

**MEETING**

**COMMUNITY LEADERSHIP COMMITTEE**

**DATE AND TIME**

**WEDNESDAY 25TH NOVEMBER, 2015**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

**TO: MEMBERS OF COMMUNITY LEADERSHIP COMMITTEE (Quorum 3)**

Chairman: Councillor David Longstaff  
Vice Chairman: Councillor Graham Old

**Councillors**

Brian Gordon	Nagus Narenthira	Lisa Rutter
Eva Greenspan	Alon Or-Bach	Agnes Slocombe
Arjun Mitra	Charlie O-Macauley	
	Hugh Rayner	

**Substitute Members**

Brian Salinger	Alison Moore	Alan Schneiderman
Peter Zinkin	Wendy Prentice	Adam Langleben

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

**Andrew Charlwood – Head of Governance**

Governance Services contact: Salar Rida 020 8359 7113

Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	1 - 6
2.	Absence of Members (If any)	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (If any)	
5.	Public Comments and Questions (If any)	
6.	Members' Items (If any)	
7.	An update on the Council and partnership action to respond to anti-social behaviour and implementation of the Anti-social Behaviour, Crime and Policing Act 2014	7 - 26
8.	Keeping Barnet Safe by reducing re-offending in Barnet	27 - 44
9.	Community Participation Strategy - Progress Update Report	45 - 58
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11.	Forward Work Programme	69 - 76
12.	Any item(s) the Chairman decides are urgent	

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## Decisions of the Community Leadership Committee

9 September 2015

Members Present:-

AGENDA ITEM 1

Councillor David Longstaff (Chairman)

Councillor Eva Greenspan	Councillor Charlie O-Macauley
Councillor Arjun Mitra	Councillor Hugh Rayner
Councillor Nagus Narenthira	Councillor Lisa Rutter
Councillor Alon Or-Bach	Councillor Agnes Slocombe

Apologies for Absence

Councillor Graham Old

Councillor Brian Gordon

### 1. MINUTES OF LAST MEETING

Councillor David Longstaff, Chairman of the Community Leadership Committee welcomed all attendants to the meeting.

**RESOVLED that the minutes of the previous meeting held on 24 June 2015 be agreed as a correct record.**

### 2. ABSENCE OF MEMBERS (IF ANY)

Apologies were received from Cllr Graham Old who was substituted by Cllr Brian Salinger and Cllr Brian Gordon who was substituted by Cllr Peter Zinkin.

### 3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (IF ANY)

None.

### 4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

### 5. PUBLIC COMMENTS AND QUESTIONS (IF ANY)

None were received.

### 6. MEMBERS' ITEMS (IF ANY)

None.

### 7. AN UPDATE ON THE COUNCIL ENGAGEMENT WITH THE MAYOR'S OFFICE FOR POLICING AND CRIME (MOPAC)

The Chairman welcomed Chief Inspector Dave Lobb from Metropolitan Police to join the meeting. The Strategic Lead for Safer Communities, Kiran Vagarwal introduced the report which provides an update on the Council's engagement with MOPAC.

In response to a query from the Committee Ms Vagarwal explained how the grant funding is allocated between five local projects and the way this contributes to achieving the priorities identified in the Safer Communities Strategy 2015-2020.

The Committee noted the total amount of funding to be received for 2016/17 (£220,424) in comparison to the amount of funding allocated for 2015/16 (£236,674).

The Chairman moved to the vote on the recommendations as set out in the report. The Committee unanimously

**RESOLVED that:**

- 1. The Committee note and comment on the updates on the engagement with MOPAC and the details of the current grant funding received from the London Crime Prevention Fund.**
- 2. The Committee note and comment on the performance of the MOPAC funded projects attached as appendix one of this report.**
- 3. The Committee note the funding received from MOPAC set out in appendix two of this report.**

**8. CCTV TRANSFORMATION PROJECT - PROGRESS REPORT**

The Chairman introduced the item which provides an update on the council's transformation of the CCTV service in Barnet.

The Strategic Lead for Safer Communities, Kiran Vagarwal briefed the Committee about the latest results of the Resident Perception Survey which shows that overall CCTV service has a positive result on perceptions of safety.

Following a query from the Committee, Ms Vagarwal stated that charges would apply if there is a change from fixed CCTV cameras to mobile cameras, and that this would involve a unit cost charged per camera. In addition, the Committee noted that there is additional cost associated, should the CCTV camera locations be changed.

The Committee was informed about the wireless solution to transmit footage from the cameras to the CCTV control room which enables a greater level of flexibility to add and move cameras around the borough.

Chief Inspector Dave Lobb noted the increased flexibility in enabling the Police to view evidential footage faster from the CCTV cameras which can be directly downloaded to the police station.

In response to a query from the Committee, Ms Vagarwal informed the Committee about the factors which continue to inform the assessment of CCTV locations. These include:

- Consultation with the Police Intelligence Unit and Visual Identification Unit

- Joint site visits by the Police and council Street Scene officers
- Crime hotspots and level of concern around anti-social behaviour
- Neighbourhood Policing Teams and various engagement methods

The Chairman thanked the Committee for the discussion and moved to the recommendations as set out in the report. The Committee therefore unanimously

**RESOLVED that:**

1. **The Committee note the progress made on transforming Barnet's CCTB service and capabilities.**
2. **The Committee note the future actions.**

**9. PERFORMANCE REPORT ON PUBLIC CONFIDENCE WITH BARNET POLICE AND BARNET COUNCIL'S RESPONSE TO CRIME AND ANTI-SOCIAL BEHAVIOUR (ASB)**

The Committee noted the report and the information from the most recent Public Attitude Survey and Residents Perception Survey. The Committee noted the residents' concerns around the increase of the percentage of litter from 23% in 2013-14 to 27% in 2014-15.

The Chairman moved to the recommendations. The Committee therefore unanimously

**RESOLVED that:**

1. **The Community Leadership Committee note the partnership performance on resident confidence with the police and council's response to crime and anti-social behaviour.**

**10. BURNT OAK JOBS TEAM BRIEFING**

The Chairman welcomed Rachel Williamson, Commissioning and Policy Advisor to join the meeting. Ms Williamson delivered a presentation to update the Committee on the Love Burnt Oak grant for participation in the Burnt Oak Opportunity Support Team (BOOST).

Ms Williamson informed the Committee about the aims of the project to support people to find work by bringing services together to offer local residents targeted support to develop new skills.

The Committee noted the support provided by the community partner, Love Burnt Oak, to residents. In addition, the Committee heard about the partnership work to develop and provide services which include themed services towards training and employment, health and wellbeing, children and families.

**Action:** Presentation slides to be circulated to membership of the Committee

The Chairman thanked Ms Williamson for the presentation and the Committee noted the presentation.

**11. COMMUNITY LEADERSHIP ANNUAL PERFORMANCE REPORT**

Having considered the Annual Performance Report, the Committee unanimously **RESOLVED that:**

**The Committee note the progress made during 2014/15 and agree to use the information provided to help in future decision making.**

**12. NOMINATION OF CHURCH END LIBRARY AS AN ASSET OF COMMUNITY VALUE**

The Chairman introduced the report which sets out the nomination for Church End Library to be listed as an Asset of Community Value.

Following a query from the Committee, Lanna Childs (HB Public Law) briefed the Committee about the statutory tests as set out by the Localism Act 2011, particularly in relation to the requirement that 'the Council considers it likely that it would be able to have such a community benefit use in the next 5 years'.

The Director of Strategy, Stephen Evans noted that the library service is to be transferred to a new site at Gateway House around 2017/18 and that currently a decision about the future use of the Church End site has yet to be made. The Committee further noted that decision will be taken by the Assets, Regeneration and Growth (ARG) Committee when the library service vacates the property.

Councillor Arjun Mittra moved a motion which was duly seconded to amend the recommendations to read that the Committee does not list Church End Library as an Asset of Community Value.

Having moved to the vote, the motion was lost. Votes were recorded as follows:

For	5
Against	6
Abstentions	0

The Chairman moved to the recommendations as set out in the report.

**RESOLVED that:**

**The Committee does not list Church End Library as an Asset of Community Value on the basis that the library service is to be transferred to a new site and, until a decision on the future of the current site is taken, there can be no realistic basis on which to think that its main use will continue to further the social interests or social wellbeing of the local community (whether or not in the same way as it does now).**

Votes were recorded as follows:

For	6
Against	5
Abstentions	0



### **13. CORPORATE GRANTS PROGRAMME, 2015/16 - GRANT APPLICATIONS**

The Chairman introduced the item which sets out four assessments of grant applications.  
The Committee unanimously

**RESOLVED that:**

- (1) That, subject to the council's Standard Conditions of Grant and the special conditions shown in the respective grant assessments enclosed:
  - (i) a one-year start-up grant of £10,000 be awarded to Inclusion Barnet;**
  - (ii) a one-year start-up grant of £10,000 be awarded to Saracens Sport Foundation;**
  - (iii) a one-year start-up grant of £9,000 be awarded to Stroke Action.****
- (2) That, for the reasons set out in the relevant assessment, the application for a grant by The GesherEU Support Network is not supported.**

### **14. FORWARD WORK PROGRAMME**

The Committee noted the standing item on the agenda, the Forward Work Programme of the Community Leadership Committee for 2015/16.

**RESOLVED that the Committee consider and comment on the items included in the 2015/16 work programme.**

### **15. ANY ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 8.20 pm

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	<p align="center"><b>Community Leadership Committee</b> <b>25<sup>th</sup> November 2015</b></p>
<p align="center"><b>Title</b></p>	<p><b>An update on the Council and partnership action to respond to anti-social behaviour and implementation of the Anti-social Behaviour, Crime and Policing Act 2014</b></p>
<p align="center"><b>Report of</b></p>	<p>Jamie Blake, Commissioning Director, Environment</p>
<p align="center"><b>Wards</b></p>	<p>All</p>
<p align="center"><b>Status</b></p>	<p>Public</p>
<p align="center"><b>Urgent</b></p>	<p>No</p>
<p align="center"><b>Key</b></p>	<p>No</p>
<p align="center"><b>Enclosures</b></p>	<p>Appendix 1: Victim Support, Quarter 1 and 2 Performance (2015/2016) Appendix 2: Safer Communities Partnership Action plan 2015/2016</p>
<p align="center"><b>Officer Contact Details</b></p>	<p>Kiran Vagarwal, Strategic Lead, Safer Communities <a href="mailto:Kiran.vagarwal@barnet.gov.uk">Kiran.vagarwal@barnet.gov.uk</a>, Tel: 0208 359 2953</p> <p>Matt Leng, Community Safety Manager <a href="mailto:Matt.leng@barnet.gov.uk">Matt.leng@barnet.gov.uk</a>, Tel: 0208 359 2995</p>

## Summary

This report provides an update on the progress and approach taken by Barnet Council, the police and its partners to ensure the new powers in the Anti-social Behaviour, Crime and Policing Act 2014 are appropriately used and implemented in Barnet to respond to reports of ASB.

Barnet Council already have in place policies and procedures setting out the approach to enforcement. The Council will be reviewing the approach to enforcement to ensure there is

a comprehensive and common framework enabling the council to clarify its policies and objectives across the range of its regulatory activity and services. The intentions are to adhere to fair, practical and consistent enforcement policy and practice across the full range of regulatory activity, balancing the needs of and impact on the wider community and victims alongside the needs of those causing nuisance, anti-social behaviour and committing offences.

The partnership approach to responding to ASB also supports the objectives of the 2015-2020 Community Safety Strategy:

1. To provide a victim centred approach to victims of crime and anti-social behaviour.
2. To maintain reductions of crime and anti-social behaviour.
3. To improve the perception of Barnet as a safe place to live, work and visit.

Appendix 2 of this report provides the 2015/16 action plan (agreed by the Safer Communities Partnership in January 2015) to achieve the following outcome set out in the Community Safety Strategy:

‘That residents and businesses feel confident that the police and the council respond to crime and ASB in their area’ and lists the actions the partnership will take achieve this outcome. ‘

## **Recommendations**

- 1. That the Committee comment on the approach and progress made by the Council to implement and ensure the appropriate use of the new tools and powers introduced in the Anti-social Behaviour, Crime and Policing Act 2014**
- 2. That the Committee comment on the model developed by Barnet Community Safety Team to ensure ASB is responded to effectively across the partnership.**
- 3. That the Committee note the progress made on delivering the 2015/2016 action plan supporting the outcome set out in the 2015-2020 Community Safety Strategy – “That residents and businesses feel confident that the police and the council respond to crime and ASB in their area’ and lists the actions the partnership will take achieve this outcome. ‘**

### **1. WHY THIS REPORT IS NEEDED**

#### BARNET’S USE OF THE NEW TOOLS AND POWERS TO RESPOND TO ASB

- 1.1 In July 2014, following the reforms of the anti-social behaviour (ASB) tools and powers introduced in 2003, the Home Office issued statutory guidance for the Anti-social Behaviour, Crime and Policing Act 2014 for frontline professionals (specifically police officers, council officers and social landlords). The reforms were designed to put victims at the heart of the response to ASB

and provide professionals with the flexibility they needed to deal with any given situation.

