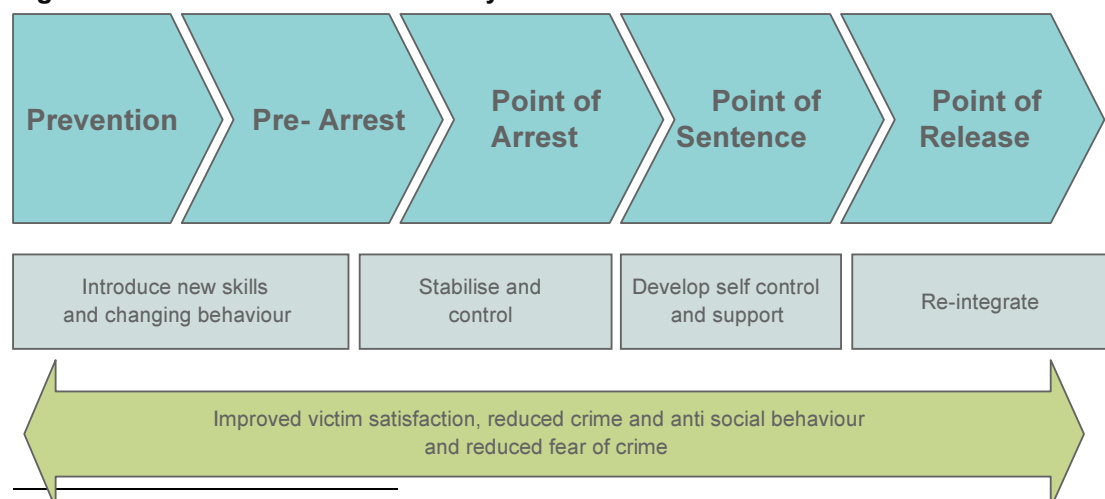
Relentless drive for efficiency

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

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



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

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.

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 was developed with the view that in the short term costs would 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.

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 **£572,210**. This includes substantial savings to the Police and Probation services.

The Council has applied to the MOPAC Crime Prevention Fund to fund initiatives in the first year through the 13/14 bidding process, where the costs cannot be met through staff resources across the partnership.

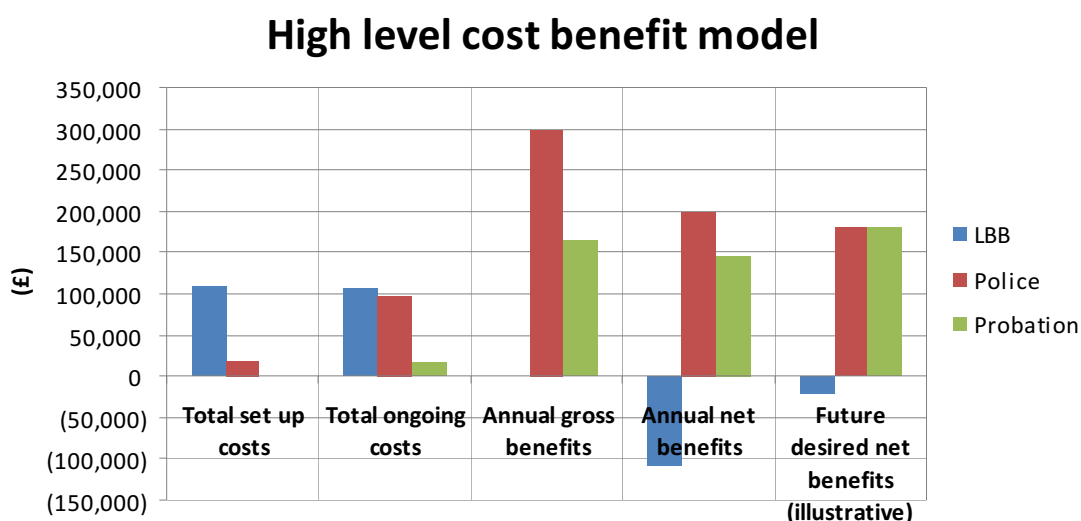
Whilst the significant annual cost to the Council is not mirrored by the savings profile, this reflects a combination of non-financial benefits (delivery of safer communities strategy objectives such as improved victim satisfaction and reduced fear of crime) and longer term, less tangible financial benefits (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.

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	(£17,314)	£146,413	£0	£146,413
Court	£192,192	£0	£192,192	£0	£192,192
Prison	£15,623	£0	£15,623	£0	£15,623
Council (SCP funding)	£0	(£107,500)	(£107,500)	(£89,217)	(£196,717)
Total	£795,424	(£223,214)	£572,210	(£127,317)	£444,893

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).

Organisation	Set up costs (£)		Ongoing costs (£)		Annual net benefits (£)
	Staff	Cash	Staff	Cash	
LBB	76,717	32,500	22,500	85,000	(107,500)
Police	18,100	0	98,400	0	200,357
Probation	0	0	0	17,314	146,413
Total	94,817	32,500	120,900	102,314	239,270

Table 2: Breakdown of investment required and annual benefits

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

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

10. Wet houses (residential facilities for chronically alcoholic homeless people)

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?
	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	M	M	H	H	H	M	H	M	M	L
Early intervention / prevention	M	L	M	H	H	H	L	L	M	M
Partnership	M	L	M	H	M	H	H	H	H	L
Ease	L	H	M	H	H	M	M	H	M	L
Precedence	M	L	L	H	H	M	M	H	M	L
Political alignment	M	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 a new policy for tenants and therefore there is expected to be a lack of political appetite for further changes.	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.

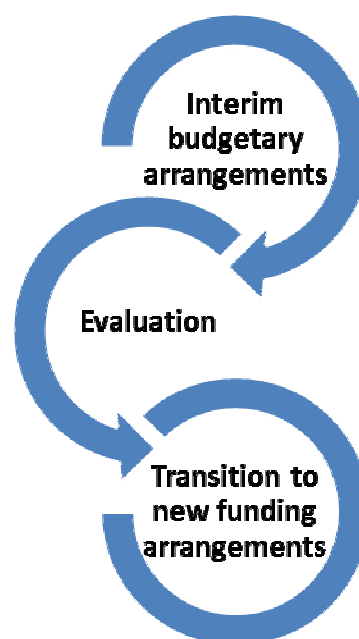
Consequently, partners need to work together to get projects set-up and launched. These projects should then be evaluated rigorously to map non-

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 four 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. Neighbourhood justice panels
2. Community coaches scheme (with a focus on those at risk of offending)
3. Conditional cautions
4. 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, for example family group conferencing, direct reparation to the victim, and victim awareness. 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 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.

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/

Required partner inputs	<p>Proposed resourcing (short term)</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 checks to be funded by the Council (£500)• Volunteer expenses to be funded by the Council (£10,000)• Free training (to be provided by Restorative Solutions)• Community engagement and roadshows to be funded by the Council (£3500)• Overheads (estimated 5%) to be absorbed by partners. <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• A bid for MOPAC Crime Prevention Funding has been submitted in February 2013 to cover the set up and two years of operation of NJPs.																																										
Savings and assumptions	<p>It is expected that NJPs would generate savings across the criminal justice system as follows:</p> <table><tr><th>Partner</th><th>Gross saving</th><th>Operating cost</th><th>Annual impact</th><th>Set up costs</th><th>Year 1 impact</th></tr><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>(£1,625)</td><td>£4,011</td><td>£0</td><td>£4,011</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>(£32,500)</td><td>(£32,500)</td><td>(£25,150)</td><td>(£57,650)</td></tr><tr><td>Total</td><td>£196,527</td><td>(£34,125)</td><td>£162,402</td><td>(£25,150)</td><td>£137,252</td></tr></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%)	Partner	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	(£1,625)	£4,011	£0	£4,011	Court	£16,320	£0	£16,320	£0	£16,320	Council	£0	(£32,500)	(£32,500)	(£25,150)	(£57,650)	Total	£196,527	(£34,125)	£162,402	(£25,150)	£137,252
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5.2 Community Coaches scheme

Description	<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>
Target Group	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, particularly gang activity.
Outcomes	<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
Evidence	<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.

