

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

1. Context

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

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

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

2. Objectives

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

3. Scope

(A) Neighbourhood Justice Panels

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

(B) Community Coaches

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

(C) Conditional Cautions

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

(D) Enhanced Integrated Offender Management

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

4. Partnership/ project governance

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

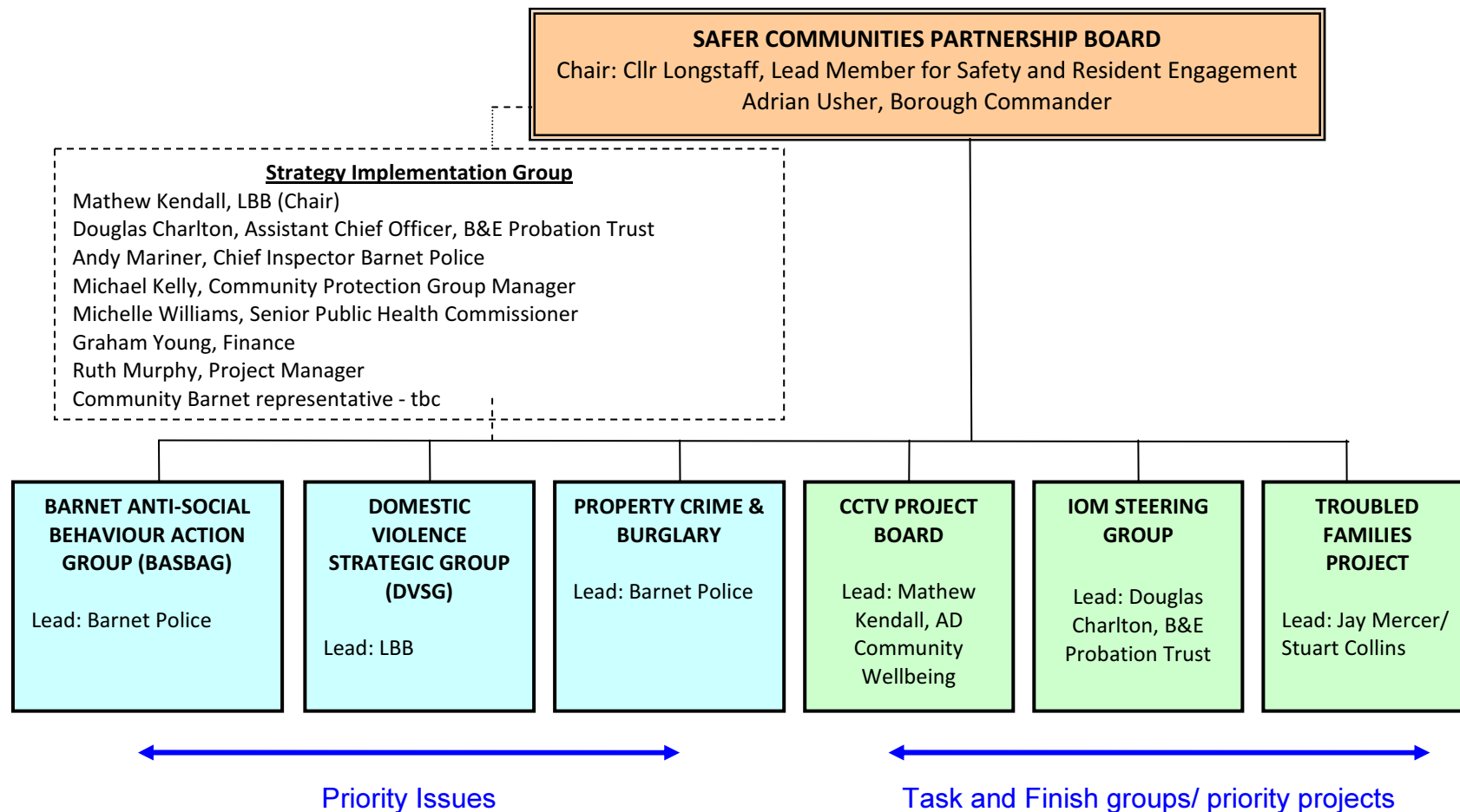
The key proposals are:

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

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

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

b) Safer Communities Partnership Governance



5. Implementation Plans

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

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

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

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

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

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

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

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

6. Project Budgets (funding bid to MOPAC)

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

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

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