- 1.2 The key changes in the 2014 legislation compared to the previous 2003 ASB legislation were:
  - Reducing 19 different powers to tackle ASB to 6 new powers
  - Introducing new measures which are designed to give victims and communities a say in the way ASB is dealt with. (The Community Remedy and the Community Trigger).
- 1.3 Anti-social behaviour is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that make many people's lives a misery – from litter and vandalism, to public drunkenness or aggressive dogs, street drug dealing and drinking, to noisy neighbours. Such a wide range of behaviours means that responsibility for dealing with ASB is shared between a number of agencies, particularly the Council, police and social landlords. It is therefore a challenge to obtain exact figures of the prevalence of ASB across the partnership – this is something that the 2015/16 Strategic Crime Needs Assessment will try to address.
- 1.4 The statutory guidance issued by the Home Office, following the reforms of the ASB legislation in 2014, recognises that victims can feel helpless, bounced from one agency to another and then back again. In many cases, the behaviour being targeted against the most vulnerable in our society and even what is perceived as 'low level' ASB, when targeted and persistent, can have devastating effects on a victim's life.
- 1.5 Barnet Council and its partners recognise this and therefore have developed an approach where there is a co-ordinated partnership response with proactive steps taken to identify repeat victims, offenders and locations where there is persistent ASB taking place. The model of delivery is based on strong problem solving where partners consider and implement solutions which address the short, medium and long term underlying causes of the ASB reported by our local communities. This partnership approach has a strong focus on:
  - Being clear on the ASB issues reported by the local community
  - Understanding the underlying reasons for the ASB
  - Addressing the needs of the victim
  - Implementing the appropriate intervention to stop the offender offending whether this is support or enforcement action
  - Responding to any 'locality/area' based issues, for example removing fly tips, litter, introducing a Public Space Protection Order or Dispersal (described further in this report), increased police and partnership presence or partnership days, increased community engagement in the area
  - Understanding the times and days the ASB takes place to ensure partnership resources are targeting the right areas at the right time

- 1.6 The new tools and powers introduced in the Anti-social Behaviour, Crime and Policing Act 2014 were introduced with the intention that they can be enforced and provide faster, more visible justice for victims and communities; that rehabilitate offenders where possible; and act as a real deterrent.
- 1.7 Anti-social behaviour can sometimes be dismissed as trivial, but ASB has a huge impact on victims' quality of life and can affect the wider community. Unchecked ASB can be linked to increased disorder, low-level crime and fear of crime in a neighbourhood – the so-called 'broken windows' effect.
- 1.8 Informal measures taken by the council, police and partners in responding to ASB can nip problems in the bud before they develop into more serious criminal behaviour. The preventative civil orders introduced can stop long-running campaigns of intimidation or harassment that are causing real harm to victims where prosecution of a single offence could not. This approach can also contribute towards reducing the demand on services for the council and its partners for example service demand as a result of responding to repeat or escalating incidents.
- 1.9 The approach of the Safer Communities Partnership aims to ensure that where a community or a victim is suffering ASB or a concerted campaign of hate crime – particularly the sort of targeted, persistent harassment seen in a number of high profile cases, the police, council and partners take the problem seriously, take the necessary steps to stop it permanently, and protect vulnerable victims.
- 1.10 A summary of the new tools and powers and use in Barnet is provided in table one.

Table 1: A summary of the new tools and powers and progress made to implement.

Tool/Power	Power for	<sup>1</sup> Progress and use
<p><b><u>Community Trigger</u></b></p> <p>Repeat incidents of ASB reported to agencies (3 or more complaints within a six month period).</p> <p>Problem persists because of no or inadequate response from agencies. The victim feels ignored by agencies.</p> <p>The victim has the right to request a review of their case.</p> <p>The review encourages a problem solving approach aimed at dealing with some of the most persistent, complex cases of ASB.</p>	<ul style="list-style-type: none"> <li>▪ A victim of ASB or a person acting on their behalf (carer /family member, MP or Cllr)</li> <li>▪ The victim can be an individual, a business or a community group</li> </ul>	<p>Trigger process came into force in October 2014. It was promoted on the Council website in October 2014.</p> <p>1 Community Trigger has been received since the introduction of the new power in 2014.</p>
<p><b><u>Community Remedy</u></b></p> <p>Gives victims a say in the out of court punishment of perpetrators for low level crime and anti-social behaviour.</p>	<ul style="list-style-type: none"> <li>▪ A police officer</li> </ul>	<p>This power came into force in October 2014. Locally partners have agreed to use this power to complement existing Community resolution and youth custody triage processes.</p>
<p><b><u>Civil Injunction</u></b></p> <p>Is designed to stop individuals engaging in anti-social behaviour quickly, nipping problems in the bud before they escalate.</p>	<ul style="list-style-type: none"> <li>▪ Police</li> <li>▪ Local Authority</li> <li>▪ Social landlord</li> </ul>	<ul style="list-style-type: none"> <li>▪ 7 orders granted to date</li> </ul>
<p><b><u>Criminal behaviour order (CBO)</u></b></p> <p>Issued by any criminal court against a person who is anti-social and committed a criminal offence and is prosecuted.</p>	<ul style="list-style-type: none"> <li>▪ Police (including British Transport Police)</li> <li>▪ Local Authority</li> <li>▪ Transport for London</li> <li>▪ Environment Agency</li> <li>▪ NHS Protect</li> </ul>	<p>Process in place:</p> <ul style="list-style-type: none"> <li>▪ 3 applications submitted</li> <li>▪ cohort of 27 individuals identified</li> <li>▪ Additional 15 identified linked to residential burglary suspects</li> </ul>
<p><b><u>Dispersal Power</u></b></p>		

<sup>1</sup> A detailed analysis of the wards the orders have been issued or used in, the profile of the offenders and the profile of the ASB cases will be set out in the 2015/2016 statutory annual Strategic Crime Needs Assessment

<p>Requires a person committing or likely to commit anti-social behaviour, crime or disorder to leave an identified area. The dispersal can remain in place in an area for up to 48 hours.</p>	<ul style="list-style-type: none"> <li>▪ Police</li> </ul>	<ul style="list-style-type: none"> <li>▪ Process in place</li> <li>▪ 8 dispersal zones used to date</li> </ul>
<p><b><u>Community Protection Notices (CPN)</u></b></p> <p>Is to stop a person aged 16 or over, business or organisation committing unreasonable behaviour affecting the community's quality of life.</p>	<ul style="list-style-type: none"> <li>▪ Police</li> <li>▪ Local Authority</li> <li>▪ Social Landlord</li> </ul>	<ul style="list-style-type: none"> <li>▪ Process in place</li> <li>▪ 64 warnings issued to date</li> </ul>
<p><b><u>Public spaces protection order (PSPO)</u></b></p> <p>Council can put a restriction on an area where behaviour has, or is likely to have a detrimental effect on the local community to stop individuals or groups committing anti-social behaviour in a public place.</p>	<ul style="list-style-type: none"> <li>▪ Local Authority</li> <li>▪ Enforced by the police or council officer</li> </ul>	<p>A PSPO is currently being considered for the Welsh Harp for abuse of the area by non-residents rough sleeping</p>
<p><b><u>Closure Orders</u></b></p> <p>To allow the police or council to quickly close premises which are being used, or likely to be used, to commit nuisance or disorder. Premises could be licensed, enclosed, open, residential or business.</p>	<ul style="list-style-type: none"> <li>▪ Police</li> <li>▪ Local Authority</li> </ul>	<p>Process in place – 1 closure effected to date; 1 pending</p>
<p><b><u>Absolute grounds for possession (AGP)</u></b></p> <p>The Act introduces a new absolute ground for possession of secure and assured tenancies where anti-social behaviour or criminality has been proven by another court.</p> <p>Offences must have been committed in locality/affected other residents or landlord's staff anywhere.</p>	<ul style="list-style-type: none"> <li>▪ Social Landlords (local authorities and housing associations)</li> <li>▪ Private rented sector landlords</li> </ul>	<p>Awaits a suitable referral to undertake the process</p>



1.11 Table two shows the comparison of Barnet's use of powers with our neighbouring boroughs.

*Table Two: Use of the new tools and powers in Barnet compared to our neighbouring boroughs*

Borough	Community Trigger	Community Remedy	Injunction	CBO	CBO Pending Applications	Dispersal	CPN	PSPO	PCO	AGP
Barnet	1	0	7	0	3	8	64 - Warnin gs	0	1	0
Brent	0	0	0	4	14	38	5	1	3	0
Harrow	0	0	0	5	16	29	17- Warnin gs	0	0	0
Enfield	0	0	0	1		0	0	0	0	0

1.12 Of note for the Committee is the most effective of these tools is the Community Protection Notice (CPN) because the Community Protection Notice is an out of court action available to officers. It can be used immediately, it creates the basis for education of a perpetrator, it establishes clearly what a person or business must cease doing and by when and affords a clear case escalation process should compliance with the notice not be secured.

1.13 In the last year many London Boroughs have found by using the Community Protection Notice they have seen an immediate respite for the affected victim or community. The current breach rate for the CPN is low with the average figure being approximately 10%. (Source Pan London use of ASB tools and powers quarterly survey).

#### BARNET'S MODEL OF DELIVERING CO-ORDINATED SERVICES,

1.14 Barnet's model of delivering co-ordinated services to victims and local communities experiencing anti-social behaviour has a strong focus on:

- Keeping victims informed
- Identifying and addressing the behaviour of offenders
- Implementing area based interventions to provide short, medium and long term solutions
- Deploying resources across the partnership at the right time – when the ASB is taking place

This problem solving approach is referred to as 'VOLT' (Victim, Offender, Location, and Time).

- 1.15 Understanding the issues that are impacting on the community or the victim and identifying the underlying causes is imperative in order to come up with a viable, effective, permanent solution.
- 1.16 In October 2014, Barnet Community Safety Team established a multi-agency problem solving panel which meets every six weeks for the most persistent and complex ASB cases – The Community Safety Multi-agency Risk Assessment Case Conference (CS MARAC).
- 1.17 The panel is co-chaired by the Community Safety Team and the Police and is made up of a core group of officers from across the partnership which includes
  - Barnet Community Safety Team
  - Police
  - Children's Services - Youth Offending Service, Social Care, Youth Service, Family First and a representative from schools
  - Housing (Council and other Social Landlords)
  - Barnet Homes
  - National Probation Service (NPS)
  - Victim support
  - Mental Health Services
- 1.18 The Police Safer Neighbourhood Teams are fully engaged with the CS MARAC in that they have referred their most complex and persistent ASB cases for partners to work together and resolve. All partners have also been asked to identify their top three repeat victims to enable the panel to consider interventions to reduce repeat victimisation and the number of repeat victims of ASB in Barnet.
- 1.19 The CS MARAC is also notified if partners are seeking to use the ASB tools and powers and delivers on the partnership consultation required by some of the tools prior to application.
- 1.20 The CS MARAC has been received positively across the partnership and ensures:
  - Information sharing across the partnership on cases is swift
  - Joint problem solving and tasking is agreed – ensuring effective use of resources across the partnership
  - Partners are clear and have a common understanding of the issues and underlying causes of the ASB, risk to the victim, the needs of the victim and the offenders causing the ASB
  - A partnership action plan is agreed and monitored
  - There is clarity on which agency and officer is leading on the case

- 1.21 Victim Support have been commissioned by the Community Safety Team (funded through the Mayor's Office for Policing and Crime (MOPAC) London Crime Reduction Fund) to deliver a victim support ASB project to support the partnership approach.
- 1.22 Victim support are members of the CS MARAC representing the voice of the victim and taking the lead in communicating and providing updates to the victim. Victim Support also delivers the mediation service, Restorative Justice Panels and supports the partnership in receiving and assessing the Community Trigger requests. The partnership welcomes the scrutiny from Victim Support as to how effective partners are in supporting and preventing the victim being subjected to ASB and repeat incidents. Appendix 1 provides the Quarter 2 (2015/2016) outcomes submitted to MOPAC for the ASB Victims Project.
- 1.23 An emergency CS MARAC can be convened if required for more pressing cases that cannot wait for the next panel meeting. Where a case requires more persistent efforts from the partnership for example cases of rough sleeping the CS MARAC can initiate a Task and Finish Group to meet weekly to track and progress actions and achieve a faster resolution.
- 1.24 Examples of the ASB cases the CS MARAC have responded to include:
- Studio Mews - Environmental Waste, crime, substance misuse issues
  - Silk Stream - Environmental Waste, litter, substance misuse, alcohol related ASB, Rough Sleeping issues
  - Rough Sleeping - co-ordinating Operation Adjuter for the areas of Welsh Harp, Gratton Terrace, Brent Cross
  - Autumn Nights – a joint police, partnership response to ASB and nuisance over the Halloween and bonfire period
  - Top repeat victims of ASB in Barnet
  - Top repeat offenders of ASB in Barnet
  - Safer Neighbourhood Ward priorities – CS MARAC will support the ASB priorities
- 1.25 The CS MARAC has overseen 51 cases of ASB since its launch in October 2014 of which 28 new cases of ASB have been referred since April 2015.

#### EXAMPLES OF SUPPORT PROVIDED BY INDIVIDUAL AGENCIES

- 1.26 Barnet Community Safety Team responds directly to cases of ASB raised by members and residents. Between August 2014 and May 2015, Barnet Community Safety Team has responded to 105 cases of ASB. The response has ranged from following up on the action agencies have taken and ensuring victims and members are informed, referring to the CS MARAC, organising a case conference if the initial assessment shows improved partnership working and interventions are required or providing expert advice on the solution for the case and leading on the case . These interventions ensure that Barnet Council and the partnership respond in a timely way before the ASB escalates

and before the Community Trigger is instigated – high levels of Community Triggers would indicate that partners are not responding to the concerns of ASB raised by victims and our local communities.

1.27 Barnet Community Safety Team also provided training to over 300 officers across the partnership in order to prepare them to use the new tools and powers; this included the police Safer Neighbourhood Team Officers and officers from Re, Street Scene, Children's, victim support.

1.28 Services to respond to ASB are provided by delivery units and teams across the council who are also engaged in working with the Community Safety Team and the CS MARAC, for example:

- Street Scene Delivery Unit - Cleansing, Graffiti removal, waste/fly tip removal
- Regional Enterprise Ltd (Re Ltd) – Noise Nuisance, Environmental Health, Licensing
- Children's Services – through their Youth Offending Team
- Regeneration and Growth – engaging with the police and the Community Safety Team on designing out crime for Brent Cross and the new Council Head Quarters
- Parks and Open Spaces – consulting with the police and the Community Safety Team on designing out crime and addressing ASB

1.29 The Police Safer Neighbourhood Teams model provides a dedicated ward officer (DWO) for each Barnet Ward. The remit of the ward based work includes:

- To identify and tackle those responsible for anti-social behaviour in their wards
- To deliver local community engagement

As at the time of writing this report (November 2015) the ASB reports to the police are as follows:

- 16% reduction in ASB calls to the police in the last 12 months (verses a year ago) from 10,227 to 8,635
- 25.9% reduction of repeat calls of ASB in the last 12 months (verses a year ago) from 278 to 206

1.30 The commissioning lead for Public Health of substance misuse services, who is also a member of the Safer Communities Partnership Board – worked closely with the police and the Community Safety Team to address and ensure provisions were in place to respond to the ASB issues emanating from Street Drinking. The new providers are in place and joint operational delivery will continue to be developed.