How would it work in practice?	<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>																																										
Required partner inputs	<p>Proposed resourcing</p> <ul style="list-style-type: none">• Project management set up costs funded by the Council (£18,200)• Roadshow events, campaigns and recruitment to be funded by the Council (£8,500)• Procurement costs to be funded by the Council (£9,100)• Homestart/ other voluntary sector provider to be funded by the Council (£75,000) <p>A bid for MOPAC Crime Prevention Funding has been submitted in February 2013 to cover the set up and two years of operation of Community Coaches.</p> <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 more closely link the allocation of costs to the financial benefits attributed to each partner.																																										
Savings and assumptions	<p>Community coaches should generate efficiencies across the system as shown below:</p> <table><tr><th>Partner</th><th>Gross saving</th><th>Operating cost</th><th>Annual impact</th><th>Set up costs</th><th>Year 1 impact</th></tr><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>(£43,300)</td><td>(£118,300)</td></tr><tr><td>Total</td><td>£77,443</td><td>(£75,000)</td><td>£2,443</td><td>(£43,300)</td><td>(£40,857)</td></tr></table> <p>There are also substantial uncoded 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>	Partner	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)	(£43,300)	(£118,300)	Total	£77,443	(£75,000)	£2,443	(£43,300)	(£40,857)
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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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5.3 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. The police view is that obstacles include a requirement for additional police training in the use of conditional cautions, and the lack of suitable “conditions”.</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 initially.</p>
Outcomes	<ul style="list-style-type: none"> ▪ Introduction of new skills to change behaviours associated with crime ▪ Reduce re-offending through rehabilitative punishment, for example alcohol awareness courses ▪ 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>

¹¹ Home Office, 2004

¹² Sourced from Barnet Police service.

	<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 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>
How would it work in practice?	<p>Police must commit to scale up the capacity of restorative justice trained officers within the borough and understand the information required to make effective decisions. From April 2013, the responsibility for making a decision whether to issue a conditional caution will sit with the police.</p> <p>In order to minimise overhead and risk of cost escalation, conditional cautions would initially focus on diversionary alcohol/ASB impact awareness 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. Should the offender fail to attend the course within certain tolerances, the provider would notify the police 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>
Required partner inputs	<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>A bid for MOPAC Crime Prevention Funding has been submitted in February 2013 to cover the set up of the Conditional Cautions scheme (excluding police staff costs).</p> <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 the initiative and provide the necessary training to staff. Operating

¹³ Department of Health (2005)

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

¹⁵ Cuijpers et al, 2004

¹⁶ See Appendix 3 for more detail.

	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.																																										
Savings and assumptions	<p>Conditional cautions would generate savings across the system as follows:</p> <table><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><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>(£47,200)</td><td>£326,680</td></tr></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	(£47,200)	£326,680
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5.4 Enhanced Integrated Offender Management

Description	<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 from custody to the community.
Target Group	<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 offender group reconviction 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>The target group for the expanded IOM cohort is to be agreed through the existing IOM steering group. This is likely to include a focus on offenders involved in gang activity.</p>
Outcomes	<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%)

Evidence	<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%▪ Non-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%.¹⁷ <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).¹⁸																																																
Savings and assumptions	<p>An enhanced IOM model would generate savings across the criminal justice system as follows.</p> <table><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><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><tr><td>Total</td><td>£49,174</td><td>(£15,689)</td><td>£33,485</td><td>(£11,667)</td><td>£21,818</td></tr></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)	Total	£49,174	(£15,689)	£33,485	(£11,667)	£21,818
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¹⁷ Safe Newcastle Non Statutory Target Project evaluation, June 2012, www.cjp.org.uk/iom-elearning

¹⁸ 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 IOM¹⁹) ▪ 30% for non-statutory clients (compared to 58% without IOM²⁰) <p>Enhancements to mental health screening and prison link role would be cost neutral.</p>
Required partner inputs	<p>The additional partner inputs required for an enhanced Integrated Offender Management are:</p> <p>1 x Probation Service Officer 1 x Probation Officer 1 x Police Constable</p> <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. The set up costs of approximately £11k for project initiation (provided by IOM manager) will be met by the Council</p> <p>MOPAC funding: Funding is also being sought from MOPAC for additional resettlement support.</p>

¹⁹ Based on home office national reconviction statistics,

²⁰ 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. Bid for MOPAC Crime Prevention funding
If the bid for MOPAC Crime Prevention funding is unsuccessful, there will be a shortfall in the available funding for the implementation of the initiatives	<ul style="list-style-type: none"> Bid to be aligned to MOPAC priorities. Seek approval from Cabinet Resources Committee for any shortfall to be met by the One Barnet Transformation Reserve.
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
OBC development and sign off													
Cabinet Resources Committee sign off	Apr-13				◆								
Funding													
Submit MOPAC funding bid (for 13/14 and 14/15 funding)	Feb-13		◆										
MOPAC funding decision					◆								
Implementation planning													
Develop implementation plans	Feb-Mar 13		■	■									
Project Board sign off (8th April)	Apr-13				◆								
Governance arrangements and implementation plans signed off (SCPB - tbc)	Apr-13				◆								
Neighbourhood Justice Panels													
Detailed implementation plan	Mar-Apr 13			■	◆								
Process design (pathways / gatekeeping)	May-Jun 13					■	■						
Recruitment of coordinator	Jun-13						■	■					
Train referring agencies	Jun-Jul 13						■	■	■				
Volunteer role specification and recruitment	Jun-Jul 13						■	■	■				
Train facilitators/volunteers	Aug-13							■	■				
Public engagement	Jul-Aug 13							■	■				
Go live	Sep-13									◆			
Community Coaches													
Detailed implementation plan	Mar-13			■	◆								
Partner liaison / policy co-design	Mar-Apr 13				■								
Service 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							■	■				
Public awareness and launch	Sep-13								■	■			
Go live	Sep-13									◆			
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								◆				
Integrated Offender Management													
Agree partner resource input	Jan-Feb 13	■	■										
MOPAC funding bid	Feb-13		■										
Identify target clients and update matrix	Feb-Mar 13		■	■									
Expanded IOM Go-live	Apr-13				◆								
Recruitment additional re-settlement workers (dependent on MOPAC bid)	Apr-13					■							
Ongoing governance	ongoing												
Project closure/ handover to BaU	Oct-Nov 13										■	■	■

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. This provides an established mechanism for decision-making and issue escalation.

Detailed proposals are included in Appendix 5.

The implementation of the Safer Communities Strategy will be overseen by a Strategy Implementation Board, including the following representation.

This group will report to the Safer Communities Partnership Board, co-chaired by the Lead Member for Safety and Resident Engagement and the Borough Commander.

Strategy Implementation Board
AD Community Wellbeing
Lead Commissioner, Family and Community Wellbeing
Assistant Chief Officer, Barnet and Enfield Probation Trust (lead for IOM)
Chief Inspector, Barnet Police (lead for NJPs and Conditional Cautions)
Head of Community Safety (lead for Community Coaches)
Community Barnet representative (tbc)
Senior Public Health Commissioner
Finance Lead
Project Manager

This group will report to the Safer Communities Partnership Board, co-chaired by the Lead Member for Safety and Resident Engagement and the Borough Commander.

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

The Director for Place will be the responsible Director on the Council's Strategic Commissioning Board.

8.2 Project Roles

Role	Key responsibilities
Project Sponsor (AD Community Wellbeing)	<ul style="list-style-type: none"> ▪ Senior responsibility for development, ownership and continuation of project business case(s) and implementation plans ▪ Monitoring and control of progress ▪ Management of relationships with senior stakeholders ▪ Relationship with Lead Member responsible for Safer Communities. ▪ Resolution of issues/ blockages reported by One Barnet Project Manager. ▪ Effective communication between the project and commissioning group ▪ Formal closure ▪ Post project review
Lead Commissioner Family and Community Wellbeing	<ul style="list-style-type: none"> ▪ Link with the wider safer communities strategy and partnership and oversight of commissioning approach
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"> ▪ Strategic lead for NJPs, Conditional Cautions ▪ Provision of data to support evaluation of initiatives.
Partner Lead: Probation	<ul style="list-style-type: none"> ▪ Strategic Lead for Integrated Offender Management strand. ▪ Provision of data to support evaluation of initiatives.
One Barnet Project Manager	<ul style="list-style-type: none"> ▪ Programme management for 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)
Finance lead	<ul style="list-style-type: none"> ▪ Quality assurance for financial modelling ▪ Recording of financial benefits across partners.
One Barnet Programme Office	<ul style="list-style-type: none"> ▪ Reporting to One Barnet Programme Board (SCB) ▪ 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 decisions.

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%	<ul style="list-style-type: none"> Council base budget plus: • 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 proposed funding approach for neighbourhood justice panels, community coaches and conditional cautions (the three new projects) is pragmatic and phased. This suggests after evaluation moving to a resource contribution based on attribution of benefits, a pooled budget or even outcomes bases payment by results.

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%.

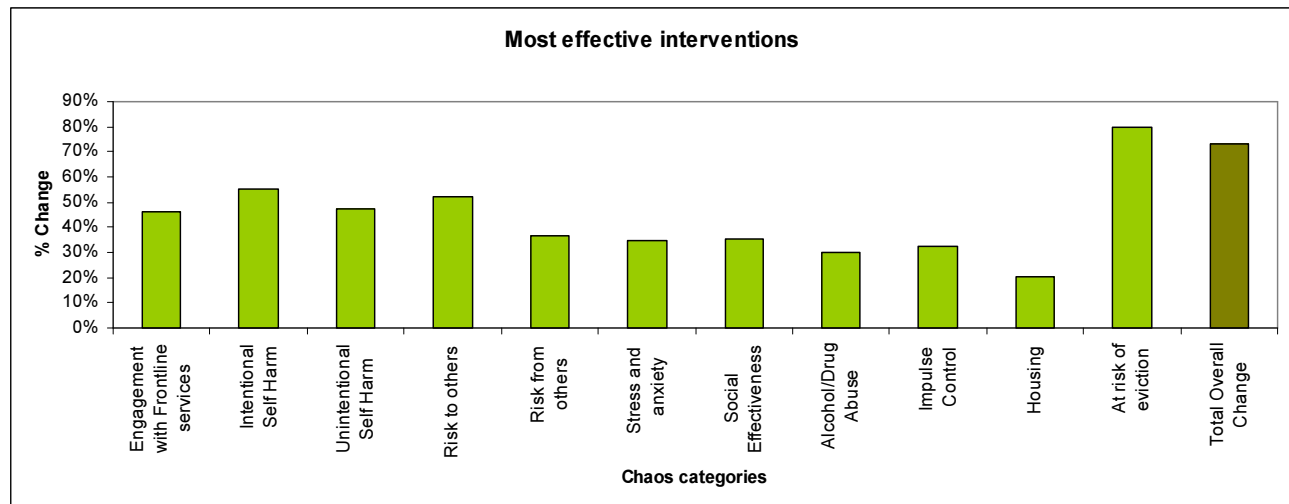
Case Study 5: Community Coaches scheme- Barnet

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 report²¹ 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.

²¹ Preston Night safe Process Evaluation Stage 1 Report <http://www.cph.org.uk/showPublication.aspx?pubid=293>

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**London Borough of Barnet
Violence Against Women and Girls
Strategy 2013 -2016**

AGENDA ITEM 9

Foreword

Violence against women and girls (VAWG here after), is prevalent and serious; a violation of human rights and unacceptable. It is shocking that responding to domestic violence alone costs our borough **£38 million a year**¹. If we can respond to VAWG early on and even prevent it, we can make significant savings and most importantly reduce the harm it causes to victims, their families and the wider community.

Understanding the economic cost of VAWG is important as we are undertaking this ambitious strategy at a time when resources are limited. Working together is necessary not only so that victims and their families get the help they need from a range of services, but so that the partnership is creative and bold in how it works to respond to VAWG.

Through this ambitious and wide ranging strategy and action plan, we are demonstrating our concern about VAWG in our community and our commitment to address it. Addressing VAWG will require support and commitment of the entire partnership and it is a main priority of the Safer Community Strategy.

As a borough we want to develop a comprehensive response to VAWG, which includes all agencies working together so that we are able to prevent abuse before it happens and stop it from happening again, make sure victims and their families are provided with information, support and care by a knowledgeable workforce. It is important that staff know what to do and that together we challenge attitudes and beliefs that underpin VAWG. We will continue to hold perpetrators accountable (with partner agencies in the criminal justice system) for their behaviour and support them to change their behaviour.

We all have a role to play in ending violence against women.

What is violence against women and girls?

In March 2013 the Home Office revised the definition of domestic violence to include those aged 16-17 and wording to reflect coercive control. The definition of domestic violence and abuse now states:

“Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse:

- *psychological*
- *physical*
- *sexual*
- *financial*

¹ *The Cost of Domestic Violence: by local authority, Trust for London and the Henry Smith Charity (2011)*

➤ *emotional*

Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.”

* This definition, which is not a legal definition, includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.

In line with HM Government's strategy *Call to End to Violence Against Women and Girls Strategy 2010* and the Mayor of London strategy *The Way Forward 2010*, this strategy will be adopting the United Nations (UN) Declaration (1993) on the elimination of violence against women.

“Any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.

Violence against women and girls includes the following:

- *Sexual violence, abuse and exploitation*
- *Sexual harassment and bullying*
- *Stalking*
- *Trafficking and forced prostitution*
- *Domestic violence*
- *Female genital mutilation*
- *Forced marriage*
- *Crime committed in the name of “honour”.*

We agree that it is helpful to define VAWG as “*any form of violence that is directed against a woman because she is a woman or that affects women disproportionately*”.

Barnet's response to violence against women and girls

The change to the definition of DV to include young people is welcomed, as it will help raise awareness that young people experience domestic violence in their own intimate relationships. This will mean that our safeguarding children systems in Barnet will need to be reviewed to ensure that are equipped to respond appropriately to younger victims. The responsibilities of the multi agency partnership for the aspects of VAWG affecting children and young people will need to reviewed so that there is agreement of the strategic ownership for these areas. We have included this work as objectives in our VAWG action plan.

As a partnership, we will need to be clear in explaining the vision of this strategy, particularly in respect to what this means for men and boys. We appreciate that our

response to VAWG will be focusing particularly on domestic violence and that we need to develop our response to other types of VAWG so that these get equal attention. We have included all aspects of VAWG in our action plan and will review these.

What does our strategy mean for men and boys?

The term violence against women and girls can be accompanied by concern about the exclusion of men and boys from services and a lack of recognition that men and boys can experience these forms of violence and abuse.

We recognise the gendered nature of these forms of violence and abuse (that women and girls are more likely to experience them), therefore the response we are developing to VAWG is based on the understanding that women and girls **disproportionately** experience these different forms of violence.

By adopting the definition of VAWG used by the UN and the government, we understand that women and girls are **disproportionately** victims of all forms VAWG and consequently men are over represented as abusers. The term **disproportionately**, helpfully reinforces the fact that men and boys are not excluded as they can be victims of VAWG. This also allows for understanding that perpetrators can also be female. Helpfully and very specifically, this definition and strategy also understands that some forms of VAWG are gender specific such as female genital mutilation.

It is important that men and boys are included in all aspects of the strategy, particularly our prevention and awareness raising work. We hope to engage more men and boys in this through working closely with www.whiteribboncampaign.org.uk

We are committed to ensuring that **any** victim of DV or VAWG receives a sensitive and appropriate response so that they get the help and support they need. This strategy and action plan will help us achieve this aim.

The vision for the borough's response to VAWG

The vision we have for the response to VAWG is simple. We want to ensure that people who experience any form of VAWG get the help and support they need. We have achieved a significant amount in our response to domestic violence and now we need to further develop and improve this, whilst giving equal attention and effort to the other forms of VAWG. We have taken the vision we produced for the previous Barnet DV strategy and as they are still relevant, refreshed it to include our plans for VAWG.

The Barnet Violence Against Women and Girls Strategy 2013 - 2016 aims to coordinate services in Barnet in support of the wider safeguarding agenda and to ensure that:

Survivors and their children

Able to access to a consistent range of co-ordinated support services that maximise safety, reduce repeat victimisation and acknowledge their individual needs and experiences.

Systems of early identification and a proactive response to VAWG are in place to reduce risks

Perpetrators

Held accountable by a range of interventions that reduce risk; provide appropriate penalties; provide clear messages that their behaviour is not acceptable and provided with specialist support to change their behaviour.

Commissioners of services and senior management

Commitment to mainstreaming responses to both VAWG; allocation of sufficient resources for specialist services; implement robust and comprehensive monitoring systems to ensure equality and effectiveness of services; provide good practice guidance, training and support to practitioners and improve effectiveness through better coordination, information sharing and allocation of existing funds.

The people of Barnet

Live in a safer community; are informed of support services; have an increased understanding of VAWG, challenge the social tolerance of VAWG in their communities.

DV and VAWG in the London Borough of Barnet

Like other areas we know that our intelligence of the nature of DV and VAWG in Barnet is very limited. The information we have available is patchy, mostly linked to police reporting and is heavily based on DV.

For the period 2011/12 there were 3.41 offences (per 1000 population) DV reported to the police in Barnet, making us second in London.

The total costs of domestic violence to Barnet have been estimated to be **£38 million** (not including human and emotional costs and pro rated by population)².

Costs included in this total sum of £38 million are:

- Physical and mental health care £11.4 million
- Criminal justice £8.3 million
- Social Services £1.1 million
- Housing £0.8 million

In the period 1st April 2011 – 31st March 2012 there were a total of 163 cases discussed at the Multi Agency Risk Assessment Conference (MARAC) which involved a total of 183 children. The MARAC aims to review and co-ordinate service provision in high risk of harm domestic violence cases. The aim is to reduce repeat victimisation and prevent domestic violence homicides. Cases discussed at the MARAC have been risk assessed as cases where the victim is considered to be at risk of death or significant harm. MARACs review approximately the top ten percent of all DV incidents that reported.