1.31 A voluntary and community organisation called Thames Reach provide outreach support to those rough sleeping in London and support both direct referrals through the Street Link campaign and support Barnet operations

upon request. The Home Office Immigration and Compliance Service also support direct referrals and support our local operations upon request.

- 1.32 Our local Fire Service continue to play a vital part in supporting the partnership in addressing rough sleeping and the lead up to Halloween and Guy Fawkes – conducting environmental audits to ensure areas are cleared of potential materials that could be set alight. As winter draws near, it has been recognised that rough sleepers will start to find alternative shelter and use gas/fire or other mechanisms to keep warm. The Fire Service support the partnership to identify and respond to these hazards to prevent fire injury, death and/or accidental fire and arson.
- 1.33 The partnership and indeed the council needs to continue to focus on a non-risk adverse approach in order to build community confidence in reporting ASB and to secure the support of the community and individuals in our use of the new tools and powers.

#### DELIVERING THE 2015/2016 ACTION PLAN AS SET OUT IN THE 2015-2020 COMMUNITY SAFETY STRATEGY

- 1.34 Ensuring that Barnet residents and businesses are confident that the police and council respond to crime and ASB in their area is a key outcome for the Safer Communities Partnership and is a commitment set out in their 2015-2020 strategy.
- 1.35 Appendix 2 of this report provides the Committee with the action plan agreed to meet this outcome and the progress made to date. This plan will be reviewed as part of the statutory annual review of the Community Safety Strategy.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To provide an update to members on the action taken by the Council and its partners to respond to ASB and to implement the tools and powers provided by the Anti-social Behaviour Act 2014.
- 2.2 For the committee to note the positive partnership working developed by the partnership over the last 12 months.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Not relevant to this report

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Not relevant to this report

## **5. IMPLICATIONS OF DECISION**

- 5.1 **Corporate Priorities and Performance**

5.1.1 Barnet's 2020 vision set out in its 2015-2020 corporate plan is for Barnet to be amongst the safest places in London, with high levels of community cohesion, and residents feeling safe.

## 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 Resources are limited across the partnership to provide services over and above their business as usual presents a challenge. However it is important to understand the high community cohesion, community confidence and fiscal cost of Anti-social Behaviour in our communities.

5.2.2 The latest research submitted to the House of Commons Library in April 2015 based upon benchmarking work carried out by HouseMark (July 2012) estimated that social landlords in England and Wales dealt with around 300,000 reported cases of anti-social behaviour in 2011/12 at a cost of £300m. Due to the different reporting methods to police, council and housing providers for tenant and residents to report anti-social behaviour it is currently difficult to narrow down the current cost to the borough alone and this highlights the need to improve our data in order to understand local needs and cost benefit.

5.2.3 It is however reasonable, based upon this data, that the average cost per case was approximately £1000.

5.2.4 Reducing the detrimental impact of ASB upon individuals, locations and the wider community requires delivering services that are supported by an intelligence based approach (strong evidence base), targeting the right areas, using a problem solving approach and using as much as possible, existing resources and at the same time recognising and realising the potential savings to all services by 'nipping it in the bud'.

5.2.5 The approach set out in this report is currently being delivered through existing resources.

5.2.6 The Community Safety Team will be evaluating the impact of the interventions responding to ASB to establish the changes in demand of services, reductions in reports of ASB and crime, reductions in repeat victimisation and offending. This will all be covered in the annual strategic crime needs assessment.

## 5.3 **Social Value**

5.3.1 Not relevant to this report

## 5.4 **Legal and Constitutional References**

5.4.1 Under s.17 of the Crime and Disorder Act 1998, it is also a duty of the Council (and other partner agencies, including police, fire & rescue, GLA, TfL) when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder (including anti-social behaviour), misuse of drugs, alcohol

and other substances and re-offending.

5.4.2 The Council's Constitution (Responsibility for Functions – Annex A) sets out the Terms of Reference of the Community Leadership Committee which includes:

- To contribute to achieving better outcomes in the Safer Communities Strategy through CCTV, fighting crime and anti-social behaviour, combating graffiti fly-tipping and other environmental crime, action against Domestic Violence and any other relevant Council activity.
- To work together with partners on the Barnet Safer Communities Partnership including Police, Fire and Criminal Justice Agencies to help make Barnet a safer place.

## 5.5 Risk Management

5.5.1 Not relevant to this report

## 5.6 Equalities and Diversity

5.6.1 Section 149 of the Equality Act 2010 sets out the public sector equality duty to which the authority must have regard. The Council's public sector equality duty is set out in s149 of the Equality Act 2010:

A public authority must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

## 5.7 Consultation and Engagement

5.7.1 Not relevant to this report

## 5.8 Insight

5.8.1 Not relevant to this report

## 6. BACKGROUND PAPERS

None

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## Appendix 1: Victim Support MOPAC return, Quarter 2, 2015/2016

Outcome	Baseline data	Target	Timeline to be achieved by	updates
Victims and witnesses of ASB are provided with a victim centred approach	To be established in 2015/16	60	1 <sup>st</sup> April 2015 to 31 <sup>st</sup> March 2016	<p><u>Quarter 1:</u> 34 victims supported (exceeds the level of 15 required to be on track to meet the target by March 2016) <b>Target met – Q1 performance on line to achieve target</b></p> <p><u>Quarter 2:</u> 35 victims supported (exceeds the level of 15 required to be on track to meet the target by March 2016) <b>Target met – Q1 performance on line to achieve and exceed target</b></p>
<p>The needs of victims are met and the service has a positive impact on the victim's</p> <p>a) Overall satisfaction b) Needs met c) Confidence d) Other agencies e) Recommend victim support to others</p>	To be established in 2015/16	Overall victim satisfaction 85%	1 <sup>st</sup> April 2015 to 31 <sup>st</sup> March 2016	<p>Quarter 1</p> <p>a) Overall satisfaction <b>78%</b></p> <p><b>Target not yet met – marginally below level required to achieve target</b></p> <p>b) Needs met: 67% c) Confidence: 60% d) Other agencies: 100% e) Recommend victim support to others: 100%</p> <p>Quarter 2</p> <p>a) Overall satisfaction <b>83%</b></p> <p><b>Target not yet met – marginally below level required to achieve target</b></p> <p>b) Needs met: 71% c) Confidence: 79%</p>

				<p>d) Other agencies: 79%</p> <p>e) Recommend victim support to others: 94%</p> <p><b>Commentary:</b> Q2 satisfaction has demonstrated an increase in overall satisfaction from 78% to 83%</p>
The Community Trigger is received and independently assessed	To be established in 2015/16	95% of community triggers received are assessed and responded to in the agreed timescale	1 <sup>st</sup> April 2014 to 31 <sup>st</sup> March 2015	<p>No community triggers have been received in Q1</p> <p><b>Q2</b> <b>100% (1 Community Trigger received and responded to in agreed time scale)</b></p>

## Appendix 2: 2015-2016 Action plan to ensure Barnet residents are confident that the police and the council respond to crime and ASB in their area.

### Outcome 1: Barnet residents and businesses are confident that the police and council respond to crime and ASB in their area

Anti-social behaviour covers a wide range of crime and disorder which affects the quality of life of victims and communities, from litter and vandalism, to public drunkenness or aggressive dogs, to noisy or abusive neighbours. Such a wide range of behaviours means the responsibility for dealing with anti-social behaviour is shared between a number of agencies: Particularly the police, council and social landlords.

In the Barnet Crime and Community Safety Survey (2014) 'people being drunk/rowdy' was one of the top responses for features which made people feel unsafe in an area (over 40% of responses). In the same survey a high proportion of residents stated they would like to see 'reducing levels of ASB and disorder' as a local priority (48% of respondents – the second highest).

#### How We Will Make This Happen

	<b>Commitment</b>	<b>Progress</b>
<b>1.1</b>	We will keep victims and communities informed of action taken to tackle ASB in their local area.	<ul style="list-style-type: none"> <li>▪ Victim Support leads on this for the complex cases via the CS MARAC.</li> <li>▪ Community Safety Team ensures victims and members are kept informed – this is being further developed.</li> </ul>
<b>1.2</b>	We will implement the new 2014 ASB legislation to ensure that the Partnership considers and are aware of all available interventions to prevent and deter anti-social behaviour and reduce repeat victimisation.	<ul style="list-style-type: none"> <li>▪ Training delivered to over 300 officers when legislation came into force</li> <li>▪ Procedures agreed</li> <li>▪ This report provides the detail on the use of the tools and powers</li> <li>▪ Formal partnership procedures in place by March 2016. For partners to sign up and commit to in order to ensure consistency and resilience for the future delivery of the approach</li> </ul>
<b>1.3</b>	We will promote effective case management underpinning all activity to deal with ASB, starting from when a complaint is received until the matter is resolved. The welfare, safety and wellbeing of victims and witnesses of complaints will form the basis of any action.	<ul style="list-style-type: none"> <li>▪ Model developed is outlined in this report – this will be formalised as stated above through a partnership procedure</li> </ul>
<b>1.4</b>	We will ensure partnership resources, (including CCTV) are focused appropriately on repeat ASB locations, victims and offenders.	<ul style="list-style-type: none"> <li>▪ This is being delivered through the joint tasking taking place via the CS MARAC</li> <li>▪ Mobile CCTV is being considered</li> <li>▪ Areas where there is persistent fly tipping and littering are being considered for CCTV cameras</li> </ul>

1.5	We will ensure clear lines for reporting incidents of anti-social behaviour are in place and widely publicised.	<ul style="list-style-type: none"> <li>▪ Being developed – promotion will start April 2016, following the review of the action plan</li> <li>▪ Please note the council, police and partnership services are already publicised</li> </ul>
1.6	We will introduce the <b>Community Trigger</b> – giving victims and communities the right to request a review of their case and bring appropriate agencies together.	<ul style="list-style-type: none"> <li>▪ Introduced in October 2014</li> </ul>
1.7	We will introduce the <b>Community Remedy</b> locally – this will provide victims a say in the out of court punishment of perpetrators for low level ASB.	<ul style="list-style-type: none"> <li>▪ Introduced in in October 2014</li> </ul>
1.8	We will introduce the <b>Community Safety Multi Agency Risk Assessment Conference (Community Safety MARAC)</b> - an ASB focused multi-agency risk assessment case conference which will focus on problem solving high risk, complex and persistent cases of anti-social behaviour.	<ul style="list-style-type: none"> <li>▪ Established in October 2014 – please refer to section 1.16 to 1.25 of this report which sets out the model and progress</li> </ul>
1.9	Partners will work together to coordinate a response to crime and anti-social behaviour to minimise the risk to the victim and reduce repeat victimisation  (Focus on Victims)	<ul style="list-style-type: none"> <li>▪ This is delivered through the Community Safety MARAC as referred to in section 1.21 – 1.22 of this report.</li> <li>▪ This action was enabled by renegotiating the MOPAC funding for Barnet. (see Appendix 1 of this report)</li> </ul>
1.10	The Partnership will take appropriate action against those causing ASB.  (Focus on Offenders)	<ul style="list-style-type: none"> <li>▪ In place, please refer to table two of this report. This action focusses on offenders, reducing re-offending by taking an enforcement approach</li> </ul>
1.11	We will collect data from across the Partnership to ensure the Partnership has a good understanding of ASB issues at the neighbourhood level (including graffiti, vandalism, noise, licensing and environmental nuisance).	<ul style="list-style-type: none"> <li>▪ To be completed by February 2016 as part of the statutory annual strategic crime needs assessment 2015-2016</li> </ul>

1.12	We will engage and consult with residents and businesses to gain a better understanding of their concerns around crime and ASB, provide re-assurance and reduce the perception and fear of crime and ASB.	<ul style="list-style-type: none"> <li>▪ Delivered through partnership days, walkabouts, environmental audits etc. with members and residents, leaflets in areas affected and as part of the annual community safety consultation</li> <li>▪ However there will be further planned engagement in the areas of persistent ASB</li> </ul>
1.13	We will ensure that appropriate information sharing processes are in place across the Partnership in order to allow faster identification and response to repeat victim, offenders or locations.	<ul style="list-style-type: none"> <li>▪ All information sharing agreements have been reviewed and are in place. The statutory Section 115 Information Sharing Agreement for the Safer Communities Partnership is being reviewed with a final agreement to be in place by March 2016.</li> </ul>
1.14	We will continue to hold monthly Channel and Problem Solving Meetings to support and protect people who might be susceptible to radicalisation at a very early stage so that they are not drawn into criminal activity which may affect their prospects in later life and to ensure that individuals and communities have the resilience to resist all forms of violent extremism in whatever form it may take.	<ul style="list-style-type: none"> <li>▪ In place – monthly meetings take place.</li> </ul>

### How We Will Measure Success


Success will be measured by:

- A reduction in repeat victims of anti-social behaviour
- An increase in public confidence that the police and council are dealing with ASB and crime issues that matter in their area.
- An increase in the public perception that the Safer Communities Partnership is successfully dealing with crime and disorder issues in their area
- A reduction in overall crime in Barnet
- A reduction in the 'MOPAC7' crimes<sup>1</sup> in Barnet

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<sup>1</sup> A basket of high volume crime types (monitored by MOPAC): Burglary, Robbery, Theft from Vehicle, Theft of Vehicle, Theft from Person, Criminal Damage and Violence with Injury

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	<p align="center"><b>Community Leadership Committee</b></p> <p align="center"><b>25 November 2015</b></p>
<p align="right"><b>Title</b></p>	<p><b>Keeping Barnet Safe by reducing re-offending in Barnet</b></p>
<p align="right"><b>Report of</b></p>	<p>Jamie Blake, Commissioning Director, Environment</p>
<p align="right"><b>Wards</b></p>	<p>All</p>
<p align="right"><b>Status</b></p>	<p>Public</p>
<p align="right"><b>Urgent</b></p>	<p>No</p>
<p align="right"><b>Key</b></p>	<p>No</p>
<p align="right"><b>Enclosures</b></p>	<p>Appendix 1 - 2015/16 Quarter 2 Performance report on the Integrated Offender Management Programme Appendix 2 – Reducing Criminal Activity Appendix 3 – Cost of Crime Analysis</p>
<p align="right"><b>Officer Contact Details</b></p>	<p>Kiran Vagarwal, Strategic Lead, Safer Communities <a href="mailto:Kiran.vagarwal@barnet.gov.uk">Kiran.vagarwal@barnet.gov.uk</a>, Tel 0208 359 2953</p> <p>Peter Clifton, Community Safety Manager <a href="mailto:peter.clifton@barnet.gov.uk">peter.clifton@barnet.gov.uk</a>, Tel 0208 359 3120</p>

## Summary

Reducing re-offending is a vital part of the 2015-2020 Community Safety Strategy because:

- a) There is a proven link between rates of re-offending and overall crime rates.
- b) It is the case that a small proportion of the offending population are responsible for a disproportionately large amount of crimes committed.
- c) A priority outcome of the 2015-2020 Strategy is focused on sustained reductions in re-offending.
- d) The successful achievement of this outcome will also directly contribute towards reducing crime and reducing the number of victims of crime.