² Ibid

Each high risk case of domestic violence discussed at the MARAC costs the public purse £20,000 and health services £5,000 per victim³. Using this formula we know that the 163 cases discussed in the last year of the MARAC's operation, **cost the public purse in Barnet just over £3.25 million and health services £815 000.**

Barnet has had one domestic homicide in 2012 and this has been reviewed in accordance with new Home Office homicide review guidelines.

As the information we have on the nature and prevalence of VAWG in the borough is very limited we will seek to improve this through objectives included in the 3 year action plan. This will require the support and cooperation of the partnership so that we can gather as much data as possible to help us learn more about VAWG in Barnet.

What have we achieved since the last strategy?

Whilst we recognise we still have a significant amount of work to do in delivering a comprehensive response to VAWG, we have achieved meaningful success with our work on domestic violence in the last 3 years. The challenge will be to continue this level of achievement on DV whilst broadening it out to cover the other forms of VAWG so that they equally benefit from our commitment and efforts.

Since the last domestic violence strategy we have achieved the following:

1. The council has a new domestic violence web page and a MARAC web page. Within this there is a practitioner's page that contains up to date information, especially the work that we completed about referral pathways for different agencies and council departments.
2. Monthly MARAC training sessions continue to be delivered across the partnership to ensure the MARAC system is effective and high risk victims of domestic violence are supported.
3. The borough's domestic violence forum participated in the 'Safeguarding Month' events for borough. "
4. We have successfully commissioned Solace Women's Aid to deliver the DV Services in the borough from 1st April 2012 till 31st March 2014. Solace Women's Aid will deliver with other specialist DV services the following:
 - Two refuges, 18 bed spaces, one is with Jewish Women's Aid
 - An independent DV Advocacy and Support Service, with an Independent DV Advocate for the Specialist Domestic Violence Court, alongside Barnet Asian Women's Association.
 - A perpetrator service delivered by DVIP.
5. We have supported the development of the North London Rape Crisis service (along with the Mayor of London and other north London boroughs), provided by Solace Women's Aid, to provide help, support and counselling for victims of rape and sexual violence

³ Saving lives, saving money: MARACs and high risk domestic abuse CAADA 2010

6. We have promoted our domestic violence services to all residents through features included in Barnet First magazine and community engagement events
7. We have worked hard to improve the MARAC. The MARAC now meets every three weeks, and we have set up a MARAC steering group, that is chaired by the police to oversee its work and continue to deliver an excellent coordinated response to high risk victims of domestic violence
8. In accordance with the legal requirements we have held and completed a multi agency domestic homicide review (the report was reviewed by the Home in early 2013)
9. Continue to support the work of the Specialist DV Court at Hendon Magistrates court and commissioning an Independent Domestic Violence Advocate (IDVA) to support victims.
10. Developed links with Barnet Homes to improve the response to people at risk of homelessness due to domestic violence
11. Worked alongside the Barnet Safeguarding Adults Board and Barnet Safeguarding Children's Board to ensure that DV is included in their work
12. Developed links with services to support difficult and complex cases such as substance misuse and mental health services
13. Improved the response of Children's Service to DV – the service now has in place;
 - Within social care, three specialist DV workers who work with and support families affected by domestic violence who are deemed to be vulnerable and high risk
 - A Safer Families Team, which works around early intervention staffed by three DV workers, who work with children up to 11 years old
 - The new Troubled Families Unit that will also work with families affected by DV
14. Designing a DV training programme for the partnership. This will run from January 2013, on a level 1 basic DV awareness, level 2, in-depth DV training and level 3 which is the MARAC training. Separate VAWG training modules will also be provided.

The national VAWG policy framework and local strategic links

As previously explained, we have decided to move our response to DV so that it is placed within the wider VAWG agenda. We feel this is the right thing to do for both improving the services and help for victims, their families and abusers and to ensure our work here in Barnet is in line with government policy (both regionally and nationally) recognised best practice.

The VAWG policy framework as set out by the government and the Greater London Authority (Mayor's Office for Policing and Crime) is established and provides us with a valuable framework to start our VAWG response with.

- 2011 Council of Europe Convention on Violence Against Women (the Convention defines and criminalises various forms of VAWG and is the first legally binding instrument to provide a legal framework).

- The Call to End Violence Against Women and Girls (November 2010)
Coalition government with revised action plan (March 2011).
- The Way Forward, Mayor's Strategy to End Violence Against Women and Girls (2010)
- Taskforce on the Health Aspects of Violence Against Women and Children, Department of Health (2010)
- Protecting People, Promoting Health, Department of Health (2012)
- Public Health Outcomes Framework (2012)

Local

- Children and Young People Plan 2013 – 2016
- Safer Communities Action Plan 2012/13
- Council's Corporate Plan
- Crime and Disorder Strategic Assessment 2009
- Housing Strategy 2003 – 2010
- Homelessness Strategy 2004
- Joint Strategic Needs Assessment 2008/09 – 2011/12
- Local Safeguarding Children Board Workplan
- Safer Communities Strategy 2008-2011
- Barnet Drug Treatment Plan 2010/11
- Barnet Alcohol Strategy 2010/11

Engagement with the new health system

This strategy faces the challenge of addressing all form of VAWG at a time of unprecedented change and restructure within the health service. The health service is a key partner in the response to people affected by VAWG (victims, their families and abusers). If this strategy is to be successful (and the action plan achieved), we will need to ensure that all health partners across the system (Clinical Commissioning Group, Public Health, Hospital Trust, mental health, primary care and community services care providers) are engaged in this strategy and action plan.

Public Health is now placed within the local authority. This will help strengthen strategic links with this work as Public Health have roles and responsibilities in preventing violence. Public Health are closely involved in crime reduction, so will be a key partner in this strategy. The Public Health Outcomes Framework includes DV and sexual violence indicators, which will be relevant and helpful to our local work on these issues.

Through the course of the strategy and action plan we hope to be able to engage with the Health and Wellbeing Board so that VAWG is recognised as a health and wellbeing priority for the borough.

We will need to ensure that the clinical commissioning group is appropriately engaged in the coordinated community response to VAWG at both a strategic and operational level (responding to victims, families and abusers) so that necessary health based services are commissioned and we can support health services improve their response to DV and VAWG.

Outline of strategic themes

This strategy has 4 strategic objectives. These build on the strategic themes we adopted for our last domestic violence strategy. Not only are these themes helpful because they reflect the structure of national and regional policy but provide a platform for us to build and deliver an effective response to all aspects of VAWG on.

They are:

- Coordination of the response – Ensuring that the coordinated community response model to domestic violence and violence against women and girls is developed and implemented locally
- Prevention – changing attitudes and preventing violence, awareness raising campaigns, safeguarding and educating children and young people, early identification/training and training
- Provision – helping women and girls to continue with their lives (effective provision of services, specialist services and support; emergency and acute services; refuges and safe accommodation)
- Protection – delivering an effective criminal justice system (investigation, prosecution, victim support and protection and perpetrator programmes)

How we measure the impact of this strategy and action plan?

The action plan will help us ensure that we succeed and deliver this VAWG strategy. The strategy and action plan will be monitored regularly so that the partnership is clear about what progress is being made. Effective review and monitoring will be important as the VAWG agenda is wider than we have tackled previously and the work will be challenging and complex.

The action plan will be monitored through a series of reporting arrangements within the Barnet partnership. Barnet Safer Communities Partnership will have ultimate responsibility for delivery of the strategy and action plan. We have some work to in the early part of the strategy to review and re organise the meeting structure so that this is extended to cover all aspects of VAWG. We will also need to agree with other strategic groups that meet in Barnet about their arrangements and responsibilities for VAWG (specifically young people and adults at risk of harm).

The revised VAWG Strategy Board will be responsible for overseeing progress of the action plan. This will be done with support from both the VAWG Operational Group and the VAWG Forum. The Strategy Group will receive quarterly reports on the entire action plan. It will identify and agree the risks to delivery and will report these to the Safer Communities Partnership Board (and other boards where this is deemed necessary/appropriate).

- Barnet Safer Communities Partnership – Is responsible for delivering the Safer Community Strategy and has the specific aim to reduce crime and anti-Social Behaviour: and ensure residents feel safe
- VAWG Strategy Board - This board exists to ensure that there is a robust, coordinated response to VAWG working at a strategic level across the partnership in Barnet. It does this by making clear the roles, responsibilities and commitments of partner agencies to ensure that outcomes and targets in the action plan are agreed and delivered.
- VAWG Operational Group – This group oversees the implementation of the co-ordinated community response and this strategy
- VAWG Forum with an independent chairperson – This forum is a networking space for practitioners, where best practice is shared and it works to support victims of domestic violence and aims to reduce VAWG in the borough
- A VAWG Coordinator*
- A MARAC coordinator* will be working on a full time basis from April 2013.
- **posts will move to Safeguarding Children's Division in January 2013.*

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Strategic objective						
1. Coordination of the response – Ensuring that the coordinated community response model to Violence Against Women and Girls (VAWG) is developed and implemented locally						
No	Activities to fulfil objective	Responsibility to deliver and strategic lead	Timescale for completion	Resources required	Measurement	Expected outcomes
1	Produce and implement an employee DV policy for the local authority	NSCSO in conjunction with trade unions	Year 3	Respect toolkit, facilitation and training costs approximately £4K Officer time for policy development	Policy launched Number of managers trained Staff briefings and awareness campaign Feedback from affected staff supported by the policy	Staff know about and understand the policy Staff and managers supported and equipped in responding to DV concerns in the work place Increased victim safety Perpetrators held accountable for their behaviour Corporate response which highlights DV as an organisational priority Improved productivity and reduced absenteeism as a result of DV
2	Agree corporate governance for issues	SCPB	Year 1 urgent to be	Officer time	Strategic ownership of VAWG is outlined in	Strategic structure is clear and governance of VAWG is

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	relating to VAWG within the revised partnership governance and meeting framework	HWBB VAWG SB <i>(with input from revised VAWG Operational Group and VAWG Forum)</i> BSCB BSAB	done in q1 of 2013/14		terms of reference for relevant partnership meetings Meeting structure is expanded to incorporate VAWG	agreed and comprehensive An effective and coordinated response across the system is in place that supports joint working and sharing of expertise Strategic groups are appropriately informed and supported by operational expertise on VAWG
3	Review and revise the borough's existing DV strategic framework (including broadening membership, confirming the new governance arrangements for DV and safeguarding children/adults to encompass VAWG) to ensure the meeting structure is effective and engages all partner agencies	SCPB BSCB BSAB HWBB <i>Input from revised VAWG OG and VAWGF</i>	Year 1 urgent to be done in q1 of 2013/14	Officer time	Strategic ownership of VAWG is outlined in terms of reference for relevant partnership meetings Senior management membership and engagement agreed	Partnership understanding and agreement secured to work from a VAWG perspective Response to DV is extended to encompass all aspects of VAWG
4	Work with the HWBB to negotiate and secure VAWG to be a priority strand for the board and	HWBB SCPB	Year 1	Officer time	VAWG is included in the Health and Wellbeing Strategy	VAWG is identified and agreed by the HWBB as a priority

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	inclusion in the strategy	Public Health Barnet Clinical Commissioning Group				VAWG is seen and understood as a health and wellbeing issue
5	Elected members receive information and briefings on the VAWG agenda	Gov Services VAWG Forum	Ongoing	Officer time	Number of members briefed Feedback from session	Increased understanding of the VAWG agenda and why it is important for the borough
6	Secure strategic engagement with public health and Barnet Clinical Commissioning Group on the response to VAWG	SCPB Barnet Clinical Commissioning Group VAWG Coordinator Public Health	Year 1	Venue and facilitator Officer times	Master class delivered Number of GPs who attend master class and feedback from the session Commissioning of health based VAWG responses agreed	The new health system acknowledges VAWG as a health and well being priority Increased safety of victims of VAWG is supported by early intervention through health based services located within primary care and hospital settings (A&E and maternity)
7	VAWG included in the joint strategic needs assessment	Health and police data analysis Public Health Barnet Clinical Commissioning Group VAWG	Year 1 and then ongoing	Officer time	The borough has a comprehensive outline of VAWG as a health and wellbeing priority Detailed recommendations agreed Section included multi agency contributions	Understanding and acknowledgement that VAWG is a health priority Information in the section used to help inform commissioning and service planning Borough has a strategic and up to date overview of the

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		Coordinator			VAWG is included in strategic planning	issues
		<i>Input from revised DV/VAWG Operational Group and DV/VAWG Forum</i>				
8	Review and audit all multi agency data which is currently available for VAWG	SCPB BSAB BSCB Public Health <i>Input from the revised VAWG meeting structure</i> VAWG SB, VAWG OB and VAWGF	Year 1 q3 2013/14	Officer time	Review completed Partnership is aware of the data that is available and this is incorporated into performance monitoring and review mechanisms	The borough has a better understanding of VAWG informed by local and accurate data
9	Conduct a "gaps analysis" of what data is not currently collected for the partnership on VAWG and agree action plan for resolving missing	SCPB Public Health BSAB	Year 1 q4 2013/14	Officer time	Action plan agreed by the partnership to improve data that is collected on VAWG	The borough has a better understanding of VAWG informed by local and accurate data

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	information	BSCB VAWG Coordinator <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>	Year 2	Officer time	Comprehensive data set is agreed and is monitored at relevant strategic meetings	Data is used to help inform service development and managing performance of the multi agency response to VAWG
10	Develop and monitor a comprehensive VAWG data set for all partner agencies	SCPB Public Health Barnet Clinical Commissioning Group HWBB BSAB BSCB VAWG Coordinator <i>Input from the revised VAWG</i>				

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		<i>meeting structure</i> VAWG SB, VAWG OB and VAWGF				
11	BSCB to formalise its arrangements alongside the SCPB on strategic responsibilities for responding to the VAWG strands which apply to children and young people <ul style="list-style-type: none"> • Definition of DV • Sexual abuse • Sexual exploitation (including involvement in serious youth violence) • Female genital mutilation 	SCPB BSCB VAWG Coordinator <i>Input from the revised VAWG meeting structure</i> VAWG SB, VAWG OB and VAWGF	Year 1 q1 2013/14	Officer time	Terms of reference and partnership meeting structure reviewed and revised to clearly outline strategic responsibilities and governance of these issues across the multi agency partnership	<p>All strands of VAWG applicable to children and young people are included in the strategic planning and priorities for both the SCPB and BSCB</p> <p>An effective safeguarding response is delivered to children and young people affected by/experiencing any form of VAWG</p> <p>Specialist services are available for children and young people affected by/experiencing VAWG</p>
12	Domestic homicide review processes and arrangements are effective and in line with home office guidance	Safer Communities Partnership Board VAWG Coordinator	Year 1 q1 2013/14	Officer time	<p>The domestic homicide review process works effectively</p> <p>Local arrangements are in place for chairing and coordinating reviews</p>	<p>The borough is able to learn the lessons of any review in order to deliver changes to improve services and the multi agency response to DV</p>

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		Contribution of BSCB Serious Case Review Sub Group <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>			SCP has fund allocated to resource any homicide review that may be convened Local arrangements negotiated and agreed for reciprocal chairing	
13	VAWG expertise is incorporated into the membership of both the Barnet safeguarding adults board and Barnet safeguarding children board and sub/working groups	BSCB BSAB <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>	Year 1	Officer time	Terms of reference and membership of sub groups reviewed and domestic violence/VAWG expertise identified and invited to attend	Both the Barnet Safeguarding Children's Board and Barnet Safeguarding Adults Board have a diverse range of expertise available on the cross cutting themes of VAWG which is relevant to their safeguarding agendas Multi agency response to VAWG is strengthened through representation at a strategic level across the borough's partnership meetings Understanding of VAWG as a children and adults safeguarding issue is

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						increased to help develop service provision and raise awareness
14	Clinical Commissioning Group to be supported to commission VAWG strategic lead to support the development of the health response to these issues	Barnet Clinical Commissioning Group HWBB Public Health VAWG Coordinator	Year 3	To be confirmed – strategic post proposed	Business case produced Funding secured and implementation plan agreed (and in place) Post appointed to	Health system is engaged in the multi agency coordinated community response to VAWG Improved response to victims accessing health services
15	Review the role, capacity and support of the domestic violence coordinator so that this post operates effectively at a strategic level across the expanded VAWG agenda	Barnet Children's Services SCPB VAWG Coordinator	Year 1	To be confirmed – strategic post proposed	Job description reviewed Funding secured for post and administrative support	The expanded VAWG agenda has an appropriate strategic portfolio lead in post