The Safer Communities partnership has continued to successfully deliver reductions in re-offending through a scheme called the 'Integrated Offender Management Programme' (IOM). This is delivered in partnership with the National Probation Service (NPS) and the Community Rehabilitation Company (CRC) - The private sector company delivering offender management on behalf of the National Offender Management Service (NOMS).

This report provides the Community Leadership Committee with information on the approach taken to manage offenders in Barnet, the impact and performance and future challenges.

## **Recommendations**

- 1. That the Committee comment on the update the approach taken by the Safer Communities Partnership to manage offenders in Barnet.**
- 2. That the Committee note the reasons why managing offenders is a priority for the Safer Communities Partnership (its cost and impact to the public) , the performance and challenges**



## 1. WHY THIS REPORT IS NEEDED

### Why reducing re-offending is a vital part of the Safer Communities Strategy

- 1.1 A reduction in re-offending translates into less crime, fewer victims of crime and a reduction in the costs relating to crime. MOPAC (Mayor's Office for Policing and Crime) measures boroughs on crime reduction performance against a 2011/12 baseline year. In Barnet in the last year (12 months leading up to September 2015) there were 1203 fewer Burglaries than compared to the 2011/12 baseline (equating to a 24% reduction) and 570 fewer robberies (equating to a 47% reduction).
- 1.2 Research has shown that a small proportion of the most prolific offenders are responsible for a disproportionately large amount of crime: by focusing on reducing the re-offending of the prolific cohort, Barnet has already been able to achieve notable reductions over the last three years in burglary, robbery and other crime types. Future success in managing offenders to reduce reoffending will be necessary to further drive down overall crime and hence reduce the number of people in Barnet who become victims of crime each year.
- 1.3 The 2014/15 Community Safety Strategic Assessment estimated that the top 200 repeat offenders in Barnet are likely to be responsible for approximately 10% – 13% of all crime on the borough. This happens at great cost to the victims of their crimes as well as to the Criminal Justice System. The same assessment also estimated the annual total cost of reported crime in Barnet at around £73.9M. (Please see Appendix 3 – Cost of Crime Analysis). Given these volumes, it is apparent that reductions in offending rates among these top repeat offenders will translate into significant reductions in the boroughs overall crime rate and reductions in the resultant costs caused by crime.
- 1.4 Bringing criminals to justice will also contribute towards increasing the confidence of victims to report crime and support the criminal justice process. It will also deter offenders from committing crime in Barnet, as a result of them being aware that they are more likely to be caught if they commit a crime in Barnet and that agencies will be persistent in monitoring their offending behaviour and providing the appropriate interventions to stop them from re-offending – this includes further enforcement where appropriate.
- 1.5 Given the clear impact that re-offending rates have on the overall crime rates, the Barnet Community Safety Strategy 2015-2020 includes as one of its six Priority Partnership Outcomes:
  - “Sustained reductions in re-offending”.
- 1.6 The successful achievement of this outcome will also directly contribute to the other priority outcomes in the strategy, specifically:

- “Sustained reductions in burglary and other high volume crime types such as: violence with injury, robbery, theft of motor vehicle, theft from motor vehicle, theft from the person, and criminal damage.”
- “Victims of Domestic Violence and Hate Crime are confident in reporting incidents and the partnership intervenes to prevent repeat victimisation.”
- “Residents and business feel confident that the police and council respond to crime and ASB concerns in their area.”

1.7 The Safer Communities Partnership has committed to work together to reduce the frequency and severity of re-offending amongst the cohort of prolific offenders. The actions agreed in the strategy include:

- **Focussing resources** where they will have the greatest impact in reducing the cost of crime to the people of Barnet.
- Tackling the causes of re-offending, prioritising prevention and using robust enforcement where necessary. For example, the Substance Misuse Interventions provided by Westminster Drugs Project (a project funded through the Mayors Office for Policing and Crime, London Crime Reduction Fund) - has reported an 8% increase in the engagement rate of offenders referred through to the programme (Quarter 1 2015/16 compared to a year ago).
- **Expanding the IOM cohort** – A detailed assessment of re-offending in Barnet undertaken by the Community Safety Team in November 2013 highlighted that if the IOM cohort were to be expanded and the partnership were able to deliver the same size reductions in offending as had already been demonstrated by the existing cohort: this would lead to further reductions in crime in Barnet. At the time of the assessment the partnership was achieving a 36% average reduction in offending rates of those offenders joining the programme. By September 2015 the cohort size had increased by 19 clients (a 20% increase) and this has so far resulted in a greater than 40% reduction in the offending rates of those offenders joining the programme.

Strong evidence suggests that the Integrated Offender Management Programme is achieving a reduction in the offending rate for clients supported by the IOM programme. The latest figures (September 2015) show that the average rate of offences committed by an offender on the IOM programme is 1.65 offences per year – in contrasts to an average of 2.91 for the same offenders before they joined the programme.

- **Working with partners** including those in the voluntary and community sector to further develop the referral pathways and access to services in relation to the causal factors behind offending behaviour, including: Substance misuse, employment, education and training; mental health; and housing.

## **The Offender Management Framework – How Offenders in Barnet are managed**

- 1.8 Prior to June 2014 the supervision of offenders in the community was carried out by 35 Probation Trusts (Nationally). In June 2014 this delivery model was transformed and the National Probation Service (NPS) was set up alongside 21 Community Rehabilitation Companies (CRC). Together the National Probation Service and the CRCs have replaced the former 35 Probation Trusts.
- 1.9 The NPS are now responsible for managing offenders who have been assessed as presenting high risk of harm to others, whilst the CRC are responsible for managing offenders who have been assessed as presenting medium and low risk.

### **The London CRC**

- 1.10 The London CRC is the largest of the 21 Community Rehabilitation Companies across England and Wales.
- 1.11 The role of the London CRC is to reduce reoffending and increase public safety by: tackling the causes of offending behaviour, enabling offenders to turn their lives around and rehabilitating offenders into the community. The CRC works together with other criminal justice agencies, including the Police, Prisons and Courts.
- 1.12 London CRC work with offenders aged 18 and over who have been either sentenced by the courts to a Community Order or Suspended Sentence Order, or released on licence from prison to serve the rest of their sentence in the community. Under the Offender Rehabilitation Act 2014, the CRC continue to supervise ex-offenders for a 12 month period after their release from prison.
- 1.13 In addition to the management of offenders who have been sentenced to 12 months or more the CRC also has a role in providing services for offenders sentenced to less than 12 months in prison (these services are focused around housing, employment, finance and debt advice.)

### **The National Probation Service (NPS)**

- 1.14 The NPS is a statutory criminal justice service that supervises high-risk offenders released into the community. The service supports the rehabilitation of offenders while protecting the public from harm.
- 1.15 The NPS works together in coordination with the CRCs, courts, police and with private and voluntary sector partners in order to manage offenders.
- 1.16 The overall priority of the National Probation Service is ‘to protect the public by the effective rehabilitation of high risk offenders’, and the service is committed to achieving this by ‘tackling the causes of offending and enabling offenders to turn their lives around.’

1.17 The NPS has the following responsibilities:

- Preparing pre-sentence reports for courts, to help them select the most appropriate sentence.
- Managing approved premises for offenders with a residence requirement on their sentence.
- Assessing offenders in prison to prepare them for release on licence to the community, when they will come under our supervision.
- Helping all offenders serving sentences in the community to meet the requirements ordered by the courts.
- Communicating with and prioritising the wellbeing of victims of serious sexual and violent offences, when the offender has received a prison sentence of 12 months or more, or is detained as a mental health patient.

### **Partnership Working and Offender Management**

#### **Multi-Agency Public Protection Arrangements (MAPPA)**

- 1.18 The Criminal Justice Act 2003 mandated the establishment of Multi-Agency Public Protection Arrangements (“MAPPA”) in each of the criminal justice areas in England and Wales. The aim of these arrangements are to protect the public from serious harm by sexual and violent offenders. They require the local criminal justice agencies and other bodies dealing with offenders to work together in partnership in managing these offenders.
- 1.19 While MAPPA itself is not a statutory forum, it is a mechanism through which agencies can better discharge their statutory responsibilities and protect the public. Agencies at all times retain their full statutory responsibilities and obligations.
- 1.20 MAPPA consists of the police, National Probation Service, and the Prison Service acting jointly as the ‘Responsible Authority’ to ensure Multi-agency public protection arrangements are in place for the successful management of violent and sexual offenders. In addition to these three agencies referred to as the ‘Responsible Authority’ they must co-operate with a list of other agencies, including the local authority, Youth Offending Teams and other services such as mental health, Adults and Communities, who have a reciprocal duty to co-operate.
- 1.21 The MAPPA in Barnet is co-chaired by the National Probation Service and the Police.

### Barnet Integrated Offender Management programme

- 1.22 The Barnet Integrated Offender Management programme was implemented in June 2012 as a co-located, multi-agency team comprising of Police; Probation; Local Authority; Jobcentre+; Housing Resettlement, Mental Health and Substance Misuse specialists. The team puts in place bespoke interventions for the offenders - Individually tailored to maximise the chance of breaking the cycle of offending. Support, prevention and enforcement interventions are co-ordinated as necessary.
- 1.23 Evidence suggests that addressing the inter-related needs of clients can have a dramatic impact on reducing reoffending. IOM initiatives have proven most successful where there are clear pathways for offenders to access services that meet their identified needs. The co-located multiagency IOM Team provides improved identification of IOM offenders with drug & alcohol/mental health needs; direct access to specialist interventions; improved co-ordination of services delivered across the partnership to IOM offenders; and effective engagement of offenders in community services immediately upon prison release.
- 1.24 The Integrated Offender Management scheme, has achieved significant reductions in the offending rate of its cohort, a cohort who were selected due to the prolific, repeat and cyclical nature of their offending. These reductions contributed towards overall borough level reductions in re-offending rates, crime rates, and in particular reducing the number of people becoming victims of burglary in Barnet.
- 1.25 The link between the IOM and further crime reductions in Barnet has been fully assessed and is monitored. The gains to headline borough performance from the reductions in offending of the initial IOM cohort have already been realised, therefore the partnership were clear that additional performance gains will come from either cohort expansion or improvements in efficiency of the IOM.

### Integrated Offender Management - Recent Performance

- 1.26 The 2015/16 Quarter 2 performance showed the IOM programme is achieving a 43% reduction in the offending rate of the IOM cohort members compared to their average offending rate in the 12 months prior to joining the programme. In absolute numbers this equates to a reduction in the average number of offences being committed by an offender in the IOM falling from 2.91 to 1.65 per year.
- 1.27 An assessment of the impact of the IOM programme on offending conducted in 2015, established that the reduced offending of the cohort equated to an estimated 240 fewer households becoming victims of burglary between October 2013 and September 2015. This performance builds on the successes in reducing reoffending the IOM demonstrated between 2012 and 2013. Please see **Appendix 2 – ‘Reducing Criminal Activity’** which demonstrates evidence of the impact of the IOM programme reducing crime in Barnet.

## Integrated Offender Management – Challenges

- 1.28 A period of transformation:  
Within the new probation delivery model (National Probation Service and CRCs) the IOM delivery sits with the CRC. London CRC have stated that they are a “key partner in Integrated Offender Management – which brings together local agencies to target offenders causing most concern to communities”.
- 1.29 However it is also clear that the changes to the offender management delivery model under the CRC which will take place over the next 12 months will inevitably result in a different working environment for the IOM programme. One of the highlighted strengths of the IOM programme in Barnet has been the fact that the team is co-located, therefore enabling faster information exchange and a clear co-ordinated approach across the partner services, offenders are able to access most of their support services in one place. The expected changes to the CRC operating model may restrict the extent to which the IOM team is able to operate on a co-located basis. Any adjustments to the IOM delivery model must ensure that it can continue to operate effectively, achieve reductions in re-offending, and ultimately provide offenders with services that are accessible and co-ordinated.
- 1.30 The increasing prominence of Mental Health:  
There is an increasing realisation of the importance of mental health provision with regards to offender management programs. Over 70% of offenders in custody have 2 or more mental health disorders<sup>1</sup> with many having dual diagnosis issues for both substance misuse and mental health issues. These conditions are key drivers of offending behaviour and barriers to long-term desistance.
- 1.31 A key challenge for the partnership is ensuring offenders mental health needs are addressed with direct access to specialist interventions where appropriate. For the Barnet Integrated Offender Management cohort, between the months of April and June 2015 alone, 16 offenders were receiving interventions from a Forensic Mental Health Practitioner. This represents approximately 18% of the total cohort during that period. The engagement rate with the Mental Health interventions of IOM clients during that period was over 70%.
- 1.32 The Community Rehabilitation Company and Community Safety Team are working with Public Health and the Clinical Commissioning Group to strengthen the pathways between the Integrated Offender Management programme and Mental Health services. A positive development in this regard is the newly commissioned Public Health substance misuse service which includes a dual diagnosis provision for Integrated Offender Management clients.

## **2. REASONS FOR RECOMMENDATIONS**

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<sup>1</sup> The Prisons Reform Trust: ‘In Depth - Mental Health and Social Care

- 2.1 To update the Community Leadership Committee on the approach taken to manage offenders in Barnet, the progress made to date and the impact of the IOM programme in reducing the number of victims of crime in Barnet.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Not relevant in relation to this report.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Not relevant to this report

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Council's Corporate Plan 2015-20 sets out the following strategic objectives:

That Barnet Council, working with local, regional and national partners, will strive to make sure that Barnet is the place:

- Of opportunity, where people can further their quality of life.
- Where responsibility is shared, fairly.
- Where people are helped to help themselves, recognising that prevention is better than cure.
- Where services are delivered efficiently to get value for money for the taxpayer.