Strategic objective						
2. Prevention – changing attitudes and preventing violence, awareness raising campaigns, safeguarding and educating children and young people, early identification/training and training						
no	Activities to fulfil objective	Responsibility to deliver and strategic lead	Timescale for completion	Resources required	Measurement	Expected outcomes
1	Ensure the borough systematically learns the lessons from domestic homicide reviews which are carried out nationally through an annual dissemination of learning seminar/event	SCPB <i>Input from the revised VAWG meeting structure</i> VAWG SB, VAWG OB and VAWGF	Year 1 then ongoing	Officer time event plus costs?	Annual review event held Findings shared across the partnership relevant recommendations included in a local action plan	The borough is able to learn the lessons of any review in order to deliver changes to improve services and the multi agency response to domestic violence
2	Plan and deliver a multi agency VAWG communications strategy (including community engagement events) to give clear and consistent messages on VAWG to increase reporting and support early access to help	SCPB BSCB BSAB HWBB Public Health Barnet Clinical Commissioning	Year 2	Joint budget to be agreed for campaign – agency contribution of £1k proposed	Reporting and referral levels Feedback from service users on where they found out about the services from	Residents know what help is available and feel confident to disclose/report An increase in reporting levels

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	<i>(communications plan should initially focus on new elements of VAWG response particularly young people, stalking and forced marriage)</i>	Group <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>				
3	VAWG information incorporated into all relevant corporate information produced by the local authority	VAWG Coordinator Corporate Communications Team	Ongoing	Officer time	VAWG messages are mainstreamed into all relevant corporate information and publicity materials	Residents know what help is available and feel confident to disclose/report An increase in reporting levels
4	Engage with Barnet's Children's Services in order to address and secure DV expertise located within the multi agency safeguarding hub	VAWG Coordinator BSCB	Year 1	To be confirmed	Domestic violence expertise within the multi agency safeguarding hub Number of Police MERLNS where DV is identified and advice given/referral made	Effective safeguarding processes for children and young people affected by DV are operating within multi agency safeguarding hub so that interventions are timely and appropriate to manage risks
5	Work with the Family Nurse Partnership pilot to ensure they are engaged in the coordinated response to domestic	VAWG Coordinator BSCB	Depends on pilot time frames <i>these to be confirmed</i>	To be confirmed	Number of referrals made from Family Nurse Partnership to DV services	Young women who have experienced domestic violence who are pregnant/recently given birth are appropriately

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	violence through training on DV risk assessment, recording of domestic violence on case system and referral of appropriate cases to MARAC	Public Health Central London Community Health Care MARAC Chair MARAC Coordinator MARAC Steering group			Number of referrals made from Family Nurse Partnership to MARAC Completion of DV training and training evaluations Number of clients identified as experiencing domestic violence through completion of CAADA DASH risk assessment tool	supported and risks managed
6	Deliver champions training on VAWG to all child protection coordinators	VAWG Coordinator Education Services BSCB	Ongoing	Officer time	Number of child protection coordinators signed up to be champions no of coordinators trained Feedback from session Number of referrals made/children/young people identified	Child protection coordinators understand VAWG as it relates to children and young people and clear of safeguarding responsibilities Increase in referrals from cp coordinators for children and young people affected by VAWG Timely safeguarding interventions

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7	<p>Deliver head teacher briefing sessions on</p> <ul style="list-style-type: none"> Harmful practices affecting children and young people Domestic and dating violence 	<p>VAWG Coordinator</p> <p>Education Services</p> <p>BSCB</p>	Ongoing	Officer time	<p>Number of head teachers who attend the sessions</p> <p>Number of sessions delivered</p> <p>Feedback from sessions</p> <p>Follow up commitment secured for further school based training</p> <p>Investment/resources secured for school VAWG prevention programme (such as Tender drama package)</p>	<p>Head teachers understand VAWG as it relates to children and young people and clear of safeguarding responsibilities</p> <p>Increase in referrals to both Barnet Children's Social Care and domestic violence services from child protection coordinators for children and young people affected by VAWG</p> <p>Timely safeguarding intervention</p> <p>School based approach to VAWG agreed</p>
8	<p>Strategic Groups and partner agencies to joint commission a comprehensive VAWG training programme for the borough</p> <p><i>Programme to include:</i></p> <ul style="list-style-type: none"> <i>Forced marriage as a criminal offence</i> <i>Forced marriage and learning</i> 	<p>SCPB</p> <p>BSCB</p> <p>BSAB</p> <p>HWBB</p> <p>Public Health</p> <p>Barnet Clinical Commissioning</p>	Year 2 and 3	<p>Partnership contribution will need to be agreed</p>	<p>Proposal paper drafted and presented to relevant boards</p> <p>Partnership agreement secured to jointly commission training programme</p> <p>Training programme delivered</p>	<p>Barnet has a skilled and knowledgeable workforce which is equipped to respond appropriately to VAWG</p>

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	Group			Number of sessions delivered and staff trained	
	<p>disabilities</p> <ul style="list-style-type: none"> • <i>Vulnerable adults and domestic violence</i> • <i>Dynamics of domestic violence and best practice</i> • <i>Risk assessment and safety planning</i> • <i>Identification and enquiry</i> • <i>Female Genital Mutilation identification, enquiry and safeguarding</i> • <i>VAWG concerns within child protection supervision)</i> • <i>Stalking and harassment – best practice and legislation</i> • <i>Risk factors and identification of sexual exploitation</i> 			<p>Training session evaluation/feedback</p> <p>Increase in referrals and reporting across the partnership</p>	
9	Plan and deliver a publicity campaign to identify local men to lead and deliver white ribbon	Barnet Corporate Communications Team	For delivery for white ribbon day 25/11/2013 (year 1) then ongoing	A suitable community mens group identified and supported to lead the agenda	<p>Barnet achieves white ribbon town status</p> <p>VAWG understood as a</p>

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	day activities for 2013	VAWGF SCPB VAWG Coordinator		agreed	Range of events are delivered locally Media coverage and feedback	community issue Increase in awareness Increase in reporting of VAWG
10	Review and update VAWG information contained on the councils website and the family information service	VAWGF Coordinator Corporate Communication s and Web Team Barnet Children's Service Family Information Service	Year 1 then ongoing	Officer time	Revised content written and uploaded	Number of visits to site Increase in referrals Increase in reporting of VAWG
11	Support the Domestic Violence Forum to engage with local faith communities and deliver the AVA Project praying for peace toolkit	VAWGF BSCB Multi Faith sub group Barnet Multi Faith Forum	Year 3	Officer time check costings for toolkit	Engagement with faith forum and work on the toolkit agreed Training session/event held	Faith forum incorporated into the local response to VAWG

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12	<p>Work with Barnet Clinical Commissioning Group, Central London Community Health Care and Barnet and Royal Free Hospital Trust to ensure all clinicians have VAWG publicity resources available to them – both national, London wide and local resources</p>	<p>Barnet Clinical Commissioning Group</p> <p>Central London Community Health Care</p> <p>Barnet and Royal Free Hospital Trust</p> <p>VAWG Coordinator</p> <p><i>Input from the revised VAWG meeting structure</i></p> <p>VAWG SB, VAWG ON, VAWGF</p>	Year 1 as part of communications strategy then ongoing	Officer time	<p>Named individuals identified and agreed for each service/organisation who will be responsible for ensuring up to date VAWG materials is available/displayed for both staff and patients</p> <p>Number of referrals to VAWG services from health professionals/services</p> <p>Increased reporting</p> <p>Audit of venues and materials displayed</p>	<p>Organisational/service response to VAWG</p> <p>Patients and staff receive consistent messages about VAWG</p> <p>Responsibility for challenging the social tolerance of VAWG is mainstreamed into the service/organisation</p>
13	<p>Coordinate and deliver a comprehensive response to the issue of female genital mutilation including:</p> <ul style="list-style-type: none"> Development of a maternity care pathway 	<p>Barnet Clinical Commissioning Group</p> <p>SCPB</p> <p>Public Health</p> <p>Central London</p>		<p>Officer time</p> <p><i>Some investment in this work area will be required –</i></p>	<p>Number of women supported around FGM concerns</p> <p>Safeguarding referrals for advice on the issue of FGM increase</p> <p>Training sessions</p>	<p>Women who have experience FGM receive sensitive care from a knowledgeable workforce</p> <p>Improved maternal care for women who have experience FGM</p>

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	<ul style="list-style-type: none"> Training of practice nurses and health visitors on enquiry and safeguarding responsibilities concerning FGM 	<p>Community Health Care</p> <p>Barnet and Royal Free Hospital Trust</p> <p>VAWG Coordinator</p> <p><i>Input from a specialist community organisation working on the FGM agenda</i></p> <p>Barnet Safeguarding Children's Board Multi Faith sub group</p>		<p><i>approx £5K</i></p>	<p>delivered – number of staff trained and session feedback</p>	<p>Timely safeguarding advice and referrals made for girls who are identified as being at risk of FGM</p> <p>Prevention of FGM</p> <p>Increased awareness and understanding of health implications of FGM and that it is a criminal offence</p> <p>Opportunities for FGM enquiry are utilised</p>
14	<p>Barnet Clinical Commissioning Group to endorse the inclusion of VAWG information in new patient registration welcome packs</p>	<p>Barnet Clinical Commissioning Group</p> <p>HVBB</p> <p>VAWG Coordinator</p>	Year 3	Officer time	<p>Increase in referrals generated from primary care/GPs</p> <p>Information agreed and included</p> <p>Responsible person</p>	<p>GPs provide an uniform response to VAWG across borough practices</p> <p>Patients and staff receive consistent messages about VAWG</p>

		<i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>			identified within the CCG to maintain information	Responsibility for challenging the social tolerance of VAWG is mainstreamed into the service/organisation Staff and patients know where they can access help and support Creative opportunities are utilised to cascade information to victims about VAWG services Potential for early intervention and support through provision of information via health services improved
15	Work with disability and lesbian, gay, bisexual and transgender organisations to raise awareness of VAWG and the local MARAC to help increase referrals from these groups and reporting from vulnerable groups	MARAC Chair MARAC Coordinator MARAC Steering Group VAWG Coordinator	Year 2	Officer time	Increase in referrals to the MARAC Increase in referrals to DV services for their victim groups Number of community group sessions delivered	Increased safety of victims identified in their groups through timely and effective support being provided Improved diversity of cases discussed at the MARAC Early intervention for these particular victim groups

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		<i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i> Community Barnet			Number of individuals trained/briefed Feedback from session	
16	Ensuring staff who work with people with learning disabilities understand the dynamic and risk factors of forced marriage	BSAB Community Learning Disability Partnership VAWG Coordinator <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>	Year 1 in line with introduction of criminal offence for forced marriage	Officer time Costs for expert support and facilitation will need to be identified and agreed	Training agreed and delivered Number of staff members trained Training feedback Identification of individuals at risk of forced marriage Number of referrals for these cases to specialist support services and MARAC	Increase safety of victims of forced marriage and honour based violence, through increase in referrals to specialist support services increased awareness of staff of these issues through training, so they can identify and can correctly respond to any concerns of forced marriage and “honour” based violence “on the very first occasion”
17	Staff are aware of the new Home Office definition of	SCPB	Year 1 Q1 2013/14	Officer time	Feedback from staff following	Young people affected by DV identified and

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	DV including 16 – 17 year olds and extending definition to include coercive control and implications for practice	BSCB BSAB VAWG Coordinator <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>		Training costs to be confirmed	training/briefings Increase in reporting and referrals for young people Number of staff who receive training/briefing information Increase in identification of coercive control	safeguarded Staff understand the dynamic of “dating” violence and know how to respond to concerns and disclosures Improved understanding of domestic violence Increased safety of people and young people experiencing DV
18	VAWG information included in public health campaigns	HWBB VAWG Coordinator <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB and VAWGF</i>	Year 3	Officer time	Increase in referrals generated from health services Information agreed and included Responsible person identified within public health to ensure this information is included in all relevant campaigns	Residents and patients receive consistent messages about VAWG Responsibility for challenging the social tolerance of VAWG is mainstreamed into the service/organisation Residents and patients know where they can access help and support Creative opportunities are utilised to cascade information to victims about

						VAWG services
						Potential for early intervention and support through provision of information via health services improved

Strategic objective						
3. Provision – helping women and girls to continue with their lives (effective provision of services, specialist services and support; emergency and acute services; refugees and safe accommodation)						
no	Activities to fulfil objective	Responsibility to deliver and strategic lead	Timescale for completion	Resources required	Measurement	Expected outcomes
1	Mental health services (both community and acute) review and revise their service wide response to all aspects of VAWG	Mental Health Services VAWG Coordinator <i>Input from the revised VAWG meeting structure</i> VAWG SB, VAWG ON, VAWGF	Year 2	To be confirmed	VAWG policy and procedures reviewed and implemented Enquiry and risk assessments conducted Number of VAWG safeguarding alerts/referrals made Number of staff	An improved response to victims and perpetrators of VAWG who are accessing mental health services A skilled and competent workforce able to provide a safe, sensitive and appropriate response to victims and perpetrators Service Managers engaged in the

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					trained Increase in identification and referrals of victims and perpetrators to MARAC and other VAWG services VAWG data is regularly collected and shared	coordinated response to VAWG
2	Improve the local response for men and boys affected by VAWG	SCPB VAWG Coordinator <i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i>	Year 2	To be confirmed	The response is reviewed and adjusted accordingly	Men and boys receive a safe and appropriate response from services working on VAWG
3	Borough contribution to top up funding for rape crisis service secured for 2013/14 the ongoing funding commitment to be agreed	SCPB HWBB Barnet Clinical Commissioning	Year 1 then ongoing	Borough contribution is estimated to be £15K	Borough contribution secured Number of Barnet residents accessing this service	Victims of sexual abuse and assault receive the expert help and support they require

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	Group			Feedback from service users	
4	Maintain existing service provision for DV services (Refuge IDVA and support service and the perpetrator service) whilst undergoing a review of service provision and capacity for borough domestic violence and the expanded agenda of service provision needed to respond to all aspects of VAWG services	Barnet Public Health Safer Community Partnership Board HWBB Barnet Clinical Commissioning Group Barnet Public Health VAWG Coordinator BSCB BSAB	Review to be completed by end of year 1	Service provision reviewed and agreement to protect existing services secured Needs analysis produced to help inform service commissioning process	Victims of VAWG are able to access specialist services for help and support when they need them
5	Increase service capacity and re-commission services for the expanded VAWG agenda	SCP HWBB Barnet Clinical Commissioning	Services commissioned for year 2	Service provision reviewed and agreement to protect existing services secured	Victims of VAWG are able to access specialist services for help and support when they need them

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		Group Barnet Public Health VAWG Coordinator BSCB BSAB		additional contribution to be agreed from the partnership	Needs analysis produced to help inform service commissioning process	
6	Review the CAADA MARAC quality assurance findings and audit the current workings and effectiveness of the MARAC	MARAC Chair MARAC Coordinator SCPB VAWG Coordinator MARAC Strategic Group <i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i>	Year 1	Officer time Resources for training the MARAC team and partnership may be required	MARAC strategic group formed to oversee delivery of the plan Action plan reviewed and all actions completed	MARAC is operating to the require standards as set out by CAADA Increase in safety for high risk victims of DV

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			Year 3	Officer time		
7	Produce maternity guidelines for DV	<p>Barnet and Royal Free Hospital Trust</p> <p>Barnet Children's Services</p> <p><i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i></p> <p><i>Designated Nurse</i></p>			<p>Guidelines produced and launched</p> <p>Number of midwives trained</p> <p>Rate of DV enquiry</p> <p>Number of disclosures and referrals made to DV services</p>	<p>Pregnant women experiencing DV get the care and support they need</p> <p>Women experiencing DV are supported to have safe and healthy pregnancies</p> <p>Increase in staff awareness and skills in asking women about DV and dealing with disclosures through training and support to midwives</p> <p>Improved safeguarding response to women experiencing DV and to their unborn babies</p> <p>Midwives are supported so that the DV enquiry process happens as required by policy and there are effective monitoring and recording systems in place</p> <p>Timely safeguarding</p>

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						responses to protect pregnant women experiencing DV
8	Introduction of private time/time to talk policy and procedure by the hospital trust to support safe DV enquiry at the maternity booking appointment	Barnet and Royal Free Hospital Trust Designated Nurse	Year 3	Officer time	Guidelines produced and launched Number of midwives trained Rate of DV enquiry Number of disclosures and referrals made to DV services	<p>Pregnant women experiencing DV get the care and support they need</p> <p>Women experiencing DV are supported to have safe and healthy pregnancies</p> <p>Increase in staff awareness and skills in asking women about DV and dealing with disclosures through training and support to midwives</p> <p>Improved safeguarding response to women experiencing DV and to their unborn babies</p> <p>Midwives are supported so that the DV enquiry process happens as required by policy and there are effective monitoring and recording</p>

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						systems in place Timely safeguarding responses to protect pregnant women experiencing DV
9	Review commissioning framework for all relevant contracts to monitor the quality of care in relation to VAWG	Corporate Procurement Services Strategic Commissioning Board Commissioning and Business Improvement Team VAWG Coordinator Designated Nurse Barnet Clinical Commissioning Group	Year 3	Officer time	Performance and quality indicators agreed and implemented Monitoring returns produced	Improved service from commissioned services for people who experience VAWG VAWG indicators included in all relevant service specifications and are rigorously monitored Systems in place to monitor performance and ensure compliance so that high quality care is provided to patients experiencing VAWG
10	Independent Domestic and Sexual Violence	VAWG SB	Year 1	To be confirmed	Service provision available and meets	Increased safety for victims of domestic and