- 5.1.2 The effectiveness of offender management has been demonstrated to have a significant effect on re-offending rates and on overall rates of crime and victimisation, it is apparent that the successful management of offenders is necessary to support Barnet in achieving the commitment set out in the corporate plan that Barnet will be amongst the safest places in London, with high levels of community cohesion, and residents feeling safe.

- 5.1.3 This applies both to the domain of overall crime rates (e.g. high volume crimes such as theft) and to that of low volume but high harm offences (i.e. such as the types of violent crimes that MAPPAs seek to prevent through co-ordinated multiagency work to reduce the risk of re-offending amongst high risk offenders).

#### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 The council received £53,000 of funding through the MOPAC London Crime Reduction Funds to employ an IOM Co-ordinator. The Police have also seconded two police officers to the IOM Team who work the CRC Offender Managers and a Jobcentre Plus Officer who is embedded within the IOM team. Services are delivered at the NPS offices at Denmark House – this

demonstrates the positive approach of partners in pooling their resources to deliver this programme.

5.2.2 MOPAC places importance on delivering value for money, therefore each of the funded projects submits a quarterly performance monitoring report which monitors the project against key performance indicators and financial expenditure. Appendix 1 (IOM 2015/16 Quarter 2 MOPAC Performance Return) provides the performance of the IOM programme submitted to MOPAC for 2015-16.

5.2.3 There are no direct financial implications resulting from the recommendations of this report. However, it is important to highlight the cross partnership savings that are achieved as a result of the reduction in re-offending. Analysis conducted as part of the Community Safety Strategic Assessment 2014/15 estimated that the total cost<sup>2</sup> of reported crime in Barnet to be approximately £73.9 million, £10.8 million of which was contributed by residential burglary. Based on the reductions in offending rates achieved by the IOM cohort it is estimated that in terms of burglary reduction alone the IOM is reducing the cost of crime in Barnet by around £470,000 annually.

### **5.3 Legal and Constitutional References**

5.3.1 Under s.17 of the Crime and Disorder Act 1998, it is also a duty of the Council (and other partner agencies, including police, fire & rescue, GLA, TfL) when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder (including anti-social behaviour), misuse of drugs, alcohol and other substances and re-offending.

5.3.2 The Council's Constitution sets out the Terms of Reference of the Community Leadership Committee which includes:

To contribute to achieving better outcomes in the Safer Communities Strategy through CCTV, fighting crime and anti-social behaviour, combating graffiti fly-tipping and other environmental crime, action against Domestic Violence and any other relevant Council activity. To work together with partners on the Barnet Safer Communities Partnership including Police, Fire and Criminal Justice Agencies to help make Barnet a safer place.

#### *Multi-Agency Public Protection Arrangements (MAPPA)*

5.3.3 The Criminal Justice Act 2003 ("CJA 2003") provides for the establishment of Multi-Agency Public Protection Arrangements ("MAPPA") in each of the 42 criminal justice areas in England and Wales. These are designed to protect the public, including previous victims of crime, from serious harm by sexual and violent offenders. They require the local criminal justice agencies and

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<sup>2</sup> The Home Office produces unit cost estimates for different crime types. The estimates take into account anticipatory costs (for example security expenditure), consequential costs (e.g. property stolen, emotional or physical impacts), and response costs (e.g. costs to the criminal justice system).



other bodies dealing with offenders to work together in partnership in dealing with these offenders.

#### **5.4 Risk Management**

5.4.1 The Council receives and reviews quarterly Performance and Financial monitoring returns from each of the MOPAC project providers – including the Enhanced Integrated Offender Management project. The returns include assessment of any performance, financial or operational issues which may present risk. The IOM Programme includes the assessment of risk of the offenders and their behaviours – NPS established assessment tools are used.

#### **5.5 Equalities and Diversity**

5.5.1 Section 149 of the Equality Act 2010 sets out the public sector equality duty to which the authority must have due regard. The Council's public sector equality duty is set out in s149 of the Equality Act 2010:

5.5.2 A public authority must, in the exercise of its functions, have due regard to the need to —

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.5.3 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.5.4 As a MOPAC funded project the Enhanced Integrated Offender Management project has been reviewed by MOPAC when the funding bid was submitted. Any such submitted bids must demonstrate regard for the public duty to eliminate unlawful discrimination, harassment and victimisation and the advancement of equality of opportunity and the fostering of good relations between those with protected characteristics and those who do not.

#### *Multi-Agency Public Protection Arrangements (MAPPA)*

5.5.5 MAPPA Guidance 2012 states that: 'The MAPPA agencies must be free from discrimination and committed to equal access to services for all groups, particularly in relation to race, gender, gender identity, age, religious belief, sexuality, sexual orientation and disability. This means that all actions undertaken or recommended by the MAPPA agencies, and all policies and procedures, will be based on assessments of risks and needs. They will not draw on stereotypical assumptions about groups that will be discriminatory in outcome.'

## **5.6 Consultation and Engagement**

- 5.6.1 Barnet Safer Communities Partnership will work together to reduce crime, the fear of crime and help ensure Barnet remains one of London's safest boroughs. MOPAC projects have been chosen because they will contribute to achieving the objectives set out in the Community Safety Strategy.
  
- 5.6.2 The strategy outlines the objectives and outcomes that the Safer Communities Partnership Board will focus on over the next five years. The outcomes have been identified through i) a public consultation including public meetings, an online survey as well as workshops and information stalls across the borough; and ii) consultation with internal and external stakeholders, the Safer Communities Partnership Board and the Community Leadership Committee.

**Appendix 1: MOPAC - 2015/16 Quarter 2 return, London Borough of Barnet**

**Enhanced Integrated Offender Management**

Outcome	Baseline data	Target	To be achieved by	Updates
<p><b>A reduction in the offending rate for offenders supported by the IOM programme.</b></p>	<p>Baseline: Average offending rate 2014/15: 2.91 offences per person per year</p>	<p>A 15% reduction in offending rate of IOM cohort compared to the cohort members offending rate in the 12 months prior to joining the programme</p>	<p>2015/16</p>	<p>Quarter 1: <b>1.51 offences per person per year (annualised rate).</b></p> <p>This equates to 48% reduction in offending rate of IOM cohort members compared to their average offending rate in 12 months prior to joining the programme <b>Target met – Q1 performance on line to exceed target</b></p> <p>Quarter 2: <b>1.65 offences per person per year (annualised rate).</b></p> <p>This equates to 43% reduction in offending rate of IOM cohort members compared to their average offending rate in 12 months prior to joining the programme <b>Target met – Q1 performance on line to exceed target</b></p>
<p><b>Proportion of offenders supported by IOM who are released on license and a plan completed within 10 days of first appointment</b></p>	<p>Baseline to be established in 2015/16</p>	<p>75% of IOM clients who are released on license have a plan completed within 10 days of first appointment</p>	<p>2014/16</p>	<p>Quarter 1: 80% of IOM clients released on license had plan completed within 10 days of first appointment <b>Target met – Q1 performance on line to exceed target</b></p> <p>Quarter 2: 100% of IOM clients released on license had plan completed within 10 days of first appointment <b>Target met – Q1 performance on line to exceed target</b></p>

Additional information for updates

**Quarter 1**

The IOM programme is demonstrating strong performance in reducing the offending rate of the cohort in comparison to the period prior to joining cohort

80% of clients released on license have plans in place within 10 days of first appointment

**Quarter 2**

There has been an increase in the proportion of IOM clients who are released on license and have a plan completed within 10 days of first appointment. This has increased from 80% in Quarter 1 up to 100% in Quarter 2.

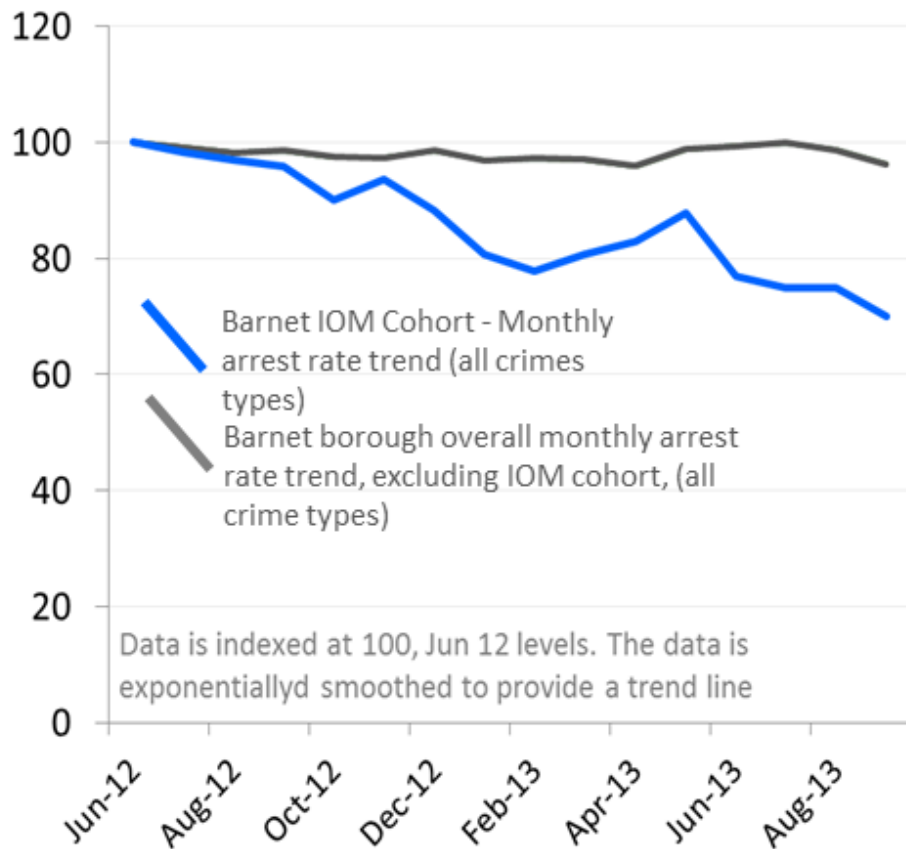
## Appendix 2 - IOM Impact

Extract from 'Integrated Offender Management Assessment' report (November 2013)

**There is evidence reduced IOM cohort offending is translating into less crime and fewer people becoming victims of crime in Barnet:**

### Reducing criminal activity

Barnet's IOM cohort's arrest rate trend vs. Non IOM



#### How does this translate into headline level crime reductions?

Crime has fallen in Barnet over the last 12 months; the reductions in major acquisitive crimes (such as burglary and robbery) have been greater than most other London boroughs. Over the rolling 12 months to 30<sup>th</sup> Sep 2013 Barnet achieved a 7.7% reduction in Residential burglary compared to the previous 12 months. Recently this reduction has been even larger: Between Apr to Sep 2013 there has been a 22% reduction (**approximately 336 fewer Residential burglaries**)

#### To what extent has the apparent reduction in criminal activity by the IOM cohort contributed to these results?

Based on:

- Fall in the IOM cohort Burglary arrest rate from 2.5 per month (Nov11-Jun12) to 1.6 pm (Jul12 – Sep13)
- Given Barnet borough's average ratio of 11.6 Residential burglary allegations for each arrest
- Assuming the IOM cohorts actual rate of committing burglaries fell by the same proportion as their burglary arrest rate fell

This would suggest a ball park estimate of 10.4 per month fewer Residential burglaries committed by the IOM cohort (vs. their previous offending rate). In other words it is plausible to believe that between April to September 2013 around 60 of the total reduction of 336 Residential burglaries were likely to have been due to reduced criminal activity by the IOM cohort.

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# Appendix 3 – The Cost of Crime

Extract from the Barnet Community Safety Strategic Assessment 2014/15

## The cost of crime

The home office produces unit cost estimates for different crime types.<sup>i</sup> The estimates take into account anticipatory costs (for example security expenditure), consequential costs (e.g. property stolen, emotional or physical impacts), and response costs (e.g. costs to the criminal justice system).

The table to the left calculates total cost estimates for different crime types on Barnet by multiplying the home office unit cost estimate by the number of offences in the borough in one year (2013).

Type	Estimated annual cost (2013)	% of total cost
Violence - ABH and GBH	£22,813,255	30.9%
Sexual Offences	£13,117,960	17.8%
Burglary in A Dwelling	£10,817,300	14.6%
Robbery -Personal Property	£5,937,940	8.0%
Burglary in Other Buildings	£5,875,200	8.0%
Theft/Taking Of Motor Vehicle	£3,772,230	5.1%
Theft from Motor Vehicle	£3,079,252	4.2%
Other Theft	£2,759,008	3.7%
Common Assault	£2,115,750	2.9%
Criminal Damage Total	£2,016,495	2.7%
Robbery - Business Property	£693,528	0.9%
Theft Person	£576,065	0.8%
Theft/Taking Of Pedal Cycle	£173,201	0.2%
Theft From Shops	£146,072	0.2%
Total Annual Cost (excluding Some crime types)* <sup>1</sup>	£73,893,256	

This gives an estimated annual total cost of around £73.9M for reported crime in Barnet in one year. Note this estimate does not include costs for the following offences: Drugs; Fraud; Handling; Motor vehicle tampering; Harassment; carrying of weapons; and Violence other than Common Assault, ABH, GBH. The estimated costs of unreported crime are also not included in this figure.

The top three cost contributors are violent crime, Sexual Offences and Residential burglary. Note that for the top two (Violence and Sexual offences) the majority of the victims (though minority of the perpetrators) are women and girls.

<sup>i</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/118042/IOM-phase2-costs-multipliers.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118042/IOM-phase2-costs-multipliers.pdf)

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	<p align="center"><b>Community Leadership Committee 25 November 2015</b></p>
<p align="center"><b>Title</b></p>	<p><b>Community Participation Strategy – Progress Update Report</b></p>
<p align="center"><b>Report of</b></p>	<p>Stephen Evans Director of Strategy and Communications</p>
<p align="center"><b>Wards</b></p>	<p>All</p>
<p align="center"><b>Status</b></p>	<p>Public</p>
<p align="center"><b>Urgent</b></p>	<p>No</p>
<p align="center"><b>Key</b></p>	<p>No</p>
<p align="center"><b>Enclosures</b></p>	<p>None</p>
<p align="center"><b>Officer Contact Details</b></p>	<p>Sara Elias-Bassett, Community Participation, Engagement and Strategy Lead, <a href="mailto:sara.elias-bassett@barnet.gov.uk">sara.elias-bassett@barnet.gov.uk</a>, Tel: 0208 359 5320</p>

## Summary

On the 25 June 2014 the Community Leadership Committee agreed aims, objectives and proposals for development of the Community Participation Strategy and on 11 March 2015, it agreed a detailed implementation plan.

This vision of the Community Participation Strategy is to:

- Increase the level of community activity across the borough;
- Build stronger partnerships between the community and the Council;
- Coordinate and improve the support the Council gives to communities; and
- Help the Council take more account of community activity and preferences when making decisions about how to deliver against the Borough’s priorities.

The implementation plan agreed by the Committee consists of six work streams, to be delivered by September 2016. This programme of work will be reviewed in May 2016. This is the first progress update to the Community Leadership Committee.

This report provides an update of the Council’s progress on the implementation of key elements of the Community Participation Strategy. In particular, the progress made to support increased volunteering across the borough through the creation of a volunteering

brokerage service; improving information about local communities and the details of various voluntary & community sector (VCS) organisations present in a given area through the creation of an interactive VCS database; and building relationships between the VCS and the Council through the creation of a VCS Strategic Forum, to be achieved by extending the remit of the existing Communities Together Network

This update also describes the links between the Community Participation Strategy and the Community Assets Strategy, which has recently been agreed through the Assets, Regeneration & Growth Committee.

Officers would appreciate input from the Committee about how Members from across the Council should get involved in promoting the strategy and the core elements of it – particularly the volunteering brokerage service and the developing VCS database.

## Recommendations

1. That the Committee note the progress made on implementing the Community Participation Strategy and
2. That the Committee discuss and comment on how officers should support Members in promoting elements of the strategy to residents – particularly the new volunteering brokerage service and the VCS database

### 1. WHY THIS REPORT IS NEEDED

- 1.1 On the 25 June 2014 the Community Leadership Committee agreed aims, objectives and proposals for development of the Community Participation Strategy (CPS) and on 11 March 2015, it agreed a detailed implementation plan. This vision of the CPS is to:
- Increase the level of community activity across the borough;
  - Build stronger partnerships between the community and the Council;
  - Coordinate and improve the support the Council gives to communities; and
  - Help the Council take more account of community activity when making decisions about how to deliver against the Borough's priorities.

### Outcomes of this Strategy

- 1.2 The CPS will support this agenda by working towards the following outcomes:
- 1.3 **Residents and community groups will be more independent and resilient**, increasing individual wellbeing and community cohesion, improving outcomes, and resulting in less demand on Council services.
- 1.4 **Residents and community groups will be able to deliver more, and to take on more responsibility for their local areas.** Where there is clear potential for community groups to support and complement the Council's role, or where more community activity would help to meet a particular need,

communities would have the ability and capacity to do this – again, reducing the need for public services.

- 1.5 **Services will offer more choice and be better matched to local need** – the market will have developed a more diverse range of services, providers and delivery routes. Community providers will use their local links (and, in some cases, greater flexibility) to tailor provision to fit local need and the Council will use engagement with them to shape its own services more effectively and deliver them more efficiently. Engaging service users and communities in the planning, design and delivery of services will have a positive impact on the success of services, ensuring that they are designed to meet the needs of Barnet’s residents.
- 1.6 **The Council and the community will work together to make sure community capacity is supported and used to its full potential.** The Strategy aims to understand the capacity which already exists in communities and to identify how the Council can work most effectively, in its community leadership role, to support and develop it, including at those points where it is most critical to commissioning plans.
- 1.7 The Strategy is anticipated to contribute to and/or enable a number of benefits which link directly to the Council’s commissioning priorities, based on the specific areas identified above. These are as follows:
- 1.8 **Adults & Safeguarding:**
  - Social isolation: proportion of people who use services who reported that they had as much social contact as they would like
  - Proportion of people who feel in control of their own lives
- 1.9 **Public Health:**
  - Percentage of the eligible population aged 40-74 who have received an NHS Health Check
- 1.10 **Children’s, Education, Libraries and Safeguarding:**
  - Percentage of the target groups that are registered with the children’s centre within the area it serves
  - Satisfaction of children and parents with services for disabled children and their families
- 1.11 **Housing:**
  - Homelessness preventions
- 1.12 **Environment:**
  - Percentage (of users) satisfied with parks, playgrounds and open spaces

### 1.13 **Community Leadership Committee:**

- Stronger communities – maintaining or increasing the percentage of residents who report feeling they belong to their neighbourhood
- More active, involved communities – increase in percentage of residents who agree that people pull together to help improve their area
- More active, involved communities – increase in the percentage of residents who volunteer at least once a month

### **Implementation**

1.14 The implementation plan agreed by the Committee consists of six work streams, to be delivered by September 2016. This programme of work will be reviewed in May 2016. This is the first progress update to the Community Leadership Committee.

1.15 This report:

- Provides a progress update on the priority areas of the CPS, focusing on
  - Making more use of current community capacity by supporting volunteering initiatives;
  - improving information about local communities by creating an interactive VCS database;
  - building relationships between the VCS and the Council through the creation of a VCS Strategic Forum;
  - the links between the Community Participation Strategy and the Community Assets Strategy; and
- Highlights areas for Member involvement throughout.

### **Progress update on the implementation of the Community Participation Strategy**

#### **Making more use of current community capacity**

- Work with Groundwork, our Local Infrastructure Organisation partner, to support local residents to volunteer. Groundwork will provide brokerage support, matching volunteers with local opportunities.
- Develop a Council staff volunteering scheme, which allows Council staff time to volunteer for opportunities across the borough – either individually or as part of a team – to unlock the potential for 1,800 staff to volunteer in support of local groups and projects.
- Support local businesses to develop local and focused Corporate Social Responsibility (CSR) policies

1.16 The CPS aims to support residents, voluntary and community groups, and businesses to be active members in their local areas. This work stream makes use of a number of available opportunities to deliver that aim.

- 1.17 VCS groups are not the only source of community capacity in the Borough – both individuals and businesses have a vital role to play – and we know that there is a strong demand within the borough from individuals, communities and businesses to play an active role in the community.

### **Promoting resident volunteering**

- 1.18 We know that 28% of Barnet residents report that they volunteer at least once a week or once a month – roughly the same as the UK average – and a further 13% volunteer less frequently (Residents' Perception Survey, Spring 2014). We know that local businesses are keen to contribute to the communities in which they are based, and want to know how they can have the greatest impact while doing so. We know that there is a strong interest from staff to contribute through volunteering: in a recent LBB staff survey, a slight majority of respondents reported that they had not volunteered their time or skill in the last 12 months (58%) however, of these, 7 in 10 reported that they would be interested in volunteering if they had the support to do so.
- 1.19 The CPS therefore seeks to support this demand and provide opportunities to contribute to delivering better outcomes for Barnet.
- 1.20 The Council has reviewed the way in which it commissions the local volunteer offer as part of the renewal of its local infrastructure organisation contract. In January 2015, Groundwork London were commissioned to provide the core volunteering offer in the Borough, which involves delivery of certain services – volunteer brokerage and community action activities – as well as an element of strategic work to shape other aspects of the volunteer offer in Barnet. This involves promoting the benefits of volunteering, working to increase interest in volunteering across Barnet's population and providing a brokerage service which identifies volunteering opportunities across the borough and matches them to those who have expressed an interest.
- 1.21 Whilst all volunteering is a positive thing, the Council has a responsibility to use its resources and act strategically to help ensure that, where possible, residents are volunteering in areas which are a priority for the borough and can help to improve the outcomes identified in the Council's Corporate Plan. This includes encouraging residents to make use of borough's parks and open spaces, helping to ensure that Barnet's residents will be some of the most active and healthy in London, or supporting older people to live safely and to maximise their independence.
- 1.22 A number of Council services are currently supported by volunteers – in particular, parks and children's centres – with an interest in developing volunteering in other areas such as parks and open spaces. The Council are working with Groundwork to develop a more consistent support offer to make this a more attractive option for people who wish to volunteer, and to make sure that residents who are willing to give up their time to help the Council are supported in return.

- 1.23 Groundwork provides volunteering support for both individuals who are interested in volunteering, and also to organisations who are looking to involve volunteers. The following are examples of the type of support offered by Groundwork:
- Monthly organisational support surgeries to discuss issues such as volunteer roles, recruitment, management and rewards;
  - Volunteering Barnet events in venues such as libraries, colleges and community centres;
  - A brokerage service, matching individuals to volunteer opportunities;
  - Volunteering Barnet One-Stop-Shop in Grahame Park;
  - Borough-wide Forums for volunteering involving organisation;
  - Community events - one off group volunteering activities which aim to build community spirit and encourage on-going volunteering;
  - Training for volunteer-involving organisations on topics such as tackling gang awareness, self-harm and suicide prevention awareness, child sexual exploitation courses and pension enrolment.
- 1.24 Groundwork currently promotes their volunteering support and brokerage service through an outreach programme and via their website (<http://www.volunteeringbarnet.org.uk/>) and social media (@barnetvolunteer).
- 1.25 Groundwork would welcome invitations from Councillors to attend public events, or other suggestions for reaching individuals and organisations who might be interested in volunteering support. Councillors are also able to suggest ideas for local solutions or events in their wards, identifying opportunities where bringing communities together to tackle a common issue would lead to positive change. Examples of community projects could include tackling dog fouling by organising a group clean-up, or tackling social isolation by organising a local [Big Lunch](#).

### **Volunteering by Council staff**

- 1.26 The Council also has the opportunity to lead by example by supporting its own workforce to make more use of volunteering opportunities – employer-supported volunteering - and unlocking the benefit that up to 1,800 Council staff could play by volunteering to support strategically important organisations, causes and projects across the Borough. Whilst staff volunteering already exists within Barnet Council, this workstream will standardise, monitor and act to promote the work of the council.
- 1.27 The Government made an election pledge that staff from public sector organisations and larger businesses would be released for three days' paid volunteering – though this has not yet appeared in a Queen's Speech as an actual commitment, it may still come forward in future years.
- 1.28 Groundwork are supporting the Council in developing an employer-supported volunteering programme for Barnet's workforce, which is due to be launched in January 2016. This voluntary scheme will involve providing Barnet's employees with up to two days of paid volunteering leave which will be recognised within the staff appraisal process. Volunteering opportunities will

be sourced for staff by Groundwork, who will identify local charities which support Barnet's residents, providing an opportunity for the workforce to share their expertise for the benefit of the local community. Groundwork will provide brokerage service for teams and individuals who wish to volunteer with local community and voluntary groups.

- 1.29 In addition to supporting Barnet's workforce to volunteer locally, Groundwork is also able to provide Councillors with support for volunteering.

## **Corporate Social Responsibility**

- 1.30 There is also the opportunity to share this and other good practice with local businesses as part of a Corporate Social Responsibility strategy. Developing a Corporate Social Responsibility (CSR) Strategy for Barnet will unlock additional skills and expertise and direct this to where it is most needed in the Borough. This is an opportunity to support the Council, its partners and local businesses to produce **localised and focused** CSR business practices.
- 1.31 The development of a CSR strategy in Barnet is a commitment within the Community Participation Strategy and is also an element of the Council's long term approach to supporting businesses and the wider Barnet economy, which is set out in [Entrepreneurial Barnet 2015-2020](#).
- 1.32 Barnet is the largest borough in London by population, with a strong economy based predominantly on significant numbers of small businesses; in 2014 there was 18,885 micro or small businesses registered in Barnet<sup>1</sup>. In fact, the borough has more businesses registered than any other outer-London borough. Only Westminster and Camden have more. Although no particular sector dominates, there are a large number of companies offering business-to-business professional services, and a growing number offering business-to-consumer services such as IT, construction, and marketing. There are also a small number of large companies – such as McDonalds and Pentland – located in the borough which presents opportunities.
- 1.33 After initial scoping discussion with Entrepreneurial Barnet Board, Barnet's CSR strategy will aim to increase the number of businesses in the Borough that have **localised and focused CSR practices**. Barnet Council will aim to lead by example, using the opportunity to publicise its own CSR practices and activities, such as Employer Supported Volunteering, and provide guidance and facilitation for local businesses and community groups.
- 1.34 Next steps:
- Launch an employer-supported volunteering scheme for staff employees in January 2016;
  - Pilot tools for a more consistent approach to volunteering in Council services within parks and open spaces; and

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<sup>1</sup> UK Business Counts (2104): [Inter Departmental Business Register \(ONS\)](#)

- Develop a Corporate Social Responsibility Strategy and implementation plan by January 2016.

### **The role of Councillors in promoting volunteering**

- 1.35 Councillors, with their relationship to both residents and local businesses are able to play a key role as advocates for volunteering. Councillors are able to promote to residents the variety of volunteering opportunities that are available locally. Officers can also work with Councillors to educate and encourage employers to allow their staff to volunteer. There is an increasing appreciation of the benefits of employee volunteering, both to the businesses, their staff and the organisations that they volunteer for.
- 1.36 **Officers would welcome feedback from Committee Members as to the type of support Councillors would find useful in helping them to promote volunteering in Barnet.**

### **Improving our information about local communities**

- Develop a new, comprehensive database of voluntary and community sector (VCS) organisations across the Borough in order to improve our directories and to help residents access up-to-date information about support for their specific needs
- Support the VCS to access information about their local areas, making people more aware of their services and become more sustainable

- 1.37 The development of a new, comprehensive interactive database of VCS organisations will help us identify the services and support offered across the Borough and inform long-term decisions about how to support the sector. The vision is also for the database to be an important tool for residents, by allowing residents to identify support in their local area offered through the VCS. It will also be designed to allow Customer Services to use it to sign post residents to local support and therefore help reduce demand on Council services. Again, there is a huge opportunity here, with approximately 1,400 VCS organisations in Barnet providing a wide range of support.
- 1.38 The database will also be of use to Councillors, providing an oversight of active community groups which Councillors can interact with and mobilise into action if there are areas of local need identified by Councillors or through Residents Forums and Area Committees.
- 1.39 A detailed implementation plan was signed off on 3 September and a kick-off meeting was held on 23 September to bring together key delivery partners and agree next steps. The database will be developed and built by the Council's Customer and Support Group (CSG), whilst Groundwork will work closely with the voluntary and community sector and stakeholders from across the Council to ensure that the database meets the needs of the intended beneficiaries.