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	Advocacy Service provision available in both a community and court based settings	Borough Criminal Justice Board SCPB VAWG Coordinator			demand	sexual violence
11	Develop the response of Barnet Homes (including registered social landlords and housing associations) to DV through delivery of training, guidelines and revising tenancy support and eviction action for perpetrators	Barnet Homes <i>Input from the revised VAWG meeting structure</i> VAWG SB, VAWG ON, VAWGF	Year 3	Officer time	Feedback from service users/tenants Policy/procedure produced and implemented Number of staff trained Type and number of eviction action taken against perpetrators	Increase in reporting Perpetrators are held accountable for their behaviour through tenancy action Workforce is trained and able to respond to concerns of domestic violence raised by tenants in a timely and appropriate manner Improved understanding of the issue of domestic violence through the analysis of data that is collected from these services
12	Anti Social Behaviour and Environmental	Barnet Homes	Year 3	Officer time	Feedback from service users/tenants	Perpetrators are held accountable for their

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	Health policy and procedures for responding to domestic violence to be developed and workforce trained	Housing and Environmental Services <i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i>			Policy/procedure produced and implemented Number of staff trained Type and number of positive actions taken against perpetrators	behaviour Workforce is trained and able to respond to concerns of domestic violence raised by tenants in a timely and appropriate manner Improved understanding of the issue of domestic violence through the analysis of data that is collected from these services
13	Substance Misuse Services review and revise their service wide response to all aspects of VAWG	Substance Misuse Services VAWG Coordinator <i>Input from the revised VAWG meeting structure VAWG SB, VAWG ON, VAWGF</i>	Year 2	To be confirmed	Service managers engaged in the coordinated response to VAWG VAWG policy and procedures reviewed and implemented Enquiry and risk assessments conducted Number of VAWG safeguarding alerts/referrals made	An improved response to victims of VAWG who are accessing substance misuse services A skilled and competent workforce able to provide a safe, sensitive and appropriate response to victims and perpetrators

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[illegible]

Strategic objective						
4. Protection – delivering an effective criminal justice system (investigation, prosecution, victim support and protection and perpetrator programmes)						
no	Activities to fulfil objective	Responsibility to deliver and strategic lead	Timescale for completion	Resources required	Measurement	Expected outcomes
1	Specialist DV Court operating with IDVAS support at both bail/remand and trials	All agencies win the Borough Criminal Justice Group SCPB VAWG Coordinator <i>Input from the revised VAWG meeting structure</i> VAWG SB, VAWG ON, VAWGF	Year 1	FT court based IDVA to be commissioned – funding to be confirmed but approx £40K	Steering group operating Protocol updated and implemented IDVA coverage in place and operating for all hearings Training update delivered for bench and clerks Training feedback Data collected and shared regularly at steering group	Increased safety of victims and witness of domestic violence who are accessing the criminal justice system
2	Develop a business case for commissioning	SCPB	Year 3	Officer time	Business case with local evidence	Community DV perpetrator programme is

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	a local community DV perpetrators programme	VAWG Coordinator Barnet Children's Services BSCB		(Compared to other models it is expected that the programme would cost £35k to commission)	presented to SCPB and BSCB Need for commissioning a community perpetrator programme is acknowledged Programme jointly commissioned between children's services, health and wellbeing board and SCPB Number of men who are referred and complete the programme Repeat victimisation rate	commissioned Male abusers of DV are held accountable for their behaviour Children and adult victims are safeguarded Reduction of repeat victimisation – reduction of re offending of this cohort Reduction of risk of partners
3	Agree links to integrated offender management group and Multi Agency Public Protection Arrangements with the MARAC to strength local response to VAWG	Chair of MAPPA Chair of MARAC MARAC Coordinator	Year 2	Officer time	Operational and strategic links agreed Terms of reference for groups revised Number of domestic violence perpetrators	Timely information sharing enable the multi agency partnership to hold perpetrators accountable Reduction of risk of partners

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		IOM Chair Probation Youth Offending Service			known to MARAC which are identified as gang nominals and prolific offenders Criminal justice sanctions for this cohort Repeat victimisation rate for this cohort	Reduction of re offending of this cohort
4	MARAC and local work on the agenda to address gang related violence and sexual exploitation effectively linked	SCPB MARAC Chair MARAC Coordinator BSCB Barnet Children's Social Care Youth Offending Service	Year 2	Officer Time	MARAC works effectively with other safeguarding systems Training on MARAC processes delivered to teams and services working on the issue of gangs and sexual exploitation Seminar held with relevant services and action plan produced to pull learning together of systems and linking responses	Improved multi agency working arrangements Effective and timey safeguarding interventions Early intervention approaches supported Combined expertise is mobilised to respond to these inter linked areas
5	Review and extend the MARAC's operation to	MARAC Chair	Year 1 Q1 2013/14	Officer time	Number of young people discussed at	Improved safeguarding arrangements and

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	include 16/17 year olds affected by DV in line with the new definition of DV	MARAC Coordinator SCPB BSCB Barnet Children's Social Care		Support from MARAC development officer	MARAC Barnet Children's Services staff trained on completion of CAADA DASH risk assessment tool Number of referrals from children services to the MARAC and DV services	responses for young people affected by DV
6	Review borough VAWG referral/care pathways with a specific focus on experience of under represented groups	SCPB VAWG Coordinator <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB, VAWGF</i>	Year 2	Officer time	Care pathway reviewed and implemented Launch of pathway at local event Publicity of pathway	Increase of referrals (particularly of under represented groups) Increase in reporting (particularly of under represented groups)
7	Conduct a multi agency intelligence gathering and audit event on the nature and prevalence of prostitution in the borough	SCPB Anti Social Behaviour Panel	Year 2	Officer time	Audit conducted	Improved understanding and knowledge of the issue of prostitution locally
8	Borough action plan	SCPB	Year 3	Officer time –	Plan agreed and	Coordinated response to

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	implemented to address prostitution locally		some resources may need to be identified for the action plan	implemented Elected members engaged	prostitution developed Exit strategies in place Reduction in related ASB reports and concerns Toolkit of responses to prostitution implemented
9	Multi agency workforce equipped to respond to forced marriage (including changes to legislation) with a focus on the children, young people and supporting people	SCPB BSCB BSAB VAWG Coordinator <i>Input from the revised VAWG meeting structure VAWG SB, VAWG OB, VAWGF</i>	In line with legislation changes Training resources need to be identified	Number of staff trained on forced marriage and safeguarding responsibilities Feedback from sessions Number of disclosures and referrals made concerning forced marriage	Effective and timely safeguarding action Increased safety of persons at risk of forced marriage Multi agency response to forced marriage in place Skilled and competent workforce equipped at dealing with disclosures and concerns of forced marriage
10	Engage Barnet Homes to promote access to the sanctuary scheme and to improve the response to people who present as homeless as a result	Barnet Homes Sanctuary Officer VAWG	Year 2 Officer time	Policy and procedure reviewed and implemented Number of staff trained	More people are able to safely remain in their own homes (when at risk of homeless because of DV through the provision of sanctuary protection)

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of DV	Coordinator <i>Input from the revised VAWG meeting structure – VAWG SB, VAWG OB AND VAWGF</i>			<p>Feedback from service users</p> <p>Number of sanctuary schemes</p> <p>Diversity of referral routes to sanctuary from across the partnership</p> <p>Number of sanctuary briefing sessions delivered</p> <p>Strategic meetings attended by senior representative</p>	<p>Reduction in homelessness</p> <p>An improved response to victims of DV presenting at Housing services as a result of domestic violence</p> <p>A skilled and competent workforce able to provide a safe, sensitive and appropriate response to victims</p>
11	Police performance on DV and all aspects of VAWG to be available for the partnership to analyse	Met Police SCPB	Year 1 then ongoing	Officer time	<p>Enhanced understanding of the nature of all forms VAWG reported to the police</p> <p>Borough has accurate data to help understand the nature of VAWG to inform service delivery</p>

Meeting abbreviations:

SCPB - Safer Communities Partnership Board

HWBB - Health and Wellbeing Board

VAWG SB - VAWG Strategy Board

VAWG OP - VAWG Operational Group

VAWGF - VAWG Forum

BSCB - Barnet Safeguarding Children's Board

BSAB - Barnet Safeguarding Adults Board

MARAC – Multi Agency Risk Assessment Conference