- 1.40 Groundwork, working with CommUNITY Barnet, held the first workshop for the local VCS sector on 28 September, and the developer began work on designing the database on 19 October.
- 1.41 The sustainability of the database is a key measure of the success of this work. The database itself has been designed to include an API function in the future, which will allow the database to automatically renew the same data held in other databases which are linked. For example, the VCS database could be linked to contact information for the Communities Together Network contact database. Engagement with the VCS is also a key element of this; buy-in to the usefulness of the database will encourage a 'self-serve' element to the database, where the VCS organisations will help to ensure that the information is kept correct and up-to-date.

### **Promoting the database**

- 1.42 The database, which will be accessed via an intuitive and easy to use online tool will be ready in May 2016. The Council will work with local groups, partners and staff member to promote the tool, recognising that awareness of the tool will also be key to its success.
- 1.43 **Councillors can play an important role in contributing to the success of the database in several ways. Officers would welcome feedback from Members on how they might use the database tool to ensure that the design meets their needs.**
- 1.44 In addition, Councillors can play an active role in promoting the use of the database tool. Once the database tool is near completion, further consultation will be carried out with the Community Leadership Committee to identify promotion opportunities.
- 1.45 Next steps:
- Build and expand on engagement with VCS organisations to understand their data needs; and
  - Database go-live May 2016.

### **Building relationships between voluntary and community sector and the Council**

- Set-up a borough-wide representative VCS Forum, to make sure the VCS have a place to engage at a strategic level about issues which affect the sector

- 1.46 It is important to retain a strong relationship between the Council and the VCS, to promote trust and mutual understanding, enable us to identify shared priorities and respond quickly to concerns and issues. The VCS Forum will be a local forum for voluntary and community groups of all sizes. The forum will bring together local groups, organisations, community workers and partners to identify local issues of mutual interest and need, and work collaboratively to find solutions. The VCS will be a key strategic link for the Council, enabling

dialogue, sharing commissioning priorities and promoting opportunities for co-production.

- 1.47 Following a review of the current Communities Together Network (CTN), it is proposed that in addition to its current function as a community cohesion and resilience forum, CTN's remit will extend to a Borough strategic Forum for the Voluntary and Community Sector. Expanding the remit of an existing network allows an opportunity to build on current good practice and reduces the risk of duplication.
- 1.48 A recent review of CTN activity revealed a demand from participants to discuss wider issues that the local VCS face and a need to re-energise the network. For example, during a meeting to establish future agenda items a number of issues related to wider aspects of cohesion such as services for older people, working in partnership at a local level, and a request for discussions with commissioners on future service delivery. An expanded remit would allow the CTN to provide greater support and focus on the wider issues which support community cohesion, and ensure that the membership for discussing these issues is correct.
- 1.49 Engagement with current CTN members was positive, with respondents agreeing that the remit of the CTN should be expanded, although caution was made that the original remit should not be lost.
- 1.50 CTN will retain its original focus as a proactive and reactive community cohesion and resilience forum and continue to adopt a multi-agency approach. In addition, CTN will develop as the Borough strategic forum for the voluntary and community sector, facilitated by the Council and CommUNITY Barnet and governed by a Steering Group. There will be a greater focus on designing a format which encourages the VCS to take ownership of agenda items and we will encourage the VCS to make suggestions as to how they would like to interact with different stakeholders, including with Councillors, through this forum.
- 1.51 The revised Terms of Reference (TOR) will build on existing CTN TOR and incorporate the principles of the All Party Parliamentary Group for Faith and Society Covenant for Engagement between Faith Groups and Local Authorities and the Charter for Barnet with the Voluntary and Community Sector. The TOR will reflect common aims and will highlight benefits to the voluntary and community sector in participation by providing opportunities for:
  - A role in strategy and decision making;
  - Building strong relationships to enhance trust and engagement;
  - Joining up engagement and commissioning activities to establish local needs and commissioning priorities;
  - Sharing information, resources, funding and assets(where appropriate);
  - Exploring how purchasing power and shared funding opportunities can build capacity;
  - Joint capacity building.

- 1.52 A Steering Group will be set-up to provide input on the development of the revised TOR, ensuring that ownership of the CTN is a shared responsibility. The Steering Group will have representation from CommUNITY Barnet, Groundwork, BMFF, the police, the fire service, Middlesex University, Barnet CCG, and LBB.
- 1.53 Next steps:
- Finalise Steering Group membership by 30 November 2015;
  - Steering Group to be held in early December to draft TORs and forward plan;
  - Membership expansion in December and January; and
  - Re-launch CTN, with the first meeting held in late January 2016.

### **Links to the Community Assets Strategy**

- 1.54 The Community Participation Strategy supports a number of different strategies being delivered across the Council, including the Community Asset Strategy. The Council recognises the social and economic contribution voluntary and community sector organisations make to the Borough and the way in which assets can support their work, making their services more sustainable and able to provide better value for money in the long term.
- 1.55 The Community Asset Strategy was approved at the Asset, Regeneration and Growth Committee in June 2015. The Community Asset Strategy aims to make sure the Council strikes the right balance between supporting VCS organisations, making sure it manages public assets well, and ensuring it gains best value for public money. To achieve this, the Strategy has the following objectives:
- to provide communities with the best possible assets to meet their local needs, investing in modern, flexible, functional space for residents and VCS groups;
  - to enable communities to become active and independent, and able to take on more responsibility for their local areas and reduce the need for council services; and
  - to rationalise the council's estate, without compromising these aims, to ensure it is being used efficiently to support the council's priorities and create the best possible value for residents.
- 1.56 Contributing to these objectives will be the creation of a community hub model, and the development of a more consistent approach to supporting community groups.
- 1.57 A community hub is a building that is accessible to all groups in the area or neighbourhood that it serves. It is a multi-purpose community building providing a range of services, with strong working relationship with other local community services such as children's centres, nurseries, extended schools and faith groups. Community hubs are often placed in the heart of communities and provide unique opportunities for local residents to create local solutions to address a local need or problem.

- 1.58 Community hubs offer an opportunity for the Council to realise capital receipts, reduce costs, transform and deliver community services to residents in an effective and efficient manner. The Council recognises the need to be consistent and transparent about the circumstances under which it will commit to supporting VCS groups through the use of its assets and the level of support it gives and what is expected in return. This is particularly important in the challenging economic climate, as part of the Council's focus on fairness, responsibility and opportunity.
- 1.59 The Area, Growth and Regeneration Committee aims to ensure that the Council's community estate is governed according to clear, consistent criteria as set out in the Community Asset Strategy. Historically, the portfolio has been administered on a case by case basis which has made it responsive to the needs of individual groups but which has made it difficult to implement a consistent approach to ensure a fair, common treatment for different groups.
- 1.60 A social benefit toolkit which will be developed and used to implement a standardised and transparent method of calculating rent subsidy based on the social benefit that a community or voluntary group offers to deliver from a Council owned asset. Where the occupier is deemed to be contributing to local priorities and fulfilling other criteria for support, the Council may grant financial assistance to provide support, at a level which reflects the community benefit the organisation is providing.
- 1.61 Next Steps:
- Development and piloting of the social benefit toolkit by April 2016.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To update Members of the Community Leadership Committee on the progress of the Community Participation Strategy.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Not applicable to this report.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 There are no decisions that are required to be made in relation to this update.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.2 This Community Participation Strategy contributes to the Corporate Plan's objective to promote family and community wellbeing and support engaged, cohesive and safe communities by improving engagement, increasing independence and resilience, and strengthening community networks.

5.3 The Community Participation Strategy will help to enable the Health and Wellbeing Strategy through support for work to reduce demand and increase the levels of community provision. It also supports the Community Asset Strategy to better support the voluntary and community sector through effective use of our physical assets.

#### **5.1 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.1.2 The service is being managed within appropriate budgets. There are no financial implications.

#### **5.2 Social Value**

5.3.1 This report provides an update on a service which has already been commissioned where the benefits were outlined in the business case and previous committee reports. Please note the reports listed in section 6.1 of this report.

#### **5.4 Legal and Constitutional References**

5.4.1 Council Constitution Part 15, Responsibility for Functions, Annex A states the terms of reference of the Community Leadership Committee, including 'to approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to full Council or Policy & Resources' and 'to maintain good community relations with Barnet's diverse communities ensuring that all communities have the opportunity to participate fully in the Borough's affairs'.

#### **5.5 Risk Management**

5.5.1 Not applicable for this report as it is seeking to update the Community Leadership Committee and not seeking a decision.

#### **5.6 Equalities and Diversity**

5.6.1 The Strategy will support the three strands of the Public Sector Equality Duty by:

- Monitoring the engagement activities undertaken to ensure they are representative, and identify and eliminate any barriers to access, eliminating unlawful discrimination
- Ensuring that all residents have the same opportunities to develop skills, independence and resilience by developing capacity across the Borough, advancing equality of opportunity between people from different groups
- Building stronger networks and improving cohesion, to foster good relations between people from different groups.

5.6.2 The 2010 Equality Act outlines the provision of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, advance equality of opportunity between people from different groups and foster good relations between people from different groups. Both the local authority and the CCGs are public bodies. The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

## 5.7 Consultation and Engagement

5.7.1 The Strategy has been developed in part following consultation undertaken to support the PSR, where residents identified the need for responsibility to be shared more evenly between the Council and the community and suggested some resources which would support this. Dedicated consultation has taken place to underpin the development of the Community Asset Strategy and the Community Right to Bid.

5.7.2 Further engagement has and will continue be carried out as part of the implementation of the Strategy.

## 5.8 Insight

5.8.1 Not relevant to this report as specific analysis was conducted to inform this project.

## 6 BACKGROUND PAPERS

6.1 Previous decisions:

6.2 [Developing a community participation strategy for Barnet](#), Community Leadership Committee, June 25 2014

6.3 [Community participation strategy - Area committee budgets and wider community funding](#), Community Leadership Committee, September 11 2014

6.4 [Community Asset Strategy](#), Assets, Regeneration and Growth Committee, December 15 2014.

6.5 [Developing a Community Participation Strategy: Implementation Plan](#), Community Leadership Committee, March 11 2015

6.6 [Community Asset Implementation Plan](#), Assets, Regeneration and Growth Committee, September 7 2015

6.7 [Entrepreneurial Barnet](#), Assets, Regeneration and Growth Committee, December 15 2015

	<p><b>Community Leadership Committee</b></p> <p><b>25 November 2015</b></p>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Corporate Grants Programme, 2015/16 – Stonegrove Estates’ Youth Project</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Director of Resources</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>Colindale, Burnt Oak, Edgware &amp; West Hendon Wards</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: right;"><b>Key</b></p>	<p>No</p>
<p style="text-align: right;"><b>Enclosure</b></p>	<p>Appendix A: Grant assessment - Stonegrove Estates’ Youth Project</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Ken Argent, Grants Manager, Finance, Commissioning Group  <a href="mailto:ken.argent@barnet.gov.uk">ken.argent@barnet.gov.uk</a> (020 8359 2020)</p> <p>Karen Ali, Youth Support Team Manager, Youth &amp; Family Support Service, Children’s Service  <a href="mailto:karen.ali@barnet.gov.uk">karen.ali@barnet.gov.uk</a> (020 8359 5281)</p>

<h3>Summary</h3>
<p>This report attaches an assessment of a grant application by Stonegrove Estates’ Youth Project.</p>

<h3>Recommendations</h3>
<p><b>That a start-up grant of £9,620 be awarded to Stonegrove Estates’ Youth Project, subject to the council’s Standard Conditions of Grant Aid and the special conditions shown in the grant assessment enclosed.</b></p>

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 Voluntary and community organisations may apply for a one-year start-up grant of up to £10,000 or a one-off grant of up to £5,000 from the corporate grants programme.
- 1.2 The power to award grants of more than £5,000 to voluntary and community groups is vested in this committee in accordance with the terms of reference of theme committees in the council's constitution - annexe A of Responsibilities for Functions.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 These are as set out in the assessment of the grant application in question herewith.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The grant to Stonegrove Estates' Youth Project, if approved, will be payable in instalments following compliance with the special conditions contained in the assessment.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Corporate Plan, 2015-2020, identifies a set of strategic objectives which frame the council's approach to achieving its vision of making local services more integrated, intuitive and efficient by 2020, aimed at ensuring that Barnet is a place:

- of opportunity, where people can further their quality of life
- where people are helped to help themselves, recognising that prevention is better than cure
- where responsibility is shared, fairly
- where services are delivered efficiently to get value for money for the taxpayer

- 5.1.2 The outcomes around which these objectives are prioritised include:

- To identify and address at an early stage any issues that may impede a successful childhood
- To identify and support young people who may be at risk of not achieving their potential and help them to make a positive transition into adulthood
- To promote engaged, cohesive and safe communities



- 5.1.3 The voluntary and community sector has a significant role to play in the delivery of public services having regard to the reduction in government funding, not only by increasing choice, accessibility and value for money but also by developing innovative solutions to problems and improving customers' perception of public services.
- 5.1.4 A Third Sector Commissioning Framework, approved by the former Cabinet Resources Committee in 2008, sets out guidelines to:
- bring consistency to the council's financial arrangements with the voluntary and community sector; and
  - bring procurement from, and grants to, the sector into a single framework consistent with the council's procurement rules
- 5.1.5 The grants programme offers help to voluntary and community organisations (a) to develop sustainable new services and activities and (b) to run community events or meet certain non-recurring items of expenditure.
- 5.1.6 All applications are assessed on their individual merits against the council's policy objectives; the benefits to the local community; the effectiveness of the organisation in its service delivery; its overall value for money; its financial needs; and the budget for making awards each year. In the case of start-up grants, the apparent or likely viability of a proposal in the years following the council's twelve-month funding is a critical factor.
- 5.1.7 The application by Stonegrove Estates' Youth Project fulfils these criteria and is recommended for an award.
- 5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
- 5.2.1 The provision for making start-up and one-off grants in 2015/16 is comprised of funds deriving to the authority from the Edward Harvist Charity; a small annual allocation from the former Borough Lottery Scheme; and a sum of £51,000 collectively allocated to the corporate grants programme by the area committees with the approval of the Community Leadership Committee.
- 5.2.2 The current position on the funding available in 2015/16, which includes the latest instalment in the sum of £30,939 of the council's share of income from the Edward Harvist Charity, to be supplemented as further income from the charity is received, is as follows:

<b>Budget item</b>	<b>Funding available, 2015/16</b>	<b>Approvals to date</b>	<b>Balance remaining</b>	<b>Recommended herewith</b>
Edward Harvist Charity	£106,273	£49,668	£56,605	£9,620
Former Borough Lottery Fund	£15,000	£2,600	£12,400	0
Allocation by area committees	£51,000	0	£51,000	<b>0</b>
<b>TOTAL</b>	<b>£172,273</b>	<b>£52,268</b>	<b>£120,005</b>	<b>£9,620</b>

### 5.3 Social Value

5.3.1 Not relevant in the context of this report.

### 5.4 Legal and Constitutional References

5.4.1 The council has power to make grant awards under section 1 of the Localism Act 2011.

5.4.2 Under the council's constitution, Responsibility for Functions, (annex A), the terms of reference of the Community Leadership Committee includes specific responsibility for

- Grants to the voluntary sector
- To maintain good relations with Barnet's diverse communities ensuring that all communities have the opportunity to participate in the borough's affairs

### 5.5 Risk Management

5.5.1 All grants are made subject to the council's Standard Conditions of Grant Aid, with which applicants are required to signify their compliance by signing a written undertaking. Amongst other things, the conditions cover how awards are spent, allowing council officers a right of access to proof thereof, and requiring notification of any change in an organisation's circumstances which significantly affect its finances, operations or grant entitlement. The council reserves the right to withhold payment of any approved grant, or to demand full or partial repayment, if it appears that an organisation has failed to comply with any of the conditions attached to the award.

5.5.2 The shift towards greater community involvement in the delivery of services has involved some relaxation in the attitude traditionally taken to compliance with eligibility criteria before an award is recommended. Whilst all applicants are expected to satisfy basic governance requirements, such as having an

independent management committee, it is accepted that community-led and self-help groups often require the support of a parent organisation or other agency. In cases such as these, account is taken of other relevant factors, such as knowledge of a supporting agency and mechanisms to manage an applicant's financial affairs. All applicants are expected to work towards full independence within a reasonable period.

## **5.6 Equalities and Diversity**

5.6.1 Under section 149 of the Equality Act 2010, the council and all other organisations exercising public functions must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by or under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race, religion or belief; and sex and sexual orientation. The broad purpose of this duty is to integrate considerations of equality into daily business and keep them under review in decision making; the design of policies; and the delivery of services.

5.6.2 All voluntary and community organisations grant-aided by the council are required to demonstrate that they have an equal opportunities policy covering users, staff and volunteers, which promotes equal treatment for all irrespective of their age, disability, gender, sexuality, ethnic background, faith, health, language or social and economic background. Scrutiny of compliance with these considerations, and how they contribute to promoting good relations between people and communities, forms part of the standard procedure for assessing all applications.

5.6.3 Awards from the corporate grants programme fund projects and activities in support of people from all communities and focus particularly on those who may be regarded as vulnerable, as in the case of the grant recommended.

## **5.7 Consultation and Engagement**

5.7.1 The application in question has been assessed in conjunction with the Children's Service's Youth & Family Support Service.

## **5.8 Insight**

5.8.1 Not relevant.

## **6. BACKGROUND PAPERS**

- 6.1 Cabinet Resources Committee, 22 July 2008 (decision item 11): approval of a Third Sector Commissioning Framework.
- 6.2 Council, 3 March 2015: approval of corporate grants budget for 2015/16.
- 6.3 Community Leadership Committee, 24 June 2015 (decision item 11): endorsement of decision by each area committee to allocate £17,000 of its available budget in 2015/16 through the corporate grants programme.

## GRANT APPLICATION 2015/16 – ASSESSMENT AND RECOMMENDATION

<b>Priority Corporate Outcomes</b>	To identify and address at an early stage any issues that may impede a successful childhood To identify and support young people who may be at risk of not achieving their potential and help them make a positive transition into adulthood To promote engaged, cohesive and safe communities	
<b>Organisation</b>	<b>STONEGROVE ESTATES' YOUTH PROJECT</b>	ref 334/E/YTH
<b>Address</b>	St Peter's Community Hall, Stonegrove, Edgware	

### Relevant policy, aims and objectives

The Corporate Plan and the Children and Young People Plan, 2013-16, reflect a focus on improving outcomes for Barnet's younger population, creating the conditions for children and young people to develop skills and acquire knowledge to achieve their full potential and lead successful adult lives, with support targeted at 16 to 24 year-olds who are not in education, employment or training ('NEET') and those who have disabilities or complex needs. Strategic objectives of the Youth & Family Support Service include commissioning, supporting and enabling the voluntary sector to develop a wide range of provision, building capacity for vulnerable young people to engage in positive extra-curricular activities and increasing access to regular sport and physical activity as part of leading a healthy lifestyle.

The draft Barnet Community Safety Strategy, 2015-20, reflects a nationwide priority set out in the Home Office's Ending Gang and Youth Violence Strategy to keep young people safe from harm caused by violent crime and serious group offending. The Youth Crime Prevention Strategy seeks to develop partnerships with local communities to identify and respond to young people at risk of involvement in youth crime and gang-related activities or affected by such. The prevention of child sexual exploitation is a key priority of Barnet Safeguarding Children Board.

### Activities / proposal

Stonegrove Estates' Youth Project (SEYP) is a registered charity independently managed under the auspices of Edgware Parochial Church Council, set up in 2008 with the support of the council's Youth Service, Barnet Homes and the Safer Neighbourhood Team to help young people living on three housing estates in the Stonegrove Regeneration Area to develop new skills and have a voice in the community, and to reduce anti-social behaviour. Over the last twelve months it has expanded to deliver youth services also on the regeneration estates in Grahame Park and West Hendon. It employs a full-time community youth worker, who is supported by a team of part-time sessional worker, trained junior leaders and volunteers.

The project is working with 180 young people on the Stonegrove Estates, where it operates on four evenings a week and during the school holidays. The Grahame Park Youth Project operates twice a week and has had 215 registered users since it was set up in January 2015. The West Hendon Youth Project has been run on a weekly basis, with 90 registered users, since November 2014. The main activities at each location are generic sessions for juniors (5-11) and seniors (11-17), with one-to-one mentoring; a two-tier girls' club; popular pastimes like cookery and fashion design; and age appropriate dance, fitness and football sessions.

SEYP targets harder to reach young people, disaffected youths, NEETS and potential offenders, using engaging 'magnet' activities such as creative arts, music production and sport as diversions from anti-social behaviour and gang involvement. They are then matched with staff, adult volunteers and junior leaders to effect positive lifestyle choices and change.

This application concerns a proposal to address the issues of gang involvement, knife crime, youth violence and sexual exploitation through delivery of a pilot tri-estate project, aimed at building bridges between children and young people living on the three estates and removing the gap between 'territories' across the HA8 and NW9 post code areas. The project will provide weekly youth exchange visits alternating between the three existing venues, with inter-estate competitions, events and workshops, designed to unify young people from each area. A focus group will undertake research to identify key issues. From this platform, SEYP will train and empower participants to take ownership of the project; to lead on planning and organising activities; to represent their peers in decision-making processes in the three regeneration areas; and ultimately to become role models, future junior leaders or adult volunteers.

SEYP has demonstrated its ability to make a difference, especially on the Stonegrove Estates, where residents, Barnet Homes and the Neighbourhood Policing Team all signify that young people are engaging more positively with the local community and that there is less evidence of intimidating or anti-social behaviour and damage on communal areas. It has created a successful junior leader and role model training programme and works collaboratively with specialist providers to create pathways into education or employment. SEYP was shortlisted for the Mayor of London's Volunteer Team of the Year award in 2014, when two of its junior leaders were recognised by Barnet Homes as 'community champions'. One of its adult volunteers received a civic award for his youth work with the project earlier this year.

The proposal is endorsed by the Youth & Family Support Service, subject to agreement on collaborative working with the service and an implementation plan, having regard to the group's record of service delivery, now in three areas with large concentrations of young people considered to be at risk, and the scope that it will provide to work with young people to influence the attitude of their peers; to create positive role models for children; to promote volunteering; and to improve community cohesion.

### **Cost and financial need**

Set up with an initial grant from the Big Lottery Fund, SEYP operates with mainly fixed-term funding from a variety of sources. 85% of expenditure of £69,604 in 2014 was met from grants from eight, mainly charitable, sources, defraying staffing costs (£47,981) and some other overheads. The John Lyon's Charity has contributed £30,000 a year towards core costs since 2011. The balance of income mainly derives from membership / admission fees, donations and fundraising. Net current assets at 17/7/2015 were £19,608, largely restricted funding over more than one year paid towards the end of 2014/15, leaving only a modest working contingency.

The expansion of SEYP's work into Grahame Park and West Hendon has been commissioned by Genesis Housing Association (up to July 2015) and a new resident-led trust, Barratt Metropolitan Limited Liability Partnership (in conjunction with West Hendon Community Group) (up to December 2015) respectively. The renewal of each commission is under discussion.

SEYP has had two corporate grants since 2011/12, the first of £5,918 to formulate innovative activities for disengaged 14 to 17 year-olds and the second of £2,700 in 2014/15 to set up a female only dance, fitness, diet and nutrition club, work that has now been sustained through the two-tier girls' clubs that exist at each location.

The cost of piloting the tri-estate youth project for five hours a week for 24 weeks is shown as £9,620, equal to the grant request. Staffing, to be led by the community youth worker, supported by a sessional worker and three junior leaders, one from each estate's youth forum, amounts to £7,500 (78%). The balance of expenditure includes publicity; the hire of premises; and equipment and materials.

The request is recommended for support on the basis of outline proposals to sustain the project, predicated on a reduction of staffing costs through a phased devolution of leadership to young people and adult volunteers; future funding opportunities within the regeneration zones; and bids to selected charitable trusts for which safeguarding children and young people and improving their chances in life are priorities.

### Grant recommendation, type and conditions

£9,620 (from Edward Harvist Charity)

Start-up grant  
One-off grant

#### Special conditions:

Payment of the award should be made subject to (a) agreement of an implementation plan, to include a strategy for collaboration with the Youth & Family Support Service; (b) agreement of targets and milestones for monitoring purposes; (c) submission of a formal sustainability strategy; and (d) the receipt of quarterly progress reports and an undertaking to provide an evaluation of the pilot after seven months.

### Target grant outcomes

(a) To engage children and young people at risk living on the three regeneration estates in question in positive collaborative activities; (b) to unify young people living on those estates and eliminate gang involvement, knife crime, youth violence and sexual exploitation; and (c) to encourage greater community involvement and volunteering amongst young people.

**Date:** November 2015

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	<p align="center"><b>Community Leadership Committee</b> <b>25 November 2015</b></p>
<p align="center"><b>Title</b></p>	<p align="center"><b>Community Leadership Committee Work Programme</b></p>
<p align="center"><b>Report of</b></p>	<p>Head of Governance</p>
<p align="center"><b>Wards</b></p>	<p>All</p>
<p align="center"><b>Status</b></p>	<p>Public</p>
<p align="center"><b>Enclosures</b></p>	<p>Appendix A - Committee Work Programme- November 2015 – March 2016</p>
<p align="center"><b>Officer Contact Details</b></p>	<p>Salar Rida – Governance Officer <a href="mailto:salar.rida@barnet.gov.uk">salar.rida@barnet.gov.uk</a> – 020 8359 7113</p>

<b>Summary</b>	
The Committee is requested to consider and comment on the items included in the 2015/16 work programme	

<b>Recommendations</b>	
1. That the Committee consider and comment on the items included in the 2015/16 work programme	

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Community Leadership Committee Work Programme 2015/16 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Not applicable.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-2020.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

- 5.3.1 The Terms of Reference of the Community Leadership Committee is included in the Constitution, Responsibility for Functions, Annex A.

### **5.4 Risk Management**

- 5.4.1 None in the context of this report.

**5.5 Equalities and Diversity**

5.5.1 None in the context of this report.

**5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

**6. BACKGROUND PAPERS**

6.1 None.

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**London Borough of Barnet  
Community Leadership  
Committee Work Programme  
November 2015 – March 2016**

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Subject	Decision required	Report of	Contributing Officer(s)
<b>25 November 2015</b>			
A progress update on the implementation of the Anti-Social Behavior Act 2014.	To note the progress made. To agree any required policies and actions of the council to ensure effective and balanced use of this legislation.	Commissioning Director, Environment	Strategic Lead, Safer Communities
Progress update on the SCP Strategy -with a focus on the management of offenders	To note the update provided and the partnership work to manage offenders, specifically repeat offenders in Barnet. To note the role the council plays in the management of offenders.	Commissioning Director, Environment	Strategic Lead, Safer Communities  National Probation Service  Community Rehabilitation Company (CRC)
Community Participation update	To update on the work done to develop the Council's Community Participation Strategy, including plans for the new database of voluntary and community organisations	Director of Strategy	Community Engagement, Participation & Strategy Lead
Grants (standing item)	To consider applications made to the Corporate Grants Programme for funding of between £5,000 and £9,999	Head of Finance	Grants Manager
<b>9 March 2016</b>			
An update on Policing: - Neighbourhood Policing Team - Performance	Note the update provided by the Metropolitan Police, Barnet.	Police Lead (to be confirmed)	Strategic Lead, Safer Communities  Police Lead (to be confirmed)

<b>Subject</b>	<b>Decision required</b>	<b>Report of</b>	<b>Contributing Officer(s)</b>
Outcome of annual strategic crime needs assessment	To note the emerging priorities on crime and anti-social behaviour and agree the priorities the council will focus on in 2016/17.	Commissioning Director, Environment	Strategic Lead, Safer Communities
Corporate Grants applications 2015/16	To update the Committee on the outcomes of the received Corporate Grants applications for 2015/16	Director of Strategy	Community Participation, Engagement & Strategy Lead
Review of dedicated Place Order for Street Drinking	To note the legal changes as a result of the ASB 2014 Act. To consider if the Dedicated Place Order for Street Drinking Continues or the new Public Space Protection Order under the 2014 ASB Act (PSPO) is used.	Commissioning Director, Environment	Strategic Lead, Safer Communities  Police Lead (to be confirmed)
Grants (standing item)	To consider applications made to the Corporate Grants Programme for funding of between £5,000 and £9,999	Head of Finance	Grants Manager